

FINDINGS ON THE IMPLEMENTATION

of the “Methodology Guide for Assessing the Risks of
Conflicts in Communities Adversely Affected by the Armed
Conflict” in the communities of Donetsk, Luhansk and
Kherson oblasts

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The initiative was implemented by the OSCE Project Co-ordinator in Ukraine in co-operation with the Ministry for Reintegration of Temporarily Occupied Territories of Ukraine within the Project “Dialogue for Reform and Social Cohesion in Ukraine”, implemented with the financial support from the Government of Bulgaria, Global Affairs Canada, Governments of Japan, Lithuania, Liechtenstein, the Netherlands, Germany, Norway, the United Kingdom of Great Britain and Northern Ireland, the United States of America.

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LIST OF ABBREVIATIONS AND ACRONYMS

AFU – Armed Forces of Ukraine

AR Crimea – Autonomous Republic of Crimea

ATO/JFO – Anti-Terrorist Operation/Joint Forces Operation

Executive Committee – executive committee of a city/village council

Guide – Methodology Guide for Assessing the Risks of Conflicts in Communities Adversely Affected by the Armed Conflict

IDP – internally displaced person

ITA – international technical assistance

Kalanchak ATC – Kalanchak Village Amalgamated Territorial Community

LSG – local self-government

Ministry – Ministry for Temporarily Occupied Territories and Internally Displaced Persons / Ministry for Veteran Affairs, Temporarily Occupied Territories and Internally Displaced Persons / Ministry for Reintegration of Temporarily Occupied Territories

NGO – non-governmental organization

PCU – OSCE Project Co-ordinator in Ukraine

Project – Project “Dialogue for Reform and Social Cohesion in Ukraine”

Soledar ATC – Soledar City Amalgamated Territorial Community

RESEARCH AIM AND OBJECTIVES

Since 2018, the Ministry and the PCU have been co-operating within the Project, which aims to offer mechanisms for improving social cohesion by promoting engagement in dialogue and giving the voice to people from different target groups. The Guide has been piloted within the framework of the Project.

The Guide clarifies which timing, place and type of activities may allow to strengthen social cohesion and will be the most effective in the communities. The implementation of numerous indicators and tools can provide a clearer and more dynamic understanding of needs, which in its turn will make it easier to identify opportunities, potential tasks for initiatives by the community itself, as well as factors within potential or ongoing conflicts.

The Guide implementation had been piloted in the selected communities: Soledar ATC of Donetsk oblast and Lysychansk Territorial Community of Luhansk oblast. Taking into account the results of the piloting, upon request of the Ministry, the Guide was implemented in three Kherson oblast communities: Novooleksiyivka Village Community, Kalanchak ATC, the City of Kherson.

RATIONALE FOR THE COMMUNITY CHOICE

The population of Donetsk and Luhansk oblasts was particularly affected by the 2014 developments due to the proximity of the demarcation line, the large number of IDPs, the increasing pressure on local resources, the deepening of social tensions, the decline in the level of trust in the institutions of power, etc. Moreover, an analysis of the results of the Social Cohesion and Reconciliation Index (SCORE) survey in 2018 showed in these areas a lower level of public activity in Ukraine, civic optimism, a sense of being able to influence changes in the country, and a high level of social threat, intergroup tension. In view of the above factors, Soledar ATC and Lysychansk community are the target communities of the study and were selected as pilot ones for the implementation of the Guide. Also, representatives of LSG of these communities showed interest in the implementation of the Guide.

At the same time, the communities of Kherson oblast did not in fact get any attention from the Government of Ukraine, as strategically important documents of the Government of Ukraine related to the reconciliation in communities and community capacity building to prevent and resolve conflicts which are used by the Ministry are mostly targeted at Donetsk and Luhansk oblasts. Local media reports demonstrate local administration crisis in some Kherson oblast communities. Relatively low activity of international organizations in the region and lack of investments may point to:

- > limited information on communities' potential;
- > lack of understanding of needs and problems of the population in the communities (which are or may become the causes of conflicts and may destabilize the situation in the community) by the local government;

- inability of local government to communicate with national actors and the international community on building the capacities of communities and developing cohesion.

The SCORE Index in Kherson region in 2018 indicated a high level of passiveness of the population, dissatisfaction with infrastructure services, civic pessimism and unaccountability of local authorities. As a result of the monitoring of the security situation in the region, the Ministry Sector in Kherson oblast found Kalanchak ATC, Novoleksiyivka Village Community and the City of Kherson in need of examination for vulnerability to conflicts and increased social tensions.

The PCU in co-operation with the Ministry thoroughly investigated conflict potential of five communities of Donetsk, Luhansk and Kherson oblasts through the implementation of the Guide and provided expert support to reduce tensions and increase LSG's ability to resolve existing conflict situations and prevent new ones. The findings of this study are unique and relevant, as they not only characterize the situation at the level of identified communities, taking into account the political, economic, social, cultural risk factors of a particular community, but also provide guidance to LSG and authorities on addressing each identified community problem, solutions and preventing conflicts.

METHODOLOGY

Assessment of the risks of conflict in communities according to the Guide requires measures to be taken according to the following stages:

- 1.** Information collection and community survey.
- 2.** Information analysis, risk factors' identification and prioritization.
- 3.** Development and approval of measures to increase community's capacity and reduce risks.
- 4.** Implementation.
- 5.** Monitoring and evaluation of the implementation results, adjusting the measures.

The process of information gathering and analysis covered issues of local life in the fields of politics, economy, social security, environment, protection and security. The study identified disagreements, tensions, open and hidden conflicts between individuals, groups of individuals within communities, groups of individuals and local authorities. In the communities of Soledar ATC and Lysychansk, the first stage of the Guide was carried out during March – May 2019, for Novooleksiyivka Village Community, Kalanchak ATC, the City of Kherson – during December 2019 – January 2020. The interim results of the implementation of the Guide in these communities were presented to representatives of international organizations, diplomatic missions in early July 2019 and February 2020. Measures to increase the capacity of communities and reduce the number of risks were developed during round tables in the communities of Donetsk and Luhansk oblasts in mid-September 2019, and in the communities of Kherson oblast in early February 2020. Conflict sensitivity training for community representatives and dialogue meetings took place in November 2019 and late February – early

March 2020. The effectiveness of the implemented measures and the overall Guide implementation in the communities of Soledar and Lysychansk was assessed in early February 2020. Representatives of Novooleksiyivka, Kalanchak and Kherson communities assessed the effectiveness of the measures implemented at the end of March 2020. The Guide implementation in the communities of Kherson oblast will be assessed at the end of April 2020.

STAGE 1. INFORMATION COLLECTION AND COMMUNITY SURVEY

In collecting information and surveying the community, available information about the community was summarized, including statistics, results of sociological surveys, assessments conducted by state institutions, national and international NGOs.

Statistical, reporting and open source information

Statistical data and information for analysis by indicators were received from the Ministry of Economic Development, Trade and Agriculture, Central Election Commission, State Employment Service, local government, and territorial divisions of executive authorities in Donetsk, Luhansk, Kherson oblasts, Kherson Oblast State Administration, Main Statistics Office in Kherson oblast.

Also, “Decentralization in Ukraine” portal and open data portal reports were used: a community passport, a list of international technical assistance projects which are being implemented in Ukraine, reports on the use of funds by LSGs and local state raion and oblast administrations (Annex 1).

During the preparation of the report, the information provided in the regional targeted Programmes implemented by Kherson Oblast State Administration and the local programmes of socio-economic and cultural development of Kherson and Novoleksiyivka, reports on their implementation for 2019 (Annexes 2, 3) were analyzed. In order to identify the situations of tension and issues of concern to the local population, the subject of petitions submitted to the mayors and also available in the Unified System of Local Petitions (Annexes 4, 5) was further analyzed.

Media

In order to analyze the information environment, focused group and expert interviews helped identify popular local media,

including: print media, online portals, and social media groups that disseminate information about community events (Annex 6). The topics of their publications were explored. It is worth noting the absence of local media in Novooleksiyivka and the presence of only one in Kalanchak ATC (a newspaper). Also, in response to an enquiry the National Council on Television and Radio provided a list of television and radio broadcasters engaged in broadcasting in the territory of the communities under examination.

Studies

During the community overview survey, the studies by local and national NGOs, think tanks, public agencies and international organizations, carried out in 2014 – 2019, were examined. The studies have been used to identify the risks of conflict including the issues of budget, decentralization, health, safety, social protection, economy, etc. (Annex 7).

Focus group interviews

To get the most comprehensive information about the perception of the situation in the communities by the population, the focus groups were conducted in each of the three communities involving 6-13 representatives (a teacher, a medical worker, a librarian, an entrepreneur, a social worker, a banker, an accountant, a director of an entity, a religious organization representative, an unemployed, an internally displaced person, a civic activist, a taxi driver, an Administrative Services Centre's representative, young parents, representatives of vulnerable social groups). During the interview, the participants received a questionnaire designed to determine the public sentiments and level of trust in different governmental institutions as well as the church and the media (Annex 8).

Expert interviews

Expert interviews with regional NGOs allowed to identify sentiments in the communities, civil society development status, local government transparency and openness level, level of interaction between the local government and NGOs and the population. Expert interviews with institutions and organizations (specifically, non-governmental ones) were instrumental in identifying problems, situations of tensions and conflicts, common for all the communities. Also, expert interview results enabled to verify the risk factors for conflicts identified during the focus group interviews (Annex 9).

Meetings with the local government

To identify stakeholders, communicate on research tasks and activities, collect all available information about the communities and to promote the evaluation of the community situation by the government representatives, the meetings were set up with law enforcement agencies, LSG leaders, heads of departments of the Lysychansk, Soledar Kherson City Councils and utility companies (Annex 10).

STAGE 2. ANALYSIS OF INFORMATION, DETECTION AND PRIORITIZATION OF RISK FACTORS

2.1. Internal conflict risk factors common to all communities

Soledar ATC and Lysychansk Territorial Community

1. Slow recovery of the infrastructure damaged by the conflict in eastern Ukraine (roads of urban and oblast importance, electricity grid, water supply network).
2. Lack of affordable housing and sufficient housing cost reimbursement programmes for IDPs, affordable construction lending programmes.
3. Demographic distortion towards the retirement age.
4. Unemployment.
5. Lack of investment in production development.
6. Labour migration.
7. Violation of the rights of pensioners (registration, receipt of pensions) through complex procedures.
8. Employment discrimination against women (especially with small children and older than 40).
9. Increase in the level of drug and alcohol dependence among the local population.
10. Insufficient number of inclusive schools.
11. Competition in obtaining social services (medical, educational).
12. Lack of interaction between police, military, public and LSG in the field of security.
13. Absence of a system of modernization of managerial and conflict management skills, *soft skills* of field managers.

- 14.** Lack of systematic work with conflicts (in particular, early conflict prevention) in the local authorities.
- 15.** Low level of awareness of citizens about their rights and their protection, instruments of co-operation with local authorities.
- 16.** Biased attitude of local authorities to public activists.
- 17.** Low level of use of participatory tools for development of targeted programmes.
- 18.** Dominance of paternalistic sentiment among the population (provision of free medical, educational services, of cheap utility services, resumption of operation of state manufacturing enterprises).
- 19.** Low level of civic engagement.
- 20.** Tensions among community residents with differing views on the conflict in eastern Ukraine.

**Novooleksiyivka Village Community,
Kalanchak ATC, City of Kherson**

- 1.** Local government institutional development and institutional capacities problems.
- 2.** Difficulties of local government reform implementation, transfer of powers and resources to the local level.
- 3.** Local government ineffectiveness and non-transparency, lack of communication with the population (unsatisfactory functioning of the local government websites, closedness of the local government).
- 4.** Absence or ineffectiveness of a socio-economic development programme of the community and the region at large after 2014, lack of strategic vision of the communities' future.
- 5.** Lack of foreign and public investments, insignificant number of ITA projects at the community level.
- 6.** Lack of urban development plans for the communities, communities in a state of neglect.

7. Local government inaction with regard to conflict solving or prevention, low level of knowledge among local government staff on these matters.
8. Passiveness of community members, lack of civic activism, especially in smaller communities, lack of awareness of their rights by the community members.
9. Corruption, economic closedness of the region.
10. Significant proliferation and free access to drugs and psychotropic substances.
11. High morbidity level of tuberculosis and cancer.
12. Tense attitude to Crimean Tartars.
13. Aging communal infrastructure, local government held responsible for this.
14. Lack of waste processing plants, poor management and servicing of landfills.
15. Unemployment, lack of qualified staff of some professions (mostly vocational).
16. Lack of political culture, programme party activity, adherence to general political course.
17. Poor transportation connectivity and performance of municipal transportation.
18. Lack of communication between authorities and community residents on the land reform.
19. Dissatisfaction and mistrust in the police against the backdrop of rising level of crime, drug dealing, illegal weapons, absence of proper communication on criminal procedural law.

2.2. External conflict risk factors common to all communities

Soledar ATC and Lysychansk Territorial Community

1. Threat to life, safety of communities because of the proximity to the demarcation zone.

2. Impact of ties with the non-government controlled areas on business and family relations.
3. Inconsistency of the project goals and objectives of the international actors operating in the conflict affected areas.

Novooleksiyivka Village Community, Kalanchak ATC, City of Kherson

1. Local media outlets are absent, have low capacities or are owned by local political elites. Analogue broadcasting was discontinued, and only the broadcasting on the frequencies and radio stations equipment of the AR Crimea is being carried out.
2. External dependency of business in Kherson oblast through close economic ties with the Crimea.
3. Hidden negative attitudes to the elements of Ukrainian sovereignty, especially among the population above 50 years old, which is reinforced due to the lack of improvement of life standards in the communities.

2.3. Conflict risk factors in the communities of Donetsk and Luhansk oblasts

LYSYCHANSK TERRITORIAL COMMUNITY

Identified during information gathering and community survey

1. Repeated power outages and water supply interruptions.
2. Confrontation between the mayor and people's deputies.
3. Poor NGO capacity.
4. No retirement home in the city.
5. Environment polluted by burning waste within the city.
6. Threatened takeover of temples based on carousel voting by "busloads of parishioners".
7. Declining number of police officers.

- 8.** Poor water quality due to a worn-out water supply system.
- 9.** Lack of skilled professionals in health care and education.
- 10.** Competition between locals and IDPs for jobs, including at kindergartens and schools, and for access to healthcare.
- 11.** No affordable housing for IDPs.
- 12.** Widespread use of drugs.

Table 1

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Regular power outages and water supply interruptions	Existing conflict	Energy, security	LSG, people's deputies, community-owned enterprises "Lysychanskvodokanal," "Lysychansk-teplomerezha," electric utilities "Luhansk Energy Association" (LEA) LLC, "EneraSkhid" LLC, city residents	High, immediate	LEA cuts energy supply to Lysychanskvodokanal facilities almost every month. Power outages leave central districts of Lysychansk, HTV Plant, the area around Proletarii Plant, and Pryvillia without water supply. Presently, the company owes UAH 16.7 million to LEA for electricity and has an obligation to make monthly advance payments for electricity bills averaging UAH 3.6 million to Enera-Skhid LLC. Municipal authorities do not negotiate with LEA.	As co-ordinated by the Ministry, engage conflict parties, representatives of the Ministry for Energy and Environment Protection, Ministry for Development of Communities and Territories, National Commission for the Regulation of the Energy Sector and Communal Services, leadership of Luhansk Oblast Civil-Military Administration in negotiations applying a dialogue approach. Carry out audit of the electrical network, determine funding sources with a view to improving energy supply in the city.

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Confrontation between the mayor and people's deputies	Existing conflict	Political	Mayor, city people's deputies	High, immediate	Confrontation between the mayor and a group of people's deputies. The deputies block council meetings by preventing a quorum. As a result, resolutions critical for the city are not discussed and adopted. Suggests poor political culture of the LSG, a destructive influence on governance processes. Undermines local people's trust in leaders of the LSG, people's deputies.	Put forward a mediation procedure for the conflict parties co-ordinated by the Ministry. Hold dialogue between people's deputies and city residents to seek potential solutions that would prevent the blocking of the city council's proceedings.
Weak NGO capacity	Potential tension	Socio-economic, political	NGOs, LSG, city residents, donor organizations	Medium, medium-term	Having no knowledge and skills of a non-profit sector, fund-raising, project activities, civic activists and city residents lose opportunities created by donor-funded projects to address many social problems (related to human rights protection, the promotion of youth	The Ministry should work on engaging ITA projects to educate/provide small grants to active community members. Conduct a facilitated discussion by involving the LSG and civic activists to design an action strategy of joint effort that can improve opportunities

					movements, participation in the design of targeted city programmes, SME development, etc.). This slows down the city's development, drives people's pessimism and loss of confidence that locals themselves can address their city's problems.	for learning about project activities and fundraising.
No retirement home in the city	Tension	Social	LSG, the elderly, church representatives	Medium, medium-term	Single elderly people (especially IDPs) are at risk because of the lack of affordable housing and proper care. Suggests the LSG's weak capacity to address the needs of vulnerable categories and undermines trust in government.	As co-ordinated by the LSG, conduct a round table by involving representatives of the LSG, the departments of healthcare, social security of the Oblast State Administration, charities, ITA programmes, and civic activists to discuss potential methods of raising funds for housing, finding staff, etc.
Environment polluted by burning waste within the city	Tension	Environmental, social	City residents, enterprises, LSG	High, short-term	In Lysychansk, the enterprises burning burning waste, rubber and other chemical products (areas of former workshop 16 of HTV Plant, the area of Gelatin plant, PidzemHaz microdistrict) are not prosecuted on administrative and criminal charges.	The LSG should analyze the problem by involving the departments of environmental protection and healthcare within the LSG, enterprises burning waste, other specialized and law enforcement agencies. Hold monitoring

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Confrontation between representatives of religious organizations	Tension	Social (religious)	Representatives of the Ukrainian Orthodox Church (UOC) and Ukrainian Orthodox Church of Moscow Patriarchate	Medium, medium-term	The issue remains relevant and is not being resolved. Suggests municipal authorities' weak capacity to respond to local people's concerns (petitions were submitted), communicate with companies that pile up waste in their territory. Undermines trust in government. Suggests a lack of civic activism in addressing the city's environmental problems.	visits and take relevant measures based on their findings.
					Threatened illegal takeover of temples based on the collection of signatures from busloads of parishioners. According to a priest of a local temple, the parishioners are subject to influences antagonizing them against the UOC policies and the transfer of temple ownership to the UOC.	Monitor temple takeovers with co-ordination support by the LSG, inform the National Police thereof. Conduct a dialogue meeting between community residents, representatives of both churches.

Declining number of police officers	Tension	Security, socio-economic	City residents, Main Department of the National Police in Luhansk oblast	Medium, medium-term	People are not informed about why and how the police force is decreased, there are too few programmes for developing co-operation between the police and the public, people become concerned about the safety of their lives and property, trust in the police is undermined.	Hold an interagency meeting co-ordinated by the LSG and Ministry and involving representatives of the LSG, the Main Department of the National Police in the city, school principals, and NGOs implementing public security projects to work out joint activities on community security, educate the public on and raise their awareness of the police reform, make people more actively involved in co-operation with the police.
Poor water quality due to a worn-out water supply system	Tension	Environmental, socio-economic	LSG, city residents	High, medium-term	The sector of water quality and water management is underfunded. The lack of decontamination facilities plagues 41.4% of water supply pipelines in Luhansk oblast. Luhansk oblast is among the six Ukrainian oblasts characterized by the worst quality of drinking water in centralized water supply systems that fails to meet state sanitation standards.	As co-ordinated by the Ministry, study the problem by engaging the Ministry for Development of Communities and Territories, National Commission for the Regulation of the Energy Sector and Communal Services, Department for Housing and Communal Services at the Oblast State Administration, LSG,

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of skilled professionals in healthcare and education	Tension	Socio-economic	City residents	Medium, medium-term	According to the information provided during the focus group meetings, the lack of professionals drives an increasingly poorer delivery of services to people, threatening the city residents' health and, in some cases, lives. Weak competitiveness of school graduates, applicants of higher educational institutions, and future job-seekers (compared to those from other oblasts).	and other specialized institutions. Based on the findings, take respective measures, in particular to conduct dialogue meetings between the LSG and enterprises providing for water supply and drainage.
					As co-ordinated by the Ministry, involve representatives of the LSG, Ministry of Education and Science, Ministry of Healthcare, NGOs of the city and oblast into a discussion of problematic issues to seek solutions, specifically, to find reasons behind the worsening quality of medical and educational services, to determine the sources of funding, and create respective incentives.	

Competition between locals and IDPs for access to resources	Existing conflict	Socio-economic	City residents, IDPs, community-funded institutions of education and healthcare, LSG	High, immediate	The city lacks resources (financial, infrastructural, human) to meet IDP healthcare and educational needs. Besides, there are too few targeted programmes of IDP support (except for monitoring), and no co-operation on the part of civic activists, LSG, local residents in helping IDPs.	As co-ordinated by the LSG, hold dialogue meetings involving NGOs, international organizations, education and healthcare departments of the Oblast State Administration, IDPs and LSG to discuss existing opportunities for conflict resolution. Should the problem be deemed systemic, submit it for review at the national level. It is vital to discuss the matter openly and regularly, get feedback from representatives of target groups (at least once every three months).
Shortage of housing for IDPs	Existing conflict	Socio-economic	City residents, IDPs, LSG	High, immediate	The city has not allocated funds for purchasing, renting, building homes for IDPs. As of 2018, in Lysychansk only 62 families out of 730 were provided with housing premises.	As co-ordinated by the Ministry and LSG, conduct monitoring of residential premises and premises that can be converted into housing, and discuss potential compensation of housing that IDPs are forced to rent. Hold a facilitated discussion with application of a dialogue

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Widespread use of drugs	Existing conflict	Socio-economic, security	Local residents, police, young people who use drugs	High, immediate	Young people's access to drugs (including through the city's sports facilities). This worsens the crime situation and puts young people's lives and health at a greater risk.	<p>approach between the Executive Committee of the City Council and people's deputies to consider allocation of funds to meet IDP housing needs. Review positive case studies of how IDPs' problems are addressed in the community.</p> <p>As co-ordinated by the Ministry, involve the LSG (social services, education departments), social centres for families, children and youth, the Main Department of the National Police in Luhansk oblast in implementing awareness-raising and prevention activities as for distribution of drugs among young people, parents.</p>

SOLEDAR CITY AMALGAMATED TERRITORIAL COMMUNITY

Risk factors identified in the process of data collection and community survey

- 1.** Absence of transport connections between the villages within the ATC.
- 2.** Reduction in the number of police officers in the ATC.
- 3.** Increasing number of drug addicts.
- 4.** Lack of understanding among the members of the ATC Executive Committee.
- 5.** Conflicts around administration of school and pre-school institutions.
- 6.** Absence of quality communication between local authorities and the community.
- 7.** Negative attitude to the elements of the Ukrainian statehood.

Table 2

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of transport connections between the villages within the ATC	Tension	Socio-economic	Residents, Executive Committee, people's deputies	High, immediate	Long-distance, intra-regional routes do not meet the need for transport for the residents of Soledar ATC. According to city council employees, many steps have already been taken to design and launch bus routes within the community, but the problem remains unresolved. New routes are not opened due to poor traffic conditions in the ATC. There is no mechanism of privileges for transportation of residents from other communities, registration of routes.	Arrange a co-ordination meeting involving representatives of Soledar ATC, including a public transportation company, village chiefs, deputies of the ATC, Raion State Administration, Donetsk Oblast State Administration, Main Department of the National Police. The resolution of the meeting should be communicated to the Ministry of Infrastructure, Ministry for Development of Communities and Territories, State Service of Ukraine for Transport Safety.
Reduction in the number of police officers in the ATC	Tension	Security	Residents population, Main Department of the National Police in Donetsk oblast	Medium, medium-term	Soledar ATC has one representative of the police body for the whole community (11,400 people). Local authorities,	As co-ordinated by the LSG, hold an interagency meeting involving representatives of local authorities, the Main Department of the National

Increasing number of drug addicts	Existing conflict	Socio-economic, security	ATC population, Main Department of the National Police in Donetsk oblast	High, immediate	<p>representatives of the Main Department of the National Police in Donetsk oblast do not inform the population about the reasons for reducing the personnel of police departments. It affects the sense of security by the population, the level of trust in the police.</p> <p>Following focus group meetings, a problem of increasing number of drug addicts was identified, which threatens the deterioration of the criminal situation in the community.</p>	<p>Police in Donetsk oblast, active citizens, village chiefs in order to develop joint actions in the field of community safety, raise the level of education, awareness of the population on police reform, increase the level of citizen engagement in co-operation with the police.</p> <p>As co-ordinated by the Ministry, involve the LSG (social services, education departments), social centres for families, children and youth, the Main Department of the National Police in Donetsk oblast in implementing awareness raising and prevention activities as for distribution of drugs among young people, parents.</p>
Lack of understanding within the ATC Executive Committee	Tension	Political	Village chiefs, Executive Committee	High, immediate	<p>The newly formed community has urban and rural populations with different interests and needs. However, their interests are not</p>	<p>As co-ordinated by the Ministry, training representatives of local authorities in applying conflict-sensitive approaches to community issues and</p>

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Conflicts around administration of school and pre-school institutions	Existing conflict	Social	Administration and staff of schools and kindergartens parents	Medium, medium-term	<p>always taken into account. For example, one needs to consider the specific nature of rural areas, transportation with regard to farming activities, functioning of outpatient facilities, etc.</p> <p>A number of existing conflicts over school and pre-school administration: raising money from parents on nutrition, institution needs, non-transparent financial statements, etc.</p>	<p>in improving the quality of communication, organization and facilitation of dialogue.</p> <p>As co-ordinated by the LSG and Oblast State Administration and Ministry of Education and Science involved, organize awareness-raising campaigns with recommendations of introduction in schools, kindergartens of new approaches to work with parents, children, staff members based on restorative practices (peace services, circles, school mediation services) for conflict resolution and prevention. Monitor projects to implement the principles of a restorative approach in the work of schools, involve</p>

Absence of quality communication between local authorities and the community	Tension	Social	Executive Committee, residents	High, immediate	There is a lack of information on the website of local authorities on the formation and adoption of the community budget, no cost reports. The needs of demobilized ATO/JFO veterans who live in the community and do not have privileges to pay for kindergartens and transport services are not taken into account. While forming tariffs for housing and communal services, financing educational institutions, community opinion is not explored.	the administration, teachers, educators accordingly. As co-ordinated by the Ministry, conduct trainings on effective communication, tools of democratic participation, conflict resolution and prevention, organization and holding of dialogues with participation of representatives of the local authorities, the public, ATO/JFO veterans and employees of communal institutions.
Negative attitude to the elements of the Ukrainian statehood	Tension	Political, social	ATC population	Medium, medium-term	Absence of widespread announcement of patriotic activities, damaged leaflets, billboards of the Security Service programme "Return Home".	The LSG in co-operation with the Ministry, Ministry of Culture, Ministry of Youth and Sports should carry out awareness-raising activities, involve dialogue practitioners to facilitate a series of dialogues relating to historical memory, recognition of different values across generations, cultural, economic, geographical features of different groups.

2.4. Conflict risk factors in the communities of Kherson oblast

NOVOOLEKSIYIVKA VILLAGE COMMUNITY

Identified in the process of data collection and community survey

- 1.** Resistance of national level authorities to the Novooleksiyivka ATC establishment.
- 2.** Low institutional capacity of the authorities.
- 3.** Economic crisis, unemployment.
- 4.** Disruption of economic ties with the Crimea.
- 5.** Absence of street lighting in the community.
- 6.** Tense interethnic relations.
- 7.** Poor healthcare.
- 8.** Distribution of drugs.
- 9.** Illegal transportation.
- 10.** Poor transportation connectivity with the oblast central city, the entry/exit checkpoint, absence of municipal transportation and school buses for transporting children to schools.
- 11.** Lack of a cultural component in the community life.
- 12.** Absence of vocational schools or higher education institutions.
- 13.** Absence of civic activeness, participation of members in the community life.

Established based on the information provided by the Novooleksiyivka Village Council

- 1.** 56 participants of ATO/JFO and 244 IDPs reside in the village. They are not engaged in the community life and do not work in the local government.
- 2.** No NGOs are registered.
- 3.** No activities on language, national minorities, gender equality have been organized.
- 4.** No investment projects have been implemented.

Table 3

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of street lighting	Existing conflict	Security	LSG, the population of the community	High, immediate	Negative impact on the way of life of the community residents, interaction and support of social connections, sense of security within the community. Indicating low level of the community economic development.	LSG in co-operation with experts from a number of relevant public organizations in Kherson oblast should carry out an analysis and optimize resources for financing street lighting, and study the possibility of participation in state-funded programmes. LSG should hold a facilitated discussion with representatives of business, MPs on financing in order to solve the problem. The Ministry should contact the Ministry of Interior/ National Police of Ukraine to provide enhanced patrol of the streets.

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of strategy/ vision for community economic development after 2014	Tension	Socio-economic	Local population, LSG, central government agencies, Kherson Oblast State Administration	Medium, medium-term	According to the information of the council, a number of programmes were approved, including on socio-economic development (decision LXIV of 22 December 2019), but the results of the focus group interviews showed that the population was not aware of the plans and results of such implementation programmes. The situations gets complicated due to lack of jobs, labour migration, illegal business, drug use, robbery, the emergence of criminal groups that take over the functions of local authorities in matters of regulating the internal and labour markets, access to resources, logistics.	Hold a meeting under the co-ordination of the Ministry with representatives of the Ministry for Development of Communities and Territories, Kherson Oblast State Administration and LSG on the development and effectiveness of implementation of socio-economic development programmes of the region and the community. The Ministry should contact international partners on the possibility of training the staff of the apparatus and the deputies of the village council in strategic planning, ensuring economic development. The Ministry should provide assistance to the LSG in the involvement of experts with a view to analyzing the resources and potential of the community.

Access to land resources	Potential conflict	Socio-economic	Farmers, businessmen, landlords/tenants, LSG	Medium, medium-term	In the case of implementation of land reform, agricultural land will not be sufficient to exercise the right to land of every resident of the community, which will lead to a conflict between the authorities and the local population. The focus group interview participants believe that a lot of land is left unaccounted due to illegal leasing by the local authorities, thus its distribution will not be fair after the reform implementation.	LSG should in collaboration with the Main Department of the State Service of Geodesy, Cartography and Cadastre of Ukraine in Kherson oblast study the situation regarding available land resources, prioritization of its development plans. The Ministry should initiate the involvement of central government agencies and Kherson Oblast State Administration in order to increase the capacity of the local council and apparatus for accounting and distribution of land, sharing the experience of other communities / countries with successful practices.
Illegal transportation	Existing conflict	Socio-economic	Legal, illegal carriers, LSG, community residents, Kherson Oblast State Administration, law enforcement agencies	High, immediate	The village has the railway station, which is as close as possible to the administrative border with the AR Crimea. The transport connection between this railway station and the entry/exit checkpoint at the administrative border with	Collect official information on the situation as to the illegal transportation from the LSG, Kherson Raion State Administration, law enforcement agencies, the State Service of Ukraine for Transport Safety, the Ministry of Infrastructure

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
					<p>the AR Crimea is carried out due to illegal transportation. There are more than 300 taxi drivers working there, most of them are illegal carriers. There are conflicts and clashes between them and legal carriers (bus and taxi drivers). Representatives of criminal groups that organized illegal transportation also perform the function of exchange offices at the administrative border, illegally selling and buying currency. Attempts made by the local authorities to settle this situation in 2018 have led to protests by illegal carriers. The Henichesk Raion Administration has launched a temporary bus service between Novooleksiyivka and Chonhar entry/exit checkpoint.</p>	<p>under the co-ordination of the Ministry. Initiate an interagency meeting on this issue. Conduct monitoring visits with the participation of relevant authorities, law enforcement agencies and take actions according to the results.</p> <p>The Ministry in collaboration with the State Tax Service should initiate measures undertaken by the LSG in order to promote the income legalization.</p> <p>The Ministry should work on attracting ITA projects to educate/provide small grants in order to start their own businesses for community residents.</p>

	Existing conflict	Socio-economic	LSG, community residents	High, immediate	<p>It is known from open sources that criminal groups are collecting so-called contributions from Novoleksiyivka taxi drivers for “their security guarantees”, which is a danger to the local population.</p>	
Garbage collection, sewerage system damage	Existing conflict	Socio-economic	LSG, community residents	High, immediate	<p>According to information from the focus group interviews, sewage wastes have been flowing into the Syvash Lake over the past seven years, sewerage system has been damaged and is still under repair. There are problems with garbage collection. It testifies to the low capacity of the authorities, undermines the credibility of the authorities and calls into question the transparency of its activities, creates the threat of disease spread and environmental hazards.</p>	<p>Investigate the community problem by involving the Ministry of Healthcare, the State Environmental Inspectorate, the State Service of Ukraine for Food Safety and Consumer Protection, Kherson Oblast State Administration, Kherson Oblast Sanitary and Epidemiological Station, Department of Water Resources, LSG, other relevant institutions and law enforcement agencies under the co-ordination of the Ministry. Conduct monitoring visits and take appropriate measures based on the findings. Provide expert support to the establishment of communication between the LSG and community residents.</p>

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Tense attitude towards Crimean Tatars	Potential conflict	Security, social	Local Slavic population, local Crimean-Tatar population	Low, medium term	<p>Crimean Tatars represent 40% of the population. There is a biased perception, dissatisfaction with the local Slavic population about doing business, employment, access to resources by representatives of the Crimean Tatar population. According to expert interviews, there are 10 families belonging to the political movement “Hizb ut-Tahrir”, which aim is to re-establish the Islamic lifestyle, the Islamic Khilafah (Caliphate) and to incarnate the Islamic system throughout the world.</p>	<p>The Ministry should provide expert support to the LSG for conducting communication activities involving the representatives of local Slavic, Crimean Tatar population, local government, regional authorities. The Ministry should work on the possibility of involving ITA projects, donors in the production of social advertising on the unity of all citizens, demonstration of stories of successful integration of the Crimean Tatar population, positive contribution to community life (videos, boards, meetings, etc.).</p>
Lack of communication between the LSG and community residents	Existing conflict	Political	LSG, community residents	High, medium-term	<p>The information on the website of the village council is delayed. There are no local media, so the authorities are not able to inform the population about their activities, discuss</p>	<p>Representatives of the Ministry should initiate discussions with the LSG on the issues concerning the content of the website, its technical audit as well as the live streaming of council meetings.</p>

Lack of proper business environment	Tension	Socio-economic	LSG, community residents, central government	High, medium-term	Only three streets are lit in the village. There is one street (central one) with pavement and lighting, temporary structures and commercial premises for doing business, there is	<p>The Ministry should consider the possibility of attracting ITA projects to undertake measures to improve the skills of LSG representatives, to develop a mechanism for informing the community about important local events. Train the LSG in conflict sensitivity, conflict prevention and settlement within the Project.</p> <p>Explore a possibility of launching the “Community Radio Broadcasting” Project with the assistance of the Ministry, in collaboration with the LSG and the territorial subdivision of the National Council on Television and Radio Broadcasting. The Ministry should involve ITA in the implementation of this project.</p>
						<p>In co-ordination with the Ministry and co-operation with specialists from respective agencies (Ministry for Development of Communities and Territories, Ministry for Development</p>

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
					<p>no place to install new ones. There is one branch of the bank. The situation is being exacerbated by spread of illegal business, the activities of already existing criminal groups, the outflow of the population abroad for the purpose of employment.</p>	<p>of Economy, Trade and Agriculture, the Secretariat of the Cabinet of Ministers of Ukraine), experts from public organizations, train the LSG in strategic planning, economic development; audit the resources and potential of the community.</p> <p>Involve the State Employment Service with a view to providing vocational guidance among community residents (especially young people).</p> <p>The Ministry in collaboration with the State Tax Service should initiate measures aimed at promoting the income legalization.</p> <p>The Ministry should consider the possibility of attracting ITA projects, donors to educate / provide small grants for community residents to start their own businesses.</p>

	Closing of a vocational education institution	Tension	Socio-economic	Community residents, servicemen	High, immediate	According to the focus group interview results, it was established that due to deployment of the regular military elements of the AFU in the	<p>The Ministry should consider a possibility of organizing study visits, transferring best practices for improving the business environment within the community.</p> <p>The Ministry should negotiate with the banking institutions on opening branches of banks that would serve legal entities as well as entrepreneurs.</p> <p>Hold a meeting with representatives of the Ministry for Development of Communities and Territories, Kherson Oblast State Administration and LSG on the development and effectiveness of implementation of programmes of socio-economic development of the region and the community under the co-ordination of the Ministry.</p>
						Hold working meetings and dialogues under the co-ordination of the Ministry with the involvement of the General Staff of	

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of a hospital	Tension	Socio-economic	Community residents, Henichesk Raion State Administration, Kherson Oblast State Administration	Medium, medium-term	village territory, the only educational training institution was closed, and servicemen were accommodated in the premises of the institution and hostels. The dissatisfaction of the civilians with the loss of the educational institution and the organization of youth education, the loss of jobs by teachers became a factor of tension in relations with servicemen, and their non-involvement in community life.	the AFU, Kherson Oblast State Administration, LSG, community to develop joint activities to engage servicemen in the community life. Consult the Ministry of Education and Science, Kherson Raion State Administration, LSG on a possibility of resuming activities / opening a new educational institution.
					There is a local health post, where four doctors carry out the appointments. Community residents are travelling for other medical services to Henichesk, Melitopol, and Kherson. The hospital is a large facility and has an opportunity to provide various medical	LSG should carry out the audit of the frequent issues faced by community and establish medical facilities addressed by the community, as well as the distribution of medical subventions. The Ministry jointly with the National Health Service, Kherson Oblast State

					<p>services, because previously it had the status of a raion level hospital. At the same time, according to the LSG, there is not enough room for inpatient treatment at the raion hospital in Henichesk (especially during summer time). The lack of doctors of the appropriate category and disease prevention results in deaths. The aforementioned undermines the confidence in the central government on the effectiveness of the reform.</p>	<p>Administration should consider a possibility of allowing periodic visits by doctors of the corresponding specialty to the community/telemedicine/transportation of the civilians to the raion hospital. Provide expert support for holding meetings of the LSG, Raion State Administration, Kherson Oblast Health Centre, doctors of the raion and local hospitals with local residents on the rights and opportunities to obtain medical services. The Ministry should address the issue of attracting assistance from international organizations (in particular, the World Health Organization, the International Committee of the Red Cross, the National Red Cross Society, and donors) to facilitate the provision of medical services to community members.</p>
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Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Widespread use of drugs	Existing conflict	Socio-economic, security	Community, drug trafficking groups, Henichesk Police Department of the National Police in Kherson oblast	High, immediate	<p>Abundance and easy access to drugs, especially among young groups and the unemployed. There is no logistical and personnel support for the treatment of the disease.</p> <p>According to the expert interviews, religious organizations help drug addicts through occupational therapy, which equates to slave labour. Unemployed persons with drug addiction resort to robbery. The situation is complicated by the lack of street lighting, systematic activities with youth, as well as the lack of a police department in the community.</p> <p>In the absence of proper response from the authorities (LSG, police), there might be cases of</p>	<p>The Ministry should appeal to the National Police of Ukraine on involvement of law enforcement agencies in the identification of channels and places of drug distribution. LSG should provide assistance to the work of the National Police in terminating the activities of dealers and the implementation of preventive education (training, hotlines, instant messengers, involvement of military/civilian units for enhanced patrolling). The Ministry together with the Patrol Police of Kherson oblast should consider a possibility of developing social advertising aimed at preventing drug use; involve ITA projects, the LSG, the Patrol Police in carrying out awareness-raising activities with parents (training in identification and fight against drug addiction).</p>

Dissatisfaction with police activities	Tension	Socio-economic	Community residents, Henichesk Police Department of the Main Department of the National Police in Kherson oblast	High, medium-term	Lack of understanding by community residents of the functions and changes in the activities of the reformed police and the provisions of the Code of Criminal Procedure. It allows the release of offenders immediately	lynching against drug trafficking in the community by relatives and parents of drug addicts.	Hold discussions with the Ministry, Kherson Oblast State Administration, LSG and study the possibility of involving family doctors, local health posts into drug counteraction programmes. The Ministry should engage international organizations to implement projects to prevent and overcome drug addiction. The Ministry should contact the Commissioner for Human Rights of the Verkhovna Rada of Ukraine to verify the facts of human rights violations by representatives of religious organizations during the “occupational therapy” of drug addicts.
					The Ministry should support the establishment of communication between the National Police and residents through awareness-raising campaigns at schools, communal institutions, village council, as well as dialogues with community		

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Dissatisfaction with communal services	Potential conflict	Socio-economic	LSG, community public-utility service providers	Medium, immediate	<p>or three hours after detention. Lack of proper police communication leads to undermining of the confidence in the institution. Locals see the need for a permanent police presence in the community given the problems with drugs, street lighting, crime in the community. As of now, a police officer comes to the community several times a week.</p>	<p>representatives. The Ministry should initiate an appeal to Henichesk Police Department of the Main Department of the National Police in Kherson oblast, National Police of Ukraine on the absence of a police representative in the community, which is located close to the administrative line and experiences a number of problematic issues.</p>
						<p>As co-ordinated by the Ministry, the LSG along with Kherson Oblast State Administrations, representatives of Ukrzaliznytsia and independent experts should audit the communal services and tariffs. Carry out the audit of resources spent from the budget of the village on</p>

	Tension	Cultural, social	LSG, community members	High, medium-term	Despite the formal presence of a village programme for cultural development, there are no cultural institutions, cultural events for the residents. It indicates the low ability of the authorities to carry out the tasks assigned to it by the Law of Ukraine "On Local Self-Government".	<p>cleaning/improvement, to assist the LSG to prioritize costs based on community needs.</p> <p>Conduct a dialogue meeting to discuss water supply issues between the LSG, communal enterprise leadership and community residents.</p> <p>The Ministry should hold co-ordination and dialogue meetings with the LSG, Ministry of Culture, Ministry of Youth and Sports, Kherson Oblast State Administration on the possibilities of conducting cultural events in the community, of finding state funding opportunities.</p> <p>The Ministry, Ministry of Culture, Ministry of Youth and Sports should involve international organizations, donors, NGOs and charity organizations in the implementation of cultural projects.</p> <p>Conduct dialogue meetings between the LSG and community representatives to identify local needs and problems in the cultural sphere, available resources, and options for addressing them.</p>
Lack of leisure, cultural activities					the lack of transparency of the LSG' activities.	

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of civic activism	Probable tension	Socio-economic, political, security	LSG, community residents	Medium, long-term	Lack of active civic position of residents, NGOs, public control over the activities of local authorities, public expertise and assistance/initiatives/co-operation with the authorities. Public activism has been replaced by the activities of the religious organizations, as well as the leadership of educational institutions. There are prerequisites for the lack of accountability and transparency of the activities of the LSG. It reduces the possibility of the LSG to communicate with residents and use their potential to positively influence the community development.	The Ministry should take measures to engage ITA projects and raise awareness of community residents about the possibilities of self-organization, participation of in the community life. The Ministry should involve international organizations, donors, NGOs and charity organizations in the development of a public sector in the village.

KALANCHAK VILLAGE AMALGAMATED TERRITORIAL COMMUNITY

Identified in the process of data collection and community survey

- 1.** Poor institutional capacity of the local authorities.
- 2.** Absence of the ATC development strategy.
- 3.** Unemployment and lack of qualified professionals.
- 4.** Inadequate medical services.
- 5.** Hazardous environmental situation due to the operations of industrial enterprises (“Krymskiy Titan” near the administrative border, the Kalanchak butter factory in the community territory).
- 6.** Dissatisfaction with the work of the police.
- 7.** Obsolete life support systems in the community.
- 8.** Absence of gas supply to the villagges which are part of the ATC.
- 9.** Lack of a cultural component in the life of the community.
- 10.** Absence of vocational and higher educational establishments.
- 11.** Absence of community activism and participation of community members in its life.

Table 4

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of strategy/ vision of economic development of the community after 2014	Tension	Socio-economic	Central government agencies, Kherson Oblast State Administration, LSG, local population	High, medium-term	<p>There is no information on the ATC's website about any programme documents and plans. No response was received from the LSG upon the official enquiry within the Project.</p> <p>This is an agrarian community, so absence of jobs for those who are not farmers or landowners causes the population to migrate to Kherson or other regions. Unemployed people start illegal businesses and engage in other illicit activities. At the same time, there is a lack of specialists in a number of industrial and other fields in the community.</p>	<p>Under the co-ordination of the Ministry, conduct a meeting with the representatives of the Ministry for Development of Communities and Territories, Kherson Oblast State Administration and LSG regarding the development and effective implementation of socio-economic development programmes at the oblast and community level. The Ministry should approach international partners regarding training of the staff and deputies of the ATC council in strategic planning and economic development support. The Ministry shall support the LSG in conducting an expert assessment of the resources and potential of the community.</p>

<p>Access to land resources</p>	<p>Potential conflict</p>	<p>Socio-economic</p>	<p>Farmers, businessmen, landowners, lessees, LSG</p>	<p>High, medium term</p>	<p>In the case of implementation of land reform, agricultural land will not be sufficient to exercise the right to land of every resident of the community, which will lead to a conflict between the authorities and the local population. The focus group interview participants believe that a lot of land is left unaccounted due to illegal leasing by the local authorities, thus its distribution will not be fair after the reform implementation.</p>	<p>LSG should in collaboration with the Main Department of the State Service of Geodesy, Cartography and Cadastre of Ukraine in Kherson oblast study the situation regarding available land resources, prioritization of community needs in view of its development plans. The Ministry should initiate the involvement of central government agencies and Kherson Oblast State Administration in order to increase the capacity of the local council apparatus for accounting and distribution of land, sharing the experience of other communities / countries with successful practices. The Ministry shall provide expert support in the establishment of communication based on a conflict sensitivity approach between the LSG and community residents to ease tensions.</p>
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Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Underfinancing of the raion hospital	Existing conflict	Socio-economic	LSG, Kalanchak Raion State Administration, Kherson Oblast State Administration	High, immediate	<p>One and the same premises in the village houses two medical establishments: the hospital of first line, where several doctors receive patients (financed from the budget of the ATC), and the raion hospital of second line (insufficient funding from the Raion State Administration budget). The absence of adequate financing of the raion hospital as well as of temporary housing for the doctors leads to the lack of competent professionals and provision of inadequate medical services to the population. Kalanchak Raion State Administration pressures the LSG to finance the raion hospital at the expense of LSG.</p>	<p>LSG together with Kherson Oblast Public Health Centre and independent experts shall conduct an audit of the expenditures of the raion hospital and the distribution of the medical subvention to Kalanchak raion and the ATC in order to prioritize the needs of the community and the efficiency of provision of medical services. Provide under the framework of the Project expert support to the conduction of joint meetings between the LSG, Raion State Administration, Kherson Oblast Public Health Centre, doctors from the raion and local hospitals in order to identify possibilities to improve the level of medical assistance to the population and financing of the raion hospital. An inventory of</p>

<p>Low satisfaction with the work of the police</p>	<p>Tension</p>	<p>Socio-economic</p>	<p>Community residents, LSG, Main Department of the National Police</p>	<p>High, medium-term</p>	<p>Lack of understanding by community residents of the functions and changes in the activities of the reformed police and the provisions of the Code of Criminal Procedure. It allows the release of offenders immediately or three hours after detention. Lack of proper police communication leads to undermining of the confidence in the institution.</p>	<p>the temporary housing fund shall be conducted to ensure provision of housing to young doctors-specialists.</p>
<p>The Ministry shall support the establishment of communication between the National Police and local residents by conducting public educational activities at schools, community establishments, the village council, as well as dialogue activities with the community representatives.</p> <p>The Ministry shall offer the National Police to jointly apply for ITA projects to conduct trainings for police officers on prevention of professional burnout, publication of social advertisement, establishment of co-operation between the police and media to provide for objective coverage of police work.</p>						

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of leisure and cultural activities	Tension	Cultural, social	Local authorities, community residents, regional authorities	High, medium-term	Despite the formal presence of a village programme for cultural development, there are no cultural institutions, cultural events for the residents. It indicates the low ability of the authorities to carry out the tasks assigned to it by the Law of Ukraine "On Local Self-Government".	The Ministry should hold co-ordination and dialogue meetings with the LSG, Ministry of Culture, Ministry of Youth and Sports, Kherson Oblast State Administration on the possibilities of conducting cultural events in the community, of finding state funding opportunities. The Ministry, Ministry of Culture, Ministry of Youth and Sports should involve international organizations, donors, NGOs and charity organizations in the implementation of cultural projects. Conduct dialogue meetings between the LSG and community representatives to identify local needs and problems in the cultural sphere, available resources, and options for addressing them.

<p>Lack of communication between the LSG and the residents of the villages forming the ATC</p>	<p>Existing conflict</p>	<p>Political</p>	<p>LSG, population of the community</p>	<p>High, medium-term</p>	<p>Information on the website of the village council is posted with a delay. There is no local press, with the exception of a single raion newspaper. For this reason, the authorities are unable to inform the residents of eight villages of the community about their activities and discuss problem issues. Risks of external influence become more probable.</p>	<p>Representatives of the Ministry should initiate discussions with the LSG on the issues concerning the content of the website, its technical audit as well as the live streaming of council meetings. The Ministry should consider the possibility of attracting ITA projects to undertake measures to improve the skills of LSG representatives, to develop a mechanism for informing the community about important local events. Train the LSG in conflict sensitivity, conflict prevention and settlement within the Project. Explore a possibility of launching a “Community Radio Broadcasting” project with the assistance of the Ministry, in collaboration with the LSG and the territorial subdivision of the National Council on Television and Radio Broadcasting. The Ministry should involve ITA in the implementation of this project.</p>
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Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of gas supply in the villages forming the ATC	Potential conflict	Socio-economic	Local authorities, residents of two villages-members of the ATC	High, medium-term	Absence for many years of gas supply to two villages on the shoreline, which became part of the ATC in 2016. In case this issue is not resolved promptly, there is a risk of reduction of trust to the LSG from the residents of these villages, as well as reduction of trust in the effectiveness of the local self-governance reform.	As supported by the Ministry, the LSG together with independent experts from among specialized NGOs shall conduct an audit and prioritization of the budget of the ATC. Along with Kherson Oblast State Administration and the gas supplier, they shall explore options for alternative heating supply to the villages in case of the absence of funding. With support of the Project, conduct meetings with the heads of the villages- LSG members in order to determine the priorities and sources of financing of the villages which are part of the ATC.

Resistance of the population to the construction of wind power generators	Existing conflict	Socio-economic	Windcraft LLC, community residents	High, immediate	Despite the conduction of public hearings, the local population is against the construction of a wind power farm, justifying their refusal by environmental hazards and soil depletion. The attempts of the LSG to reduce discontent of the population have not been effective. Failure to resolve this conflict may lead to protests, obstacles in business activity (flow of investment away from the community), and fuel beliefs about poor transparency of the work of the LSG.	Within the framework of the Project, provide expert support to conduct dialogue events in the community involving community members, the LSG, and representatives of the company.
Pollution of the air and sewage waters by waste from the JSC "Kalanchak Butter Factory"	Existing conflict	Socio-economic	JSC "Kalanchak Butter Factory" population of the community	High, immediate	The local population is unhappy with environmental problems caused by the operation of the butter factory in the territory of the ATC. Failure to resolve this conflict may lead to protests, obstacles in business activity (flow of investment away from the community), and fuel beliefs about poor transparency of the work of the LSG.	As co-ordinated by the Ministry and partnered with the LSG and State Consumer Service, State Environmental Inspectorate and Kherson Oblast State Administration, determine the level of environmental, sanitary and epidemiological hazards. Within the Project, provide expert support to conduct dialogue events involving community members, the LSG, and representatives of the company.

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of voca-tional and higher educational establishments in the territory of the LSG	Tension	Socio-economic	LSG, population of the community, Kherson Oblast State Administration	High, medium-term	The absence of educational establishments and youth centers complicates the socio-economic and cultural development of the community due to the absence of qualified labour and lack of revenue sources to the local budget.	As co-ordinated by the Ministry within the Project, hold working meetings and discussions with Kherson Oblast State Administration, the LSG and Ministry of Education and Science regarding the expediency and possibility to restore the operations of an old educational establishment or establish a new one. The Ministry shall approach the State Employment Service with regard to offering professional orientation events for community residents (especially young people) along with the LSG.
Problems with energy supply	Existing conflict	Socio-economic	Local self-governance bodies, population of the community, energy supplier (owner/lessee of the local power grid)	Medium, immediate	The old systems and power grids cause energy supply failures in bad weather conditions. There are issues in communication with the supplier. Lack of communications between the LSG and the	With support from the Ministry, LSG and Kherson Oblast State Administration shall conduct an audit of the village power grid. Under the co-ordination of the Ministry and under the framework of the project – organize

Absence of civic activism	Potential tensions	Socio-economic, political, security	NGOs, LSG, population of the community	Medium, medium-term	<p>population in this regard point to low capacity of the authorities, reduces public trust and questions transparency of the actions of the LSG.</p> <p>Lack of civic activity of residents, NGOs, public control over the activities of local authorities, public expertise and assistance/initiatives/co-operation with the authorities. Public activism has been replaced by the activities of the religious organizations, as well as the leadership of educational institutions. There are prerequisites for the lack of accountability and transparency of the activities of the LSG. It reduces the possibility of the LSG to communicate with residents and use their potential to positively influence the community development.</p>	<p>meetings of LSG and community members with the management of the energy company in order to determine possible ways to improve the situation.</p> <p>The Ministry should take measures to engage ITA projects and raise awareness of community residents about the possibilities of self-organization, participation of in the community life.</p>
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Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
No projects implemented as funded by the State Fund for Regional Development (SFRD)	Existing conflict	Political, socio-economic	LSG, regional authorities, central government agencies	Medium, medium-term	Kalanchak ATC has never received project funding from the SFRD despite submitting project proposals every year. This might be the evidence of an institutional conflict on the level of LSG/Kherson Oblast State Administration.	Under the co-ordination of the Ministry and in partnership with the Ministry for Development of Communities and Territories, Kherson Oblast State Administration and LSG, determine problems regarding the submission of requests for financing by the ATC. The Ministry jointly with the Ministry for Development of Communities and Territories and international partners shall explore a possibility of training ATC staff members in preparing proposals for financing of projects and activities at the expense of the SFRD.
Negative attitude of the local population to the military located in the territory of the ATC	Existing conflict	Political, socio-economic	Local authorities, central government agencies	Medium, short-term	Since 2014, a military unit has been stationed in the territory of the ATC. According to the head of the ATC, military personnel are pillaging the surrounding area and destroying purification installations and equipment. This negative	Within the Project under the co-ordination of the Ministry, conduct dialogue activities involving the General Staff of the AFU, representatives of the military unit, and LSG in order to mitigate tensions arising from the presence of the military in the community.

Refusal of residents to form Home Owners Associations	Existing conflict	Socio-economic	LSG, residents of apartmenti	Low, medium-term	<p>attitude may be used from outside to subvert the authority of governance bodies and the military, as well as to destabilize the situation in the community. There is an inadequate level of communication of the LSG with members of the military unit, low level of involvement in community-based activities.</p> <p>According to the head of the ATC, awareness-raising activities have been conducted, but with no results reached. The situation shows inadequate communication of the benefits of owners' association to the population, as well as lack of information on problems in the field of utility services.</p>	<p>As co-ordinated by the Ministry, engage the LSG and military unit into developing activities aimed at the involvement of the military in the life of the community.</p>
						<p>The Ministry shall address the Ministry for Development of Communities and Territories regarding methodological support in this regard. Conduct meetings with the LSG and home owners to explain the benefits of associations, involve subject-matter experts from NGOs into consultations.</p>

KHERSON CITY COMMUNITY

Identified in the process of data collection and community survey

1. Absence of an effective municipal development strategy.
2. Difficulties of local self-government reform implementation, transfer of authority and resources to the local level.
3. Low efficiency and transparency of the work of local authorities, lack of communication with the population.
4. Problems of institutional development and institutional capacity.
5. Absence or low level of foreign and state investment, absence of ITA projects.
6. Absence of plans for provision of urban amenities, dissatisfaction with the work of utility services.
7. Passiveness of community members.
8. Widespread corruption, economic seclusion of the community.
9. Popularity and ease of access to drugs and psychotropic substances.
10. High rates of cancer and tuberculosis.
11. Worn-out utility infrastructure, government held responsible for this.
12. Absence of waste processing plants, poor financing and maintenance of disposal sites.
13. Unemployment, absence of qualified specialists in certain areas.
14. Lack of political culture and programme party activities, adherence to the general political course.
15. Insufficient number of social workers.
16. Unsatisfactory work of municipal transport.
17. Dissatisfaction and low trust to the police against the background of growing crime rates, spread of drugs, uncontrolled access to weapons, absence of due communications regarding the criminal and procedure law.
18. Lack of proper organization by the city council of cultural activities for community members.

Risk factors for conflicts identified following the meetings with the representatives of the Kherson City Council mostly correlate with those established through expert and focus group interviews, as well as based on information from open sources. They are listed in the table below.

Table 5

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of an effective strategy/ vision of the economic development of the community after 2014	Tension	Socio-economic	Central government agencies, Kherson Oblast State Administration, LSG, local residents	High, medium-term	Formal completion of the programme for socio-economic development of the community, absence of an effective programme after 2014. The problem is aggravated by non-diversified revenues of the community, absence of work for those not employed in the field of services and trade, labor migration, illegal businesses and criminal activities of the unemployed.	Under the co-ordination of the Ministry, conduct meetings with representatives of the Ministry for Development of Communities and Territories, Kherson Oblast State Administration and LSG regarding the development and efficiency of implementation of programmes for socio-economic development of the oblast and the communities. The Ministry shall address international partners regarding a possibility to conduct training for the staff of the Executive Committee on strategic planning and support of economic development. The Ministry shall assist the LSG in carrying out expert analysis of resources and the potential of the community, as well as the development of an urban development strategy.

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Lack of trust and low satisfaction with the work of local authorities	Existing conflict	Political, socio-economic	LSG, NGOs, local residents	High, immediate	<p>During focus group interviews and all expert with the results of the work of local authorities was documented. The reasons are internal political situation in the LSG (situational political alliances), the personal composition of the local council (over one third of the deputies are directors of community-owned enterprises which shows the desire to receive control over resources of the community), financial interests, corruption of the deputies of the city council, lack of public influence on the management processes in the community.</p>	<p>Under the co-ordination of the Ministry, conduct a meeting with the representatives of the LSG, the Mayor's Public Council and the Youth Council regarding the capacity development of the LSG via the establishment of a press service and a department of public relations, advanced training of staff (especially managerial) in strategic planning, communications, conflict awareness, implementation/restoration of transparent procedures (publication on the website of all the necessary documents, conduct of meetings with the representatives of LSG and the public).</p>

Lack of co-operation and existence of a conflict between the LSG and Kherson Oblast State Administration	Existing conflict	Political	LSG, Kherson Oblast State Administration	High, immediate	The long-lasting conflict between the verticals of power (executive/ presidential – local) got aggravated due to political specifics of the region. The co-operation has been maintained at the level of heads of structural units of the Oblast State Administration and the LSG. This conflict reduces trust to government institutions at the local level, reduces interest of the population and NGOs in co-operation with local authorities.	Under the co-ordination of the Ministry, conduct working meetings and dialogue activities involving Kherson Oblast State Administration and the LSG in order to develop a roadmap of mutually beneficial co-operation. The Ministry shall explore a possibility to involve international organizations and partner states in organizing joint study visits for the oblast state administration and LSG officials to learn about best practices of local economic planning, development and joint resolution of priority issues.
Low satisfaction with the work of the police	Tension	Socio-economic	Local residents, Kherson City Department of the National Police	High, medium-term	Lack of understanding by community residents of the functions and changes in the activities of the reformed police and the provisions of the Code of Criminal Procedure. It allows the release of offenders immediately	The Ministry shall support the establishment of communication between the National Police and local residents by conducting public educational activities at schools, community establishments, the village council, as well as dialogue

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Absence of leisure and cultural activities	Tension	Cultural, social	Local authorities, local residents, regional authorities	Medium, medium-term	<p>or three hours after detention. Lack of proper police communication leads to undermining of the confidence in the institution.</p>	<p>activities with the community representatives. The Ministry shall offer the National Police to jointly apply for ITA projects to conduct trainings for police officers on prevention of professional burnout, the publication of social advertisement, establishment of co-operation between the police and media to provide for objective coverage of police work.</p>
					<p>There are no cultural establishments (own premises, stage, equipment), urban amenities are not being developed, cultural public events are not being provided for the residents of the city. One summer public space has been established, and there are plans to finance an establishment of a coworking space for</p>	<p>The Ministry shall conduct co-ordination and dialogue meetings with the LSG, Ministry of Culture, Ministry of Youth and Sports, and Kherson Oblast State Administration to discuss a possibility to conduct cultural events in the community; establish the needs of the community in the field of culture and the availability of state funding.</p>

	Absence of adequate communication between the local authorities and residents	Existing conflict	Political	Local authorities, community residents	Medium, medium-term	Communication with local authorities is based on personal relations. Absence of timely notification / publication on the website of complete agendas of the council meetings. The website is not regularly	<p>The Ministry shall join efforts with the Ministry of Culture, Ministry of Youth and Sports to involve international organizations, donors, NGOs and charity organizations in implementing cultural projects in the community. The Ministry shall consider a possibility of offering study visits to the LSG to other communities of Ukraine in order to learn about best practices of arranging leisure and cultural activities. The Ministry shall explore engagement of the ITA projects for the development of a city brand book, support of its use by NGOs, travel agents and enterprises to increase its recognition rate.</p>
					<p>NGOs. This shows the low capacity of the authorities to implement the provisions of the Law of Ukraine "On Local Self-Governance".</p>	<p>Under the framework of the Project, facilitators and representatives of the Ministry shall initiate a discussion with LSG regarding the population of the website with information and the need for its technical audit.</p>	

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Insufficient number of social workers	Hidden conflict	Socio-economic, political	LSG, central government agencies	High, immediate	<p>populated with information (the LSG explains this with lack of human resources). The local media are politicized and belong to different political groups. The representatives of the Executive Committee have rather low qualifications in the field of strategic communications, preparation of community development strategies, and have no training in conflict prevention and resolution.</p>	<p>The Ministry shall consider a possibility of involving ITA projects to conduct training for the officials of the LSG responsible for communications, as well as in designing a mechanism for informing the community about important local events. Within the Project, conduct a training for the LSG on conflict awareness, prevention and resolution. Involve international organizations and donors implementing similar projects, in providing trainings/lectures on the rights and possibilities of local residents to exercise control over the activities of local authorities.</p>
					<p>The city of Kherson (300,000 residents) is serviced by as few as 12 employees of the</p>	<p>The Ministry along with the LSG, Kherson Oblast State Administration and Ministry of Social Policy shall conduct a</p>

Uncontrolled access to weapons	Tension	Security	Local residents, Main Department of the National Police, ATO/JFO veterans	Medium, mid-term	<p>Kherson City Centre of Social Services for Family, Children and Youth (before, they had 70 staffers). They work not only with those families who found themselves in a complicated life situation, but also monitor and evaluate various categories of socially vulnerable groups. The evaluations and preparation of respective documents are prerequisites for the accrual and payment of social support. High workload leads to lack of work with ex-convicts, drug addicts, homeless and unemployed people, as well as insufficient attention paid to prevention of domestic violence, integration of ATO veterans, etc.</p> <p>Based on the results of expert interviews and written replies from the National Police, a growth in the number of weapons, especially originating from the ATO/JFO area was established. These weapons include explosives</p>	<p>functional audit of the Centre. Conduct dialogue events between the LSG, Centre and the community residents to address the need to increase the number of employees. The Ministry shall support the Centre in obtaining additional assistance (additional workers) from international organizations and the volunteer community.</p>
					<p>The Main Department of the National Police in Kherson oblast with support from international organizations shall use the services of independent experts to monitor illicit proliferation of weapons, their types, supply and distribution channels.</p>	

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Inadequate functioning of the Administrative Services Centre (ASC)	Existing conflict	Socio-economic	LSG, local residents	High, immediate	<p>(grenades) which one may easily purchase. An additional risk factor for the proliferation of illegal weapons is the geographic location (port, administrative boundary). Farmers also use firearms for self defense.</p> <p>For many years, the service regarding registration of the place of residence has been provided separately from the ASC in the premises of the Executive Committee. In order to get services, one needs to stand in line. Focus group and expert interviews demonstrated a high level of dissatisfaction with these services and with the lengthy failure of the LSG to resolve this issue. The LSG recognizes the problem and explains this by the absence of premises to house all operators in one ASC.</p>	Based on the results of the study, actions shall be recommended to reduce the number of illegal weapons.
						Jointly with the LSG, the Ministry shall initiate an audit of the structural unit of the LSG which provides services regarding the registration of place of residence; conduct meetings with the representatives of the LSG and city districts to identify the potential solutions, including allocation of premises. Explore a possibility to involve ITA projects and donors to establish an ASC for local residents, IDPs and residents of the AR Crimea.

Absence of infrastructure on land parcels allocated to ATO veterans	Potential conflict	Socio-economic	ATO veterans, LSG, Ministry	Medium, medium-term	<p>ATO veterans received into ownership land parcels along the banks of a lake, which have no infrastructure and are not designated for construction. The local authorities do not have financial resources to establish the necessary infrastructure, as well as other vacant land parcels to be disposed of. At the same time, there are no state-funded programmes which could cover the construction costs. ATO veterans sell their land parcels. Unless resolved, this situation may cause protests among ATO veterans against the LSG and state authorities.</p>	<p>The Ministry shall conduct a discussion of problematic issues and mechanisms of their resolution with the LSG, approach the Ministry for Veteran Affairs with a proposal to initiate the development of a state programme allowing veterans to use the land according to its designation, instead of selling it.</p>
Absence of civic activism	Potential tension	Socio-economic, political, security	NGOs, LSG, local population	Medium, long-term	<p>Despite the existence of public activists and of nearly 700 protests / activities in 2019 (according to the information from Kherson Police Department), expert and focus group interviews showed that the population of Kherson is not interested</p>	<p>The Ministry shall explore a possibility and take action to involve ITA to offer training to community residents about self-organization of the population and public participation in the community life. The Ministry shall engage</p>

Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Easy access to drug substances	Existing conflict	Socio-economic, security	Local residents, persons involved in distribution of drugs, LSG, Patrol Police of Kherson Oblast, Kherson City Police Department	High, immediate	<p>in resolving local issues and initiating activities beneficial for the society. The same NGOs remain active for 10-15 years, while no well-established youth organizations have been identified. This situation creates prerequisites for absence of accountability and transparency of the activities of the LSG, prevents the LSG from using the potential of the population to cause positive changes in the community, as well as for communication purposes.</p>	<p>international organizations, donors, NGOs and charity organizations in the development of the community in relevant sectors (education, culture, healthcare).</p>
					<p>Drug addiction is especially popular among young and unemployed people (2,000-7,000 drug addicts). Assistance from religious organizations is often provided in the form of labour therapy, which,</p>	<p>The Ministry shall address the National Police of Ukraine regarding involvement of law enforcement bodies in the identification of drug sources and distribution networks. LSG shall provide support to the National Police in their</p>

					<p>according to expert interviews, has certain elements of forced labour. Unemployed drug users are an additional risk for public safety, since robbery is one of the sources to get money. In absence of adequate reaction of the authorities (LSG, police), there is a probability for relatives and parents of drug addicts resorting to lynch law.</p>	<p>efforts to put an end to the activities of drug dealers and to conduct preventive public awareness-raising activities (training, hot lines, use of military and community patrols), including those among parents. The Ministry jointly with the Patrol Police of Kherson Oblast shall explore a possibility of developing social advertisement aimed at the prevention of drug abuse, as well as apply for ITA projects in this area. With the Ministry, Kherson Oblast State Administration and LSG involved, hold discussions and engage family doctors in drug abuse prevention programmes. The Ministry shall address the Ombudsman of the Verkhovna Rada of Ukraine in order to check allegations of violations of human rights by religious organizations while offering labour therapy to drug addicts.</p>
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Risk factor	Type of tension	Field	Stakeholders	Probability and type of threat	Commentary	Recommendations regarding measures to ease tensions
Poor financing and maintenance of waste disposal sites	Existing conflict	Socio-economic, security	LSG, local population, public utility companies	High, immediate	<p>This problem remains unresolved for many years. In summer one of the city districts suffers from unpleasant odors. According to experts, all the proposals to construct a waste treatment facility have been declined by local authorities. The local population believes this is due to corruption. This situation poses a huge hazard risk for the population of the city and suburbs.</p>	<p>Under the co-ordination of the Ministry, explore the problem of the community, involving the Ministry of Healthcare, State Environmental Inspectorate, State Service for Security of Food Products and Consumer Rights Protection, Kherson Oblast State Administration, Kherson Oblast Sanitary and Epidemiological Station, Department of Water Resources, LSG and other specialized institutions and law enforcement bodies. Conduct monitoring visits, based on the outcomes of which take respective action. Establish communication between the LSG and the population of the community.</p>
Absence/ lack of street lighting	Existing conflict	Security	LSG, local residents	High, immediate	<p>According to the information received from the LSG, in 2019 only 4,000</p>	<p>The LSG jointly with experts from specialized NGOs in Kherson oblast shall analyze</p>

Absence of investment grant projects	Tension	Political, socio-economic	LSG, public sector, central government agencies	Medium, medium-term	<p>out of the necessary 14,000 streetlights were installed. Absence of lighting changes the way community members interact, their lifestyles, as well as their ability to maintain social ties. There also is a feeling of insecurity among the community members. This is the evidence of the poor economic development of the community.</p>	<p>and optimize resources to allocate financing to street lighting, explore involvement in state funded programmes and international credit programmes. The Ministry shall approach the Ministry of Interior / National Police with a request to provide for more intensive street patrolling.</p>
					<p>According to the data from the Ministry of Economic Development and Trade, the letter-reponse from the LSG and the Open Data Portal, ITA, state and foreign investment is virtually absent or insignificant. This shows either the low capacity of the LSG to co-operate with international organizations due to the lack of qualified personnel, or the lack of transparency and openness of the activities of local authorities.</p>	<p>Under the co-ordination of the Ministry, the LSG and Kherson Oblast State Administration shall jointly identify problematic issues in attraction of investment and ITA to support the development of the community of Kherson. The Ministry shall explore a possibility of providing training on the preparation of project proposals for staff of the Executive Committee, with assistance from international organizations and donors.</p>

RECOMMENDATIONS ON MEASURES TO REMOVE CONFLICT RISK FACTORS IN THE COMMUNITIES

Regarding internal conflict risk factors common to all communities

- 1.** Formation, development of competencies for information gathering, analysis, evaluation, planning and organization of interventions in conflicts, their prevention by the representatives of the LSG, NGOs, law enforcement agencies. Promoting the training of these target groups in the basics of fundraising, project management, communication strategies, strategic planning, dialogue organization, participatory decision-making.
- 2.** Introduce a system of measures to ensure effective, transparent communication between the LSG and the community.
- 3.** Establishment of interagency co-operation on different areas of community development. Provision of expert support to local communities to analyze the resources available in the community and prioritize the needs of the community population in order to effectively plan and implement activities aimed at social and economic development of communities.
- 4.** Upon the initiative of the Ministry, consider problematic issues (in particular, in the areas of economy, ecology, health care, education) of Lysychansk, Soledar ATC, Kalanchak ATC, Novooleksiyivka Village and the City of Kherson at the level of specialized central government agencies with involvement of Donetsk, Luhansk Military-civilian Oblast State Administration, Kherson Oblast State Administration and the LSG.
- 5.** Development of civil society in the communities by relevant profiles: education, culture, agrarian sector, ecology, water resources, co-operation with law enforcement agencies, medicine, analytical activity, protection of human rights, etc.

Regarding external conflict risk factors common to all communities

- 1.** Support at the national level the development of communities affected by the conflict in Donetsk and Luhansk oblasts, as well as in Kherson oblast.
- 2.** Offer to international and donor organizations to jointly agree on project goals and objectives across communities, to prevent duplication of functions, efforts in one community, and to assist those communities that are out of focus.
- 3.** Develop and implement a mechanism for early warning and early response to threats in Donetsk, Luhansk and Kherson oblasts.
- 4.** Produce a comprehensive programme of economic development of Kherson oblast as a priority region and a hub, demonstrating reconstruction and development based on the potential of territorial communities and capacity building.
- 5.** Carry out ongoing monitoring of the confidence of the population of Donetsk, Luhansk and Kherson oblasts in power, threats to national security and sovereignty.
- 6.** Develop and support local media, trainings for journalists, prepare journalists in the field of specialization (in particular, analytical journalism).
- 7.** Initiate a “Community Radio Broadcasting” project at the local level, specifically in villages.

STAGE 3. DEVELOPMENT OF MEASURES TO INCREASE COMMUNITY'S CAPACITY AND REDUCE RISKS

On September 19, 2019, in Lysychansk and Soledar, and on February 10–12, 2020, in Novooleksiyivka, Kalanchak, and Kherson, the Project experts held round tables, presenting the findings of the risk assessment study. The overwhelming majority of those present at community round tables were representatives of LSG. The event in Soledar was also attended by the media, the police, and the nonprofit sector, in Lysychansk—by IDPs, the media, and churches.

In Lysychansk and Soledar, community representatives along with the experts identified possible conflict resolution and prevention measures based on identified risk factors. A different approach was taken in the communities of Kherson Oblast – there were presented not only conflict risk factors and identified conflicts to the LSG, but they were also given recommendations/suggested actions. Thus, community representatives discussed the realistic implementation of the recommended measures by the communities themselves and with the expert support.

As a result of the round tables, community members confirmed all the risks of new conflicts and existing conflicts identified according to the indicators and Guide. Moreover, the discussion also detailed the root causes, parties and consequences of conflicts and/or revealed additional risks of new conflicts in the communities:

in Soledar ATC

- the dumping of sewage onto streets of the village that is part of the ATC, intensifying discontent with the work of the LSG;

- > poor service delivery on water and power supply by the communal enterprise “Donbas Voda” Company” and PJSC “DTEK PEM-Energovuhillya”;
- > funding of the local health post from the ATC budget is blocked;

in Lysychansk Territorial Community

- > no effective city development strategy of Lysychansk;

in Novooleksiivka Village Community

- > inadequate funding of the Administrative Services Centre that also provides services to Crimean residents;
- > the Slavic residents dissatisfied with loud calls to prayer from the mosque;
- > an additional burden on the village budget due to social benefits to illegal carriers (most being Crimean Tatars) as low-income citizens;
- > tensions with IDPs, since many of them do not live in the community but get social benefits, services, might be provided with housing;
- > illegal greenhouse-based agriculture most likely poses an environmental threat to the public;

in Kalanchak ATC

- > tensions between the staff of the ATC village council and local people’s deputies because the latter misunderstand the priorities of community development, procedures for land allocation and record-keeping, formation of the ATC budget, and are not accountable in their activities to the public;
- > the military’s lack of interest in co-operating with the ATC;
- > inadequate funding to purchase equipment for Administrative Services Centre;
- > intentions of the Oblast State Administration leaders to relocate the international kite competition to another place;

in Kherson

- > LSG's lack of staff on cultural heritage and no fund-raising skills;
- > no funding to update the City Hall's website;
- > the National Police issuing permits for the purchase of weapons to persons not authorized to have it;
- > inaction of the National Police on punishment of persons committing public security offenses (including within the City Hall);
- > conflicts between teachers and parents, parents and children, no experts on mediation and conflict resolution in educational institutions.

The roundtable participants outlined steps needed to enhance the capacity of **five communities** to address conflicts:

- > Train civil servants, local government officials (including Administrative Services Center staff) to build the skills of effective communication, conflict resolution, the organization of dialogue, the use of dialogue in participatory procedures (public hearings, public discussions, decision-making, etc.), strategic planning, drafting of project grant proposals;
- > Encourage a more active community by creating community and youth councils within the Executive Committee, training NGOs on the skills of effective communication, conflict resolution, the organization of dialogue, the use of dialogue in participatory procedures.

COMMUNITY-SPECIFIC REQUESTS FOR ACTIVITIES:

Soledar ATC and Lysychansk Territorial Community

- > create a permanent site: a resource hub involving local government representatives, activists, the police, and other stakeholders to collect and analyze community information in specific areas presented in the Guide;

- > adjust the Guide to the needs of communities taking into account their specific features (city, village, amalgamated community, etc.);
- > discuss possible formats of co-operation between the communities' NGOs (those that are actually active) and authorities;

Soledar ATC

- > enhance NGO control of local government's activities by training civic activists to monitor open sources of information, investigate corrupt practices, etc.;

Lysychansk Territorial Community

- > provide additional information to the public on the use of the Guide;

Soledar ATC, Kalanchak ATC, Kherson

- > engage police officers in dialogue or conflict sensitivity training;

Novooleksiivka community, Kalanchak ATC, Kherson

- > assist in organizing communication with raion, regional, and national authorities to address the community's problems, develop and support civic activism, especially in education and youth policy;

Kalanchak ATC

- > support the implementation of the project "Community Radio Broadcasting" for residents;

Kherson

- > present the findings of the risk assessment in Kherson community to local people's deputies;
- > support website updates and train technical staff.

Following the third stage of the Guide implementation, experts recommended the use of a dialogue approach to reduce tensions between the parties concerned and resolve nine other conflict situations:

in Soledar ATC

- > A dialogue meeting between the LSG, community members, Donetsk Oblast State Administration, and the management of the communal enterprise “Donbas Voda” Company” and PJSC “DTEK PEM-Energovuhillya”;
- > A mediation session between the ATC management and the local health post;

in Lysychansk

- > A facilitated discussion on a city development strategy of Lysychansk with all stakeholders;

in Novooleksiivka Village Community

- > A dialogue meeting between representatives of the Slavic and Crimean Tatar populations, representatives of confessions / religious organizations, representatives of the Majlis and the Executive Committee;

in Kalanchak ATC

- > A facilitated discussion with dialogue elements on interaction between the staff of the ATC village council and local people’s deputies;
- > A dialogue meeting between community members, LSG, and the stationed military;

in Kherson

- > A facilitated discussion with dialogue elements on problematic issues and conflicts between the city council staff and local people’s deputies;

at the national level

- > A facilitated discussion with dialogue elements on the findings of the conflict risk assessment in five communities between representatives of central government agencies.

STAGE 4. IMPLEMENTATION

A training on a conflict-sensitive approach to addressing community conflicts was held on November 6–8, 2019, in Kharkiv for local government officials, the nonprofit sector, the media, community-owned enterprises of Lysychansk territorial community and Soledar ATC.

A similar training was delivered on February 17–19, 2020, in Odesa to the local government officials of Novooleksiivka, Kalanchak, and Kherson communities. Further, at the request of Kalanchak and Kherson communities and patrol police of Kherson oblast, patrol officers serving in the communities attended the training.

During the course, trainees worked on three content segments.

Analyzing community conflicts. The participants used the tools of conflict mapping, context determination, conflict triggers, dividing and connecting components of conflicts through case studies:

- > a conflict over the closure of a medical institution in Pryvillia, a town near Lysychansk;
- > a risk of conflict over the opening of a hub school in Soledar and the availability of transport connections between the villages of the community and the city;
- > a conflict over irregular electrical power supply by the communal enterprise in Kalanchak community;
- > a conflict between the staff of utility units of the communal enterprise and the LSG of Novooleksiivka community;
- > a risk of conflict over the absence of a comprehensive city development strategy in Kherson community since 2009.

Assessing the risk of community conflicts using the Gude.

Participants gained theoretical knowledge and practical skills on:

- > identification and analysis of information sources that can be used in the assessment, identification of factors and root causes of conflicts in communities;
- > work with indicators used to identify conflicts, primary and secondary stakeholders;
- > co-ordination of efforts to develop comprehensive conflict prevention and resolution measures;
- > ways of involving central government agencies, LSG, international partners in resolving community problems.

Preparing for dialogue to address conflict. The trainees became familiar with dialogue principles, special features of organizing and preparing for dialogue process (meetings, criteria for selecting and inviting participants, etc.). They also identified the topic of the first dialogue meeting, the number and identities of its participants:

- > a discussion of the targeted city programme involving NGOs of ATO veterans, family members of the fallen servicement, and the Executive Committee of Lysychansk community;
- > representatives of Lysychansk, Novooleksiyivka, Kalanchak, and Kherson communities selected the same issues that had been reviewed during conflict analysis.

The training format enabled trainees to understand what conflict sensitivity means, raised their awareness on the importance of assessing risks of new conflicts, using different approaches, including a dialogue approach, to addressing conflicts in their communities (knowledge of the subject matter improved by 12%). Moreover, the use of indicators recommended by the Guide was updated by understanding the difference between a conflict and a problem, the knowledge of the stages of conflict and stages of its escalation, types of intervention in a conflict, materials on conflict analysis tools, practical group work with specific indicators related to covert and overt community conflicts, and the selection of information sources to work with indicators.

Prior to the training, the communities had not relied on the Guide in their activities due to the lack of understanding of mechanisms of its application (as reported by Lysychansk and Soledar LSG). After the conflict sensitivity training was held, community representatives of Kherson oblast indicated that they understood the purpose of using the indicators, knew from what sources the data could be obtained in the process of collecting information by the indicators. In total, nine out of ten participants stated they would use the Guide in their future work.

For further implementation of the Guide, it is considered reasonable to familiarize community representatives in the field with the Guide by delivering conflict sensitivity training. The training should cover topics on the basics of conflict management, conflict analysis, organization of dialogue, and practical exercises to build skills, in particular, on gathering and analyzing information by the Guide indicators, developing an action plan for conflict prevention and resolution. It is then that community representatives will develop a holistic understanding of the need to use the Guide as a five-step tool for identifying and assessing risks and existing conflicts.

Dialogue meetings or meetings in the dialogue format were held in Lysychansk and Soledar communities in late November 2019, and in Novooleksiyivka and Kherson communities in late February – early March 2020. These activities were initiated by communities' LSG and supported by the Ministry and PCU.

The design of dialogue meetings in Lysychansk, Soledar, Novooleksiyivka contained the following stages:

- > announcement of the topic and schedule of the meeting (the topics were agreed in advance for all meetings);
- > introduction of participants;
- > agreeing on the rules and principles for effective interaction by the group;
- > a description of the vision of the problem situation / conflict by all meeting's participants with different views;

- > identifying their interests and needs on the topic;
- > discussing possible solutions to the problem situation / conflict taking into account the interests and needs of the participants;
- > distribution of responsibility for their implementation between the participants of the meetings;
- > planning for the next steps.

Meeting topics:

- > discussion of the Comprehensive City Programme of Social Support for the ATO/JFO veterans, and their family members for 2020–2022 by the veterans’ NGOs and LSG (Lysychansk);
- > lack of a transport connection between villages within Soledar ATC (attended by LSG and local people’s deputies);
- > relations between LSG representatives of Novooleksiyivka Village Community and unit heads at the communal enterprises “Water System” and “Novooleksiyivka Housing Office”;
- > possibility of development of the Strategic Plan of Economic Development of Kherson (attended by staff of the city council structural units, local people’s deputies, Kherson’s NGOs). Civic activists initiated a dialogue meeting with regard to the privatization of communal property of cultural and historical values, however, the LSG leadership did not respond to the proposal.

The dialogue meeting in **Lysychansk** enabled:

- > to explain the mechanisms for requesting clarifications of social security for ATO veterans’ children, submitting veteran NGOs’ proposals to the Comprehensive Programme (direct communication with the Executive Committee);
- > emphasize that the Social Security Office had no database on the families of ATO victims;
- > identify the problem of information sharing between agencies such as the military commissariat – city council / executive committee, volunteers, on contacts of the families of ATO veterans, including deceased ATO soldiers;

- > identify the problem of information co-ordination between the activities of veterans' NGOs and individual activists (for example, veterans' NGOs described "opening memorial plaques" as a problem, but the dialogue meeting revealed that a part of the efforts on documents preparation needed for opening of memorial plaques had already been done by the widow of a deceased ATO soldier);
- > help NGO representatives declare the need to create a "veterans' hub" as a space for learning and training for veterans; it revealed an ongoing search for premises in the city for this purpose, and an availability of budget-funded space that can be used for training and learning events (for example, the local history museum).

The meeting resulted in the decision to:

- > establish an exchange of data on the families of the deceased servicemen in the ATO between the Social Security Office and NGOs;
- > establish direct communication between ATO veterans and family members of the deceased with departments of the Executive Committee;
- > share the data between the agencies in a timely manner to meet the needs of veterans and their family members, and the family members of the deceased in the ATO;
- > commemorate the fallen soldiers by setting up a dedicated stand at Lysychansk Museum of Local History and by listing their last names on the city memorial.

Experts recommended to conduct an additional training on improving communication between the LSG and the non-profit sector.

The meeting in the dialogue format in **Soledar** enabled to:

- > emphasize the problem of routes opening due to unsatisfactory condition of the ATC roads, including those that ATC was not in charge of;

- > point to the lack of financial benefits for the transportation of residents from other communities if the routes were launched;
- > identify the lack of social benefits for formalization of routes (the Transport Law used to provide for the so-called “temporary contracts” for the operation of routes).
- > The meeting resulted in the decision to:
 - > convene a co-ordination meeting with Soledar ATC members, including the carrier, village chiefs, ATC people’s deputies, Raion State Administration, Donetsk Oblast State Administration, Donetsk Oblast Police Office to further resolve the issue;
 - > share the meeting outcomes and address the Ministry of Infrastructure, Ministry for Development of Communities and Territories, State Service of Ukraine for Transport Safety, the people’s deputy in the electoral district, describing the problem and steps taken by the community.

A recommendation was given to delegate organization of the meeting to a third-party organization/individual to achieve a balance of members of the dialogue meeting. Since it was organized by the LSG, prospective participants from villages either failed to appear or were not invited.

During the dialogue meeting in **Novooleksiyivka**:

- > communal enterprise’s representatives recognized that due to the requirements of the legislation it is impossible to be a recipient of funds and contractor for work carried out to improve the functioning of water supply systems;
- > representatives of the Executive Committee and enterprises managed to identify what caused delayed payments from the budget for the works performed (major and minor repairs, purchase of equipment required for work);
- > the Executive Committee explained delay in adopting utility tariffs which was due to the enterprise’s “failure to follow

the procedure for submitting documents”; and expressed dissatisfaction saying that the enterprises were unable to provide services properly and fully;

- > legal grounds, according to which the enterprise could install apartment meters in order to limit water supply to individual debtors instead of an entire building, were clarified;
- > the ATC identified the need to finance the post of a lawyer for the enterprises to organize claim work related to debt repayment / collection and the mechanisms of imposition of sanctions on debtors;
- > the Executive Committee stated that it might use budgetary funds for the enterprise only within the limits of village budget expenditures announced earlier (without subsidiary funding) due to shortage of local budget funds and enterprise’s failure to use opportunities for business activity in order to make profit;
- > the internal needs of the communal enterprise were revealed: the need to optimize management and staff, plan for expenditures, finding external contractors, raising public awareness, search for effective ways to influence debtors, interaction between enterprises operating in the same area to eliminate duplicated functions, etc.

The meeting resulted in the decision to:

- > engage external contractors by communal enterprises for major repairs and other types of work, where the enterprise would act as a customer rather than a contractor as required by law;
- > make sure that communal enterprises timely submit the required package of documents and the Executive Committee provides its review by dates set in laws;
- > provide that enterprises look for possible ways and means of co-operation to generate profit and reduce funding burden on the local budget;

- > organize periodically joint discussions to address problems, solutions, and plans regarding the respective fields.

The meeting in the dialogue format in **Kherson** enabled to:

- > identify analysis (outputs of the previous strategy, the opinion poll for residents on the vision of their city's development, working with open sources of information, learning about best practices in elaborating community development strategies) and content (the strategy with its implementation plan, indicators, measurement tools/ monitoring) sections of the strategy;
- > assign those in charge of the organization and elaboration of the strategy: create a working group as instructed by the mayor, identify members of this group;
- > describe problems to be covered by the strategy (economic downturn, low investment volumes, growing social tensions, poor status of town planning, the running of community-owned transport, the quality of roads, sanitary condition of the city, degradation of architectural monuments, tax evasion by residents, the impact of the decentralization reform, environmental threats);
- > determine target groups to be involved in the strategy development: by using the expert-participatory approach to engage NGOs, LSG, businesses, media, representatives of different age categories (young and elderly people), academia, international organizations, etc.;
- > identify potential partners for the strategy development: other cities where similar strategies are developed and international organizations;
- > clarify the role of participants in the strategy development: expert contribution, opinion polling (people's deputies, NGOs), specialized and organizational inputs;
- > specify sources of information for the strategy development: information from LSG (publicly available reports and

- programme profiles), statistical information/reporting, information from international organizations (monitoring reports), findings of focus group interviews, opinion polls, outputs of strategic sessions with individual groups (experts, business, etc.), proposals of public hearings;
- > set due dates for the strategy development of at least 9 months and at most 12 months (including time for its adoption by the people's deputies);
 - > describe how to communicate during the strategy development and get stakeholder feedback, including by creating an information section on the city council's website and sharing information with the media;
 - > specify that the effectiveness of the strategy implementation should be assessed by monitoring measurable indicators ("measurable and clear");
 - > propose a vision of the city's mission: "Intellectual, Logistical, and Cultural Centre of Southern Ukraine", "Kherson as the Motherland of Avant-garde" (cultural heritage), "New Florence" (contemporary art), "The City of Guardians of Kherson Wetlands" (nature, ecology);
 - > emphasize the lack of funding for qualitative and inclusive strategy drafting (conducting research, surveys, drafting of the analytical section of the strategy).

The meeting resulted in the decision to:

- > start assembling a working group (with all stakeholders involved and relevant information posted on official websites of LSG) and ensure its work as soon as the mayor issues a respective decree;
- > discuss strategic and operational goals during future meetings;
- > seek possible ways of attraction of financial assistance from donor organizations;
- > engage NGOs in gathering and analyzing information, and then developing the strategy;

- > involve the media;
- > rely on the participatory approach when working on the strategy.

Also, a dialogue meeting was planned to be held in Kherson in early March between representatives of Kalanchak ATC and representatives of the JSC “Khersonoblenergo” to discuss and find solutions to unsatisfactory supply of energy services, in particular, switching off power without warning. In the course of the preparation, it became clear that, despite the three letters of invitation to participate in the preparatory (preliminary) and dialogue meeting, one of the parties (JSC “Khersonoblenergo”) did not consent to participate. Considering that one of the principles of dialogue is voluntariness, it was decided to postpone the dialogue meeting. Due to the introduction of quarantine and other restrictions to prevent the spread of COVID-19 in Ukraine, other dialogue events did not take place.

STAGE 5. MONITORING AND EVALUATION OF IMPLEMENTATION RESULTS, CORRECTION OF MEASURES

In order to evaluate the results of the activities carried out during the fourth stage of the Guide implementation in the communities of Donetsk, Luhansk and Kherson oblasts, experts contacted the participants in February–March 2020 by sending online questionnaires and conducting telephone interviews. In total, 27 community residents (24 women and 3 men) – representatives of the LSG, NGOs and the police – were interviewed.

By means of practical work during the training, six out of ten participants learnt the difference between a problem and a conflict, and noticed and identified previously unknown conflicts in communities. For half of the respondents, knowledge gained in the course of training helped discover the basics of conflict prevention and realize the value of dialogue as a tool for reducing socio-political tensions. Just over a third of those surveyed were able to identify their potential role in conflict management as well as ways to minimize the negative impact of their own intervention into conflict.

In their detailed answers, assessing the training itself, participants noted that it helped them “move further on from the starting point”, view in more detail the nature of conflicts and ways of their resolution. In order to improve the training, it was suggested to pay attention to topics such as seeing the problem from each party’s perspective, moods of the parties to the conflict, their motivation to participate in the dialogue, as well as opportunities for deepening co-operation of all interested parties.

Thanks to the activities carried out, nine out of ten respondents were convinced that it was possible to resolve conflicts between local authorities and community residents through dialogue, while for six out of ten it was also interpersonal and intergroup conflicts.

Interestingly, the representatives of the Lysychansk, Soledar, Kalanchak, Kherson communities believe that it is not possible to resolve conflicts between communities and the central authorities by means of dialogue. Only a quarter of the polled representatives of the Novooleksiyivka community selected this option.

Residents of Lysychansk and Soledar communities believe that in dealing with conflict in the community, dialogue makes it possible to solve problems together with those involved (75%), develop skills of listening to each other, build trust among community members, speak openly about problems (50%). As for community residents of Kherson oblast, they see the practical benefit of using dialogue in community in building active listening skills (65%) as well as incorporating the inclusivity principle during dialogue, for example, taking into account the interests of all concerned in the process (62%).

Dialogue meetings in communities have been the impetus for changes in communication between the parties to the conflict, for working on interpersonal relations. In determining the results of the dialogue meeting, slightly over half of the respondents said that they got the idea of what a dialogue meeting is about, changed their attitude to a problem/conflict, managed to involve those who were not previously invited to consider a conflict/problem. When it comes to implementation of the decisions identified by participants of the dialogue meetings in the communities:

- > In Soledar, Executive Committee decision of 18 February 2020 No. 49 “On Organizing the Study of Population’s Demand for Passenger Transportation on the Berestove–Soledar Public Bus Route Planned to Be Opened” was adopted. These were the first steps taken by the LSG to improve transportation between the ATC centre and the villages;
- > A stand dedicated to the fallen soldiers was set up at Lysychansk Museum of Local History, a project is being prepared to co-ordinate inclusion of the names of fallen soldiers into the fallen soldiers list at the city memorial; a

programme is being prepared to support ATO/JFO veterans and families of ATO deceased servicemen. With regard to the conflict over the closure of a medical facility in the city of Privillya, a town near Lysychansk, the conflict analysis during the training encouraged the community to look for other solutions. To make up for the closure of the clinic, a workplace was created for a family physician in Privillya, which was welcomed by community residents;

- The issue of changing the communal enterprises' leadership due to the unsatisfactory execution of community-commissioned works is being raised for the first time in Novooleksiyivka; through the meeting, the attitude of ordinary employees of the enterprises to the LSG also changed, since it became clear how communication is carried out between the LSG and the enterprises' leadership, and what motivates the actions of the LSG;
- In Kherson, the further working group meetings have not taken place due to the introduction of quarantine and other restrictions to prevent the spread of COVID-19 in Ukraine.

At the Ministry's request, LSG of Lysychansk and Soledar assessed the five-step process of implementation of the Guide as a whole. Both communities indicated that the process allowed them to establish/improve communication between the LSG and community residents. This helped the LSG of Lysychansk to identify conflicts in the community and to draw the leadership's attention to them, while for the LSG of Soledar this was an opportunity to master the use of conflict prevention tools.

In Soledar ATC, situation in the community is monitored daily in accordance with the Donetsk Oblast Military-Civil Administration letter No. 01/16/13/1314/0/2-19 dated 09 July 2019, therefore no dedicated monitoring of the Guide indicators is carried out. According to the information from Lysychansk, monitoring of the Guide indicators is not carried out regularly. Information about the

risks of conflicts is collected and analysed in the communities by the staff of the public relations department. When asked about recommendations for improving the Guide, Lysychansk City Council indicated that the indicators should be reformulated more clearly, and Soledar City Council noted that there is no access to information sources for the indicators. Representatives from both communities were unanimous in the need to provide clear instructions for using the Guide.

Assessment of the Guide implementation process in the communities of Kherson oblast is scheduled for the end of April 2020.

CONCLUSIONS

In the process of the Guide implementation in five communities of Donetsk, Luhansk and Kherson oblasts, a comprehensive study of the conflict potential of the communities was carried out, and recommendations for removing internal and external risk factors of conflicts were developed. Moreover, 26 conflict situations have been identified, for which a dialogue approach is recommended (dialogue meetings, mediation sessions, negotiations, facilitated discussions with elements of dialogue, round tables, etc.). Four dialogues and training on the basics of conflict sensitivity were conducted for 44 members of the LSG, communal enterprises, police, mass media, public sector, which increased their ability to prevent and resolve local conflicts.

In the light of the experience gained in collecting and analyzing information by indicators, it is recommended that local communities consider the following:

- > **timeframes**, since information is collected by different agencies, processing of responses to official enquiries takes up to 30 calendar days, in addition, the analysis of statistics requires dynamic results to be compared for different parameters;
- > **priority** in working with indicators, depending on the topic, goals, objectives, scope of the study, available resources, performers, etc.;
- > **the type of settlement**, which largely determines the availability, access to community information sources, and the duration of the collection;
- > **the complexity of collection methods**, because purely statistical information or information available to the LSG does not give a complete picture of the conflict risk. Therefore, focused group and expert interviews are needed

to validate data and visions of city dwellers on specific indicators, consult with human rights organizations, etc.

- > **insensitivity of statistical filters:** the existing system of reporting within LSG and executive authorities does not capture information according to indicators, such as indicators of the intensity and depth of civil dialogue, the level of confidence of community members in police and law enforcement activities, the prevalence of social stereotypes, maturity of political elites;
- > **the impact of reform processes**, such as in the field of decentralization, police reform, and health care, is changing the way institutions are evaluated;
- > **ambiguous perceptions of “glossary”**, such as the notions of “social stereotypes”, “dialogue” (in the understanding of the method of dealing with conflict) among those who collect information and provide it;
- > **gender insensitivity** of the indicators (no information about representation of men and women, consideration of their needs during information gathering and analysis);
- > **secret nature of information**, such as the level of activity of quasi-militaristic, quasi-law enforcement organizations.

In order to gain an understanding of the community situation in dynamics, the ability of community leadership to respond promptly to change, it is necessary to regularly gather information on indicators. This will be facilitated by an assignment to the responsible person/department within the LSG to carry out such monitoring. In addition, LSG representatives in communities that will use the Guide are advised to take methodological training to be clearer about methods, tools for collecting and analyzing information, discussing possible settlement measures, preventing conflicts (e.g., interagency dialogue) and their implementation. This need was acknowledged by community representatives during the implementation and evaluation stages, which indicated

the need for clear guidelines for the use of the Guide. That is why the PCU in co-operation with the Ministry created an Explanatory Note to the Guide.

With regard to the implementation of the Guide measures, especially dialogues, one should keep in mind the balance (inclusivity) of the participants. If the LSG is a party to the conflict, it is advisable to delegate the organization of the meeting to a neutral organization/person. Also, the planning of the implementation phase should take into account the need for preparatory (pre-dialogue) meetings with the parties, which in turn requires more time resources. Along with dialogue facilitators and mediators, experts in the fields of jurisprudence, public administration, strategic communications, analytical activity should be involved in the meetings, to provide expert evaluation of the arguments of the parties to the conflict, to make proposals on the necessary measures to take into account the financial resources, timeframes.

The evaluation phase is crucial for understanding the effectiveness of the measures implemented, the ratio of resources spent and the result achieved, identifying needs for changing approaches to planning and implementation of activities, etc. The assessment results showed that a series of dialogue meetings should be held in order to fully resolve conflicts and forge a mutual understanding between community members. It is not enough for one meeting to track the dynamics of community members' attitudes toward one another, monitor the progress of implementation of the arrangements, and adjust agreed actions in the process of developments. This is why the timeframe for implementing the Guide needs to be extended. To implement ongoing monitoring as an element of early warning and early response to conflicts (see the Explanatory Note to the Guide), functional responsibilities for risk identification and community conflict management are required to be included in the staffing and job descriptions of the LSG. Such steps will ensure that indicators are collected and analyzed on a regular basis in accordance with the Guide.

To ensure sustainability of the efforts in building capacities of the communities in Donetsk, Luhansk and Kherson oblasts to prevent and resolve conflicts, further steps are recommended:

- > to present the research findings and the Explanatory Note to the community representatives;
- > to receive feedback from the communities about the practical use of the Explanatory Note and to adjust the document accordingly;
- > to conduct a facilitated discussion with application of a dialogue approach focusing on the conflict risks in the communities between representatives of the communities and central government agencies (delayed due to the quarantine restrictions);
- > to develop a joint action plan based on the discussion outcomes.

Annex 1. Reporting and statistical sources

1. Executive Committee of Lysychansk [Online resources] — Access mode: <http://lis.gov.ua>
2. Executive Committee of Soledar ATC [Online resources] — Access mode: <http://www.solerada.gov.ua>
3. Executive Committee of Kherson City Council / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/vykonavchyi-komitet-khersonskoyi-miskoyi-rady>
4. Kherson City Council Budget and Finance Department / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/departament-biudzhetu-i-finansiv-khersonskoyi-miskoyi-rady>
5. Kherson Regional State Investment and Industrial Policy Department / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/departament-investytsiinoi-ta-promyslovoi-polityky-khersonskoi-oblasnoi-derzhavnoi-administratsii>
6. Department of Urban Planning and Land Use of the Kherson City Council / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/departament-mistobuduvannia-ta-zemlekorystuvannia-khersonskoi-miskoi-rady>
7. Unified system of local petitions [Online resources] — Access mode: <https://e-dem.in.ua/lisichansk/petition/published/all>
8. Reports on the use of funds of Kherson Oblast State Administration [Online resources] — Access mode: <https://data.gov.ua/dataset/ec8eb928-2e83-4c4-bcc8-1252b61f3675>
9. Activity Reports of Kalanchak regional state administration / Open Data Portal [Electronic resource] - Access mode: <https://data.gov.ua/dataset/59ee26a0-d963-4066-95c9-3298091e6950>

10. Municipal non-profit enterprise «Kherson City Clinical Hospital. EE Karabelesha»/ Open data portal [Online resources] — Access mode: <https://data.gov.ua/organization/komunalne-nekomertsiine-pidpriemstvo-khersonska-miska-klinichna-likarnia-im-ieiekarabelesha>
11. List of ITE projects with the support of donor countries implemented in Ukraine and which have undergone state registration (re-registration) in the Ministry of Economic Development/Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/d-t-set/04fa817d-5c92-4e0d-b1b52dcf720adc36/rsource/f00b8124-7ea6-4d8d-ad9b-6089c911ff0a>
12. Statistical Reports of the Kherson City Council Education Department / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/dataset/3b148fdf-9fb2-49f3-82af-81122dbeb828>
13. Office of Aesthetics and Outdoor Advertising of Kherson City Council / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/upravlinnia-estetyky-ta-zovnishnoyi-reklamy-khersonskoyi-miskoyi-rady>
14. Kherson City Council / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/organization/khersonska-miska-rada>
15. Land Request (Military) / Open Data Portal [Online resources] — Access mode: <https://data.gov.ua/dataset/b023da55-9b01-42e0-90ae-de5adf242376>

Annex 2. List of oblast targeted programmes of Kherson Oblast State Administration the executor of which is Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
1	Programme for the recognition and financial motivation of certain teams, citizens of the oblast and servicemen, the commemoration of killed Kherson residents—veterans of the ATO, outstanding fellow townsmen for 2016–2020	active	2005	2020	Resolution No. 514 of the XXI Session of Oblast Council of the 4th Convocation dated 10/12/2005	<u>Report</u>	<u>Explanatory note</u>	Office of Culture at Kherson Oblast State Administration
2	Programme of introduction of oblast scholarships	active	2010	2019	Resolution No. 1302 of the XLVI Session of Oblast Council of the 5th Convocation dated 14/5/2010	<u>Report</u>		Department of Education, Science and Youth at Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
4	Oblast programme of individual rural home construction and improvement of living conditions of rural population "Own House" for 2012–2020	active	2012	2020	Resolution No. 337 of the X Session of Oblast Council of the 6th Convocation dated 30/11/2011	<u>Report</u>	<u>Explanatory note</u>	Office of Urban Planning and Architecture at Kherson Oblast State Administration
5	Comprehensive programme for water development in Kherson Oblast for up to 2020	active	2012	2020	Resolution No. 434 of the XIV Session of Oblast Council of the 6th Convocation dated 5/4/2012	<u>Report</u>	<u>Explanatory note</u>	Basin management of water resources of the lower Dnipro
6	Oblast programme "Drinking Water of Kherson Region" for 2012–2020	active	2012	2020	Resolution No. 472 of the XV Session of Oblast Council of the 6th Convocation dated 10/5/2012	<u>Report</u>	<u>Explanatory note</u>	Department of Housing, Utilities, the Fuel and Energy Complex at Kherson Oblast State Administration
7	Programme for the creation of an urban planning cadastre of Kherson Oblast for 2013–2020	active	2013	2020	Resolution No. 472 of the XXIII Session of Oblast Council of the 6th Convocation dated 23/4/2013	<u>Report</u>	<u>Explanatory note</u>	Office of Urban Planning and Architecture at Kherson Oblast State Administration

8	Oblast Programme for social protection of the elderly and persons with disabilities, support of the family, promotion of gender equality and combating of human trafficking for 2015–2019	active	2015	2019	Resolution No. 1204 of the XXXIV Session of Oblast Council of the 6th Convocation dated 29/4/2015	<u>Report</u>	<u>Explanatory note</u>	Department of Social Protection of the Population at Kherson Oblast State Administration
9	Development strategy of Kherson Oblast for up to 2020	active	2016	2020	Resolution No. 472 of the XXXVI Session of Oblast Council of the 6th Convocation dated 10/9/2015	<u>Report</u>		Kherson Oblast State Administration
10	Programme for the creation of a secure fund of documentation of the oblast for 2016–2020	active	2016	2020	Resolution No. 1301 of the XXXVI Session of Oblast Council of the 6th Convocation dated 10/9/2015	<u>Report</u>	<u>Explanatory note</u>	Department of Civil Protection and Defense at Kherson Oblast State Administration
11	Programme for prevention and liquidation of, and immediate response to, emergencies (accidents) in Kherson Oblast for 2016–2020	active	2016	2020	Resolution No. 1302 of the XXXVI Session of Oblast Council of the 6th Convocation dated 10/9/2015	<u>Report</u>	<u>Explanatory note</u>	Department of Civil Protection and Defense at Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
13	Oblast comprehensive Programme for national and patriotic education "Child—Citizen—Patriot of the Motherland" for 2016–2021	active	2016	2021	Resolution No. 226 of the VI Session of Oblast Council of the 7th Convocation dated 9/9/2016	<u>Report</u>	<u>Explanatory note</u>	Department of Education, Science and Youth at Kherson Oblast State Administration
14	Programme for the development of information space in Kherson Oblast for 2017–2020	active	2017	2020	Resolution No. 302 of the X Session of Oblast Council of the 7th Convocation (I plenary meeting) dated 23/12/2016	<u>Report</u>	<u>Explanatory note</u>	Department of Internal and Information Policy at Kherson Oblast State Administration
15	Oblast special-purpose Programme for promoting civil society for 2017–2020	active	2017	2020	Resolution No. 303 of the X Session of Oblast Council of the 7th Convocation (I plenary meeting) dated 23/12/2016	<u>Report</u>	<u>Explanatory note</u>	Department of Internal and Information Policy at Kherson Oblast State Administration
16	Oblast Programme "Forests of Kherson Region" for 2017–2020	active	2017	2020	Resolution No. 373 of the XI Session of Oblast Council of the 7th Convocation dated 3/3/2017	<u>Report</u>	<u>Explanatory note</u>	Kherson Oblast Office of Forestry and the Hunting Sector

17	Oblast Programme "Development of Human Capital of Kherson Oblast" for 2017–2023	active	2017	2023	Resolution No. 473 of the XII Session of Oblast Council of the 7th Convocation dated 10/4/2017	<u>Report</u>	<u>Explanatory note</u>	Department of Education, Science and Youth at Kherson Oblast State Administration
18	Regional special-purpose programme "E-Healthcare" for 2017–2020	active	2017	2020	Resolution No. 494 of the XIII Session of Oblast Council of the 7th Convocation dated 9/6/2017	<u>Report</u>	<u>Explanatory note</u>	Health Care Department at Kherson Oblast State Administration
19	Regional special-purpose programme for the prevention and treatment of cardiovascular diseases for 2017–2021	active	2017	2021	Resolution No. 495 of the XIII Session of Oblast Council of the 7th Convocation dated 9/6/2017	<u>Report</u>	<u>Explanatory note</u>	Health Care Department at Kherson Oblast State Administration
20	Oblast Programme "Forests of Kherson Region" for 2017–2020	active	2017	2021	Resolution No. 607 of the XIV Session of Oblast Council of the 7th Convocation dated 8/9/2017	<u>Report</u>	<u>Explanatory note</u>	Department of Education, Science and Youth at Kherson Oblast State Administration
21	Programme for the implementation of public policy by Kherson Oblast authorities for 2018–2020	active	2018	2020	Resolution No. 743 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>		Finance Department at Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
23	Programme of financial and credit support of small and medium-sized enterprises in Kherson Oblast for 2018–2020	active	2018	2020	Resolution No. 751 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>		Department of Economic Development and Trade at Kherson Oblast State Administration
24	Oblast special-purpose Programme of medical rehabilitation and social readaptation of veterans of the ATO up to 2020	active	2018	2020	Resolution No. 752 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>	<u>Explanatory note</u>	Health Care Department at Kherson Oblast State Administration
25	Oblast Programme for the development of Kherson International Airport for 2018–2020	active	2018	2020	Resolution No. 755 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>	<u>Explanatory note</u>	Office of Transport and Communication Infrastructure at Kherson Oblast State Administration

26	Programme of assistance to units of the Main Department of the National Police in Kherson Oblast in delivering public security and order, protecting human rights and freedoms, the interests of society and the state, preventing crime in the Oblast for 2018–2020	active	2018	2020	Resolution No. 762 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>	<u>Explanatory note</u>	Department for Collaboration with Law Enforcement Agencies at Kherson Oblast State Administration
27	Programme for providing defense and assistance to military units (establishments) in Kherson Oblast for 2018–2020	active	2018	2020	Resolution No. 764 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>	<u>Explanatory note</u>	Department of Civil Protection and Defense at Kherson Oblast State Administration
28	Regional programme of construction (purchase) of affordable housing in Kherson Oblast for 2018–2022	active	2018	2022	Resolution No. 824 of the XVII Session of Oblast Council of the 7th Convocation dated 16/3/2018	<u>Report</u>	<u>Explanatory note</u>	Department of Construction and Infrastructure Development at Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
30	Comprehensive Programme for the development of physical culture and sports in Kherson Oblast for 2019–2023	active	2018	2023	Resolution No. 1094 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Office of Physical Culture and Sports at Kherson Oblast State Administration
31	Oblast Programme "Development of Tourism and Resorts in Kherson Oblast" for 2019–2021	active	2019	2021	Resolution No. 1095 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Department of Tourism and Resorts at Kherson Oblast State Administration
32	Programme for socio-economic and cultural development of Kherson Oblast for 2019	active	2019	2019	Resolution No. 1079 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Department of Economic Development and Trade at Kherson Oblast State Administration
33	Programme for the development of home construction in Kherson Oblast for 2019–2022	active	2019	2022	Resolution No. 1081 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Office of Urban Planning and Architecture at Kherson Oblast State Administration

34	Programme for the development of gas supply and gas infrastructure in Kherson Oblast for 2018–2020	active	2018	2020	Resolution No. 1084 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018	<u>Report</u>	<u>Explanatory note</u>	Department of Construction and Infrastructure Development at Kherson Oblast State Administration
35	Programme for the development of investing activities and international cooperation in Kherson oblast for 2019–2021	active	2019	2021	Resolution No. 1080 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Department of Investment and Industrial Policy at Kherson Oblast State Administration
36	Programme to encourage the public and associations of co-owners of apartment buildings and housing [co-operatives] in Kherson oblast to implement energy-efficient measures for 2019–2020	active	2019	2020	Resolution No. 1087 of the XXII Session of Oblast Council of the 7th Convocation dated 14/12/2018			Department of Housing, Utilities, the Fuel and Energy Complex at Kherson Oblast State Administration
37	Oblast anti-cancer programme for 2019–2023	active	2019	2023	Resolution No. 1156 of the XXIII Session of Oblast Council of the 7th Convocation dated 8/2/2019			Health Care Department at Kherson Oblast State Administration

No.	Name of programme	Status of Programme	Starts in	Ends in	Sessions' resolutions to approve Programmes	Progress report	Explanatory note on implementation	Implemented by
39	Regional counter-terrorism programme for 2019–2020	active	2019	2020	Resolution No. 1286 of the XXVI Session of Oblast Council of the 7th Convocation dated 12/7/2019			Department for Collaboration with Law Enforcement Agencies at Kherson Oblast State Administration
40	Kherson Oblast employment programme for up to 2020	active	2019	2020	Resolution No. 1277 of the XXVI Session of Oblast Council of the 7th Convocation dated 12/7/2019			Department of Social Protection of the Population of the Kherson Oblast State Administration

Annex 3. Kherson city targeted programmes as of 27/5/2019

Name of Programme	Number and date of the city council's resolution approving the Programme	Implemented by
Programme of logistical support of law enforcement agencies	No. 1289 dated 30/3/2018	Legal Section of the City Council
City programme of cultural, mass, and artistic events and support of events during international, nationwide, city festivals and contests for 2019	No. 1811 dated 21/12/2018	Culture Office at the City Council
Programme for tourism development in Kherson for 2018–2019	No. 1023 dated 29/11/2017	Culture Office at the City Council
City programme for the development of physical culture and sports for 2019	No. 1784 dated 21/12/2018	Youth and Sports Office at the City Council
City programme for road development for 2015–2019	No. 1709 dated 20/2/2015	Office of Transport and Road Infrastructure and Communication at the City Council
Programme of improvements to access roads to multi-story buildings for 2015–2019	No. 1710 dated 20/2/2015	Office of Transport and Road Infrastructure and Communication at the City Council
Programme to dismantle advertising facilities illegally installed in Kherson for 2019	No. 1809 dated 02/11/2018	Office of Aesthetics and Outdoor Advertising at the City Council

Name of Programme	Number and date of the city council's resolution approving the Programme	Implemented by
Programme for logistical support of the state penitentiary institution	No. 1843 dated 22/2/2019	Legal Section of the City Council
Programme for aesthetic decoration of Kherson for 2019	No. 1810 dated 21/12/2018	Office of Aesthetics and Outdoor Advertising at the City Council
Programme for the development and maintenance of Kherson urban public transport stops in the autumn and winter of 2018–2019	No. 1694 dated 02/11/2018	Office of Aesthetics and Outdoor Advertising at the City Council
Programme of assistance to Kherson Joint City Military Commissariat	No. 1842 dated 22/2/2019	Legal Section of the City Council
Programme for the development and functioning of the Ukrainian language in Kherson for 2018–2019	No. 922 dated 23/10/2017	Culture Office at the City Council
City special-purpose programme for the protection of the public and territories from man-made and natural emergencies for 2016–2020	No. 88 dated 25/3/2016	Civil Defense Section at Kherson City Council
City programme for children's health improvement and recreation for 2016–2020	No. 101 dated 25/3/2016	Social Policy Office at the City Council
City programme "Kherson Youth" for 2015–2020	No. 1702 dated 20/2/2015	Youth and Sports Office at the City Council
Programme for football development in Kherson for 2016–2020	No. 547 dated 23/3/2017, amendments No. 1785 dated 21/12/2018	Youth and Sports Office at the City Council

Programme for handball promotion in Kherson for 2019–2020	No. 1817 dated 21/12/2018	Youth and Sports Office at the City Council
City programme “Kherson’s Children” for 2016–2020	No. 239 dated 24/6/2016	Youth and Sports Office at the City Council
Comprehensive programme for higher performance and reform of the housing and utilities sector of Kherson for 2016–2020:	No. 43 dated 12/2/2016	Housing and Utilities Department at the City Council
Programme for higher performance and reform of the water supply and sewerage system of Kherson for 2016–2020 (operational optimization of the system of centralized water supply and sewerage of Kherson)	No. 43 dated 12/2/2016	Housing and Utilities Department
Programme for higher performance and reform of the heat supply system of Kherson for 2016–2020	No. 43 dated 12/2/2016	Housing and Utilities Department
Programme for sustainable operation of the housing sector in Kherson for 2016–2020	No. 99 dated 25/3/2016	Housing and Utilities Department
Programme for the beautification of Kherson for 2016–2020	No. 99 dated 25/3/2016	Housing and Utilities Department
“2016–2020 Kherson City Funeral Business and Cemetery Maintenance” Programme	No. 99 dated 25/3/2016	Housing and Utilities Department
Programme for the management of homeless animals in Kherson for 2016–2020	No. 99 dated 25/3/2016	Housing and Utilities Department
Programme for the efficient use of energy resources and energy-saving in the housing and utilities system of Kherson for 2016–2020	No. 151 dated 28/4/2016	Housing and Utilities Department

Name of Programme	Number and date of the city council's resolution approving the Programme	Implemented by
Programme for the installation of commercial water metering units at water supply inlets of multi-story buildings in Kherson for 2018–2019	No. 1202 dated 23/2/2018	Capital Construction Office at the City Council
Programme for the development of urban electrical transport in Kherson for 2018–2020	No. 1109 dated 22/12/2017	Office of Transport and Road Infrastructure and Communication at the City Council
Programme for urban planning activities in Kherson for 2018–2020	No. 950 dated 23/10/2017	Department of Urban Planning and Land Use at the City Council
Programme for the creation of a secure fund of documentation of Kherson for 2016–2020	No. 21 dated 29/12/2015	Office for Emergencies and Civil Defense of the Public at the City Council
On approving the city programme “Kherson Heat Supply Scheme for 2011–2020”	No. 122 dated 25/2/2011	Capital Construction Office at the City Council
On approving the city programme “Development and Improvement of the Gas Distribution System of Kherson up to 2020”	No. 184 dated 29/4/2011	Capital Construction Office at the City Council
City special-purpose programme “Diabetes” for 2018–2020	No. 1123 dated 22/12/2017	Health Care Department at the City Council
City special-purpose social programme for tuberculosis prevention for 2018–2020	No. 1122 dated 22/12/2017	Health Care Department at the City Council
City programme for the prevention and treatment of cardiovascular diseases for 2018–2020	No. 1120 dated 22/12/2017	Health Care Department at the City Council

City programme to help acute cerebrovascular disorder patients for 2018–2020	No. 1121 dated 22/12/2017	Health Care Department at the City Council
Programme for economic and social development of Kherson for 2019–2021	No. 1783 dated 21/12/2018	Economic Development Office at the City Council
City special-purpose programme “Ecology” for 2019–2021	No. 1790 dated 21/12/2018	Housing and Utilities Department
Comprehensive city programme “Kherson Residents’ Health”	No. 1714 dated 30/11/2018	Health Care Department at the City Council
Programme for the development of archive-keeping in Kherson for 2017–2021	No. 575 dated 23/3/2017	Archive Section of the City Council
Programmes for the organization of socially useful labor for offenders administratively penalized by a court to perform socially useful labor for 2019–2021	No. 1905 dated 24/4/2019	Legal Section of the City Council
Programme for the development of home construction in Kherson for 2018–2022	No. 1047 dated 29/11/2017	Capital Construction Office at the City Council
City special-purpose programme “Participatory Budget in Kherson for 2018–2022”	No. 1593 dated 28/8/2018	Organization and Control Office
City special-purpose programme for quarantine weed control in Kherson for 2018–2022	No. 1057 dated 05/12/2017	Housing and Utilities Department at the City Council
Programme for a gradual resettlement of residents of “flexible” design and failing buildings homes in Kherson for 2017–2022	No. 919 dated 20/10/2017	Housing and Utilities Department at the City Council
Programme for the development of urban passenger transport in Kherson for 2018–2023	No. 1110 dated 22/12/2017	Office of Transport and Road Infrastructure and Communication at the City Council

Name of Programme	Number and date of the city council's resolution approving the Programme	Implemented by
On approving the "Kherson Education: Investing in the Future" programme for 2019–2023	No. 1923 dated 24/4/2019	Education Office at the City Council
City comprehensive programme "Social Protection"	No. 932 dated 25/10/2005	Social Policy Office at the City Council
Special-purpose programme for a gradual installation of water metering units at water supply inlets for low-income and preferential categories of users residing in multi-story buildings and stand-alone houses in Kherson for 2018–2019	No. 1034 dated 29/11/2017	Social Policy Office at the City Council
Programme for the protection of land within Kherson City Council and the Procedure for Using Funds Received as Compensation for Agricultural and Forestry Production Lost during the Seizure (Buyout) of Agricultural Land, Forested Land, and Bushes and Credited to the special fund of the city budget	No. 1049 dated 18/2/2009	Land Use Office of the Department of Urban Planning and Land Use at the City Council

Annex 4. List of petitions to be considered by Kherson City Council in 2017 – second quarter of 2019

Legalizing treaded unplanned walkways CITY BEAUTIFICATION AND CONSTRUCTION	Archived	37 14.8%	10/5/2019
On granting the status of a square to the land plot at the corner of Karbysheva Street and 200 Years of Kherson Avenue in Kherson CITY BEAUTIFICATION AND CONSTRUCTION	Archived	137 54.8%	23/4/2019
On the moratorium on the erection of billboards within Kherson, and on introducing the procedure and conditions for dismantling existing billboards in Kherson CITY BEAUTIFICATION AND CONSTRUCTION	Archived	42 16.8%	11/1/2019
In honor of the national hero of Kherson, rename the main street of Kherson in honor of Denys Loshkarev.CITY BEAUTIFICATION AND CONSTRUCTION	Archived	39 15.6%	19/12/2018
On the immediate purchase of 40 trolleybuses for Kherson TRANSPORT AND ROADS	Archived	166 66.4%	19/11/2018
Terminating contracts with carriers that fail to follow the schedule and tariffs and switch over to municipal transport TRANSPORT AND ROADS	Answer available	250 100%	19/11/2018
Establishing Kherson Youth Center (KhYC) as a key tool for youth policy FAMILY, YOUTH, CHILDREN	Archived	49 19.6%	20/8/2018
Setting up a crematorium in Kherson HOUSING AND UTILITIES SECTOR	Archived	29 11.6%	11/7/2017
On protecting the victims of domestic violence (establishment of the Crisis Center) FAMILY, YOUTH, CHILDREN	Archived	76 30.4%	6/4/2017
On renaming Kherson OTHER	Archived	5 2%	24/3/2017

Purchasing buses for the community-owned fleet	TRANSPORT AND ROADS	Archived	24 9.6%	21/2/2017
Homeless dogs.Part 2 OTHER		Archived	11 4.4%	17/2/2017
Building bike paths and lanes in Kherson.	TRANSPORT AND ROADS	Archived	18 7.2%	15/2/2017
Purchasing low-floor trolleybuses for Kherson	TRANSPORT AND ROADS	Archived	28 11.2%	15/2/2017
Prohibiting higher fares in urban and suburban transport before fares can be paid to drivers with cash equivalents instead of cash.	ECONOMY AND FINANCE	Under consideration	306 100%	25/1/2017
Comfortable passenger transportation by public transport	TRANSPORT AND ROADS	Under consideration	512 100%	18/1/2017
On introducing the e-ticket in public transport of Kherson.	TRANSPORT AND ROADS	Under consideration	350 100%	18/1/2017
Raising the fare	TRANSPORT AND ROADS	Under consideration	300 100%	17/1/2017
Clean up the route taxi sector in Kherson	TRANSPORT AND ROADS	Under consideration	319 100%	17/1/2017
Recognizing 16 January as a memorable date "Day of Protection of Benches from Olena Mazur"	CITY BEAUTIFICATION AND CONSTRUCTION	Under consideration	283 100%	6/1/2017

Annex 5. Details of e-petitions submitted to Kherson City Council for consideration in the fourth quarter of 2019

No.	Description	Author	Signed by	Decision to publish	Outcome of consideration
1.	Transferring the adjoining territories of Home Owner Associations for free, defining this procedure, and taking the inventory of land plots	Kateryna LOPATSKA	-	rejected	Pursuant to part 1, Article 5, paragraph 21, Article 23-1 of the Law of Ukraine <i>On Citizens' Petitions</i> , part 7, Article 76 of the Rules of Procedure of Kherson City Council of the 7th convocation, approved by Resolution No. 2 of the City Council dated 2/12/2015, the proposals set out in the e-petition received by Kherson City Council should be within its powers established by laws. The petition so delivered does not meet the requirements of applicable laws and, as such, may not be published for further voting.
2.	Creating Kherson Youth Center	Yelyzaveta DMYTRUK	74	published	A response is being prepared to consider a collective petition.
3.	Assisting insulin-dependent adults and children with diabetes	Tetiana LAZARENKO	256	published	The e-petition was transferred for consideration to respective commissions for the drafting of the resolution of the city council session

No.	Description	Author	Signed by	Decision to publish	Outcome of consideration
4.	Demolishing the unfinished shopping center "Suvorivskyi" on Suvorova Street in Kherson	Leonid YEMEL'YANOV	-	rejected	Pursuant to part 1, Article 5, paragraph 21, Article 23-1 of the Law of Ukraine <i>On Citizens' Petitions</i> , part 7, Article 76 of the Rules of Procedure of Kherson City Council of the 7th convocation, approved by Resolution No. 2 of the City Council dated 2/12/2015, the proposals set out in the e-petition received by Kherson City Council should be within its powers established by laws.
5.	Stopping cruelty to animals in Zaliznyi Port!	Maryna SHCHERBYNA	-	rejected	-
6.	Closing the "Raccoon" contact zoo due to numerous violations and cruelty to animals	Vladyslav RUDENKO	-	rejected	-

Annex 6. Popular media and news websites in the communities

Lysychansk

1. “Lysychansk Informatyonyi” <https://lisichansk.info/> – a city portal with a news feed that covers the life of the city; a forum for discussing urban issues, analytics (including the Articles section) <https://lisichansk.info/articles.php>.
2. Lysychansk online <http://lisichansk.com.ua> – a website of Lysychansk city, Lysychansk map, useful information. There is a news feed and a section called “Our Look” (http://lisichansk.com.ua/category/nash_vzgliad) with evaluative comments about urban events. However, the latest publication is dated April 2018.
3. “Chas Pik” <http://vchaspik.ua/regions> – an information portal that covers the life of the city and the country as a whole. In the section “Region”, there is an updated segment of relevant city news (<http://vchaspik.ua/region/457655-prishlo-vremya-trebovat-zhiteli-lisichanska-zhaluyutsya-na-dorogi-v-gorode>).
4. Newspaper “Delovaia Nedelia” <https://delovaya.info> – a newspaper with ads.
5. “TRK-Aktsent” <http://lis.gov.ua/akcen.html>, <https://www.youtube.com/channel/UCaI9ZNGC0zzpvCa2JTl4dZw> – an information video resource of the Lysychansk City Council.
6. Regional Public and Political Newspaper “Novii Put’”: <http://novput.com.ua>.
7. Internet edition “Pervaia Polosa”: <http://1polosa.net>.

Soledar

1. City portal: <http://soledar.glo.ua>.
2. Open sources of information about community life – pages in FB. Local news, as well as reposts with political, socio-economic

contexts from other nationwide news sources: <https://www.facebook.com/Soledar-to-Ukraine-668722863235454/>, <https://www.facebook.com/ArtyomsaltUkraine/>, https://www.facebook.com/solerada/?ref=py_c&eid=ARAt6hvFE6AcRJaPGjFLXGZfXSGzQycZs7s1MVTt_9RMnRg0v3oOrGFKHwJHwfb1cejogtpZYqCWxoGm.

Novooleksiyivka

No local media are available. Henichesk raion has news websites:

1. Henichesk News at <http://genichesk.co.ua/>.
2. New Visit at <https://www.vizit.ks.ua/>.
3. IRS-Henichesk Media Center at <https://genichesk.ipc.org.ua>.

Kalanchak ATC

One printed newspaper, Syla Pratsi [The Power of Labor], no popular local websites/media have been identified.

Kherson

1. The Hryvnia Newspaper <https://grivna.ks.ua/>: a printed periodical and a news website.
2. The New Day Newspaper (+ website) <https://newday.kherson.ua/>: an independent newspaper of Kherson region, published since 2 March 1960. Publisher: “New Day” Editorial Office LLC. Media type: a social and political weekly. Main sections: news articles (social, political, economic, international, cultural subjects), TV guide, horoscope, classifieds, crossword puzzles, advertising. Language: Ukrainian, Russian. Percentage of advertising space: up to 20%.
3. MOST <http://most.ks.ua/>: an information and analytics website covering events in Kherson and Kherson oblast. It positions itself as a Civil Journalism Agency founded in 2012 by Kateryna Handziuk with the support of NED.
4. Liubimyi Kherson <http://favoritekherson.co>: an independent online media which is a part of the “Liubimyi Gorod” news

agency. Since 2015, it has operated as a media website, which launched an online radio project in 2016. Its stories cover the most burning and constructive regional and nationwide topics. The resource is supported and communicates with its readers and listeners through similarly named groups and pages on social media. Services of the resource: 1. posting information, articles, announcements, ads, personal opinions, interviews on the radio, on the website and social media; 2. writing articles, interviews, analytics, investigations, announcements, promotional articles. Information support; 3. recording radio shows, clips, and videos; 4. promoting publications and the customer's materials on social media.

5. IRS-Kherson Media Center at <https://kherson.ipc.org.ua> publishes news of developments and processes in southern Ukraine; a platform for public debate on problems relevant to the region; engages the public in discussing the progress with reforms and in decision-making. According to the website, it provides opportunities for communication between authorities and communities, organizes press events (press conferences, briefings, round tables, video bridges) to obtain information from original sources, serves as a platform for the professional development of journalists and the region's media (through training, discussing compliance with professional standards, partnering for the creation of quality content).
6. Kherson Day and Night <http://dn.ks.ua/>: a news and blog website.

Media outlets, their owners, coverage, and registration data are fully listed in the response from the National Television and Radio Broadcasting Council within the Project.

Annex 7. Studies

1. All-Ukrainian Municipal Survey (rating of Ukrainian cities), November 2019 [Online resource] — Access mode: <https://drive.google.com/file/d/1ZcYmQ4lthgwMFdk6A8jQpYmqH9RowTYM/view>
2. Analysis of vulnerability of women and men in the context of decentralization in the territories of Ukraine affected by the conflict [Online resource] — Access mode: http://www.un.org.ua/images/documents/4551/_for%20print.pdf
3. Annual Report of the Ombudsman on the Status of Observance and Protection of the Rights and Freedoms of Man and Citizen of Ukraine 2018 [Online resource] — Access mode: www.ombudsman.gov.ua/files/Dopovidi/Report-2018-1.pdf
4. Citizens and the state in the controlled territories of Donetsk and Luhansk region. Problems, Challenges, Visions of the Future [Online resource] — Access mode: <https://www.international-alert.org/en/node/14353>
5. Conflict potential and social capital of the South of Kherson region, NGO Center for Middle East Studies, supported by NED, 2018 [Online resource] — Access mode: <https://investigator.org.ua/en/publication/207116/>, <https://investigator.org.ua/en/news-2/207156/>
6. Conflict Prevention in Southern Ukraine, Centre for Middle Eastern Studies, Supported by the National Endowment for the Democracy of the United States (NED), 2018 [Online resource] — Access mode: <https://vgoru.org/index.php/politsiya-dlya-gromadi/item/31662-bezpeka-na-pivdnikhersonshchyny-sotsialnyi-aspekt>, <https://www.prostir.ua/?news=sira-zona-na-hersonschyni>
7. Health Index 2018 [Online resource] — Access mode: http://health-index.com.ua/zvit_index_2018_en.pdf

8. Information space of Kherson region: state, problems and ways to improve the situation. Analytical Report, 2019, NGO “Ukrainian Foundation for Security Studies” with support from the Media Development Fund of the US Embassy in Ukraine [Online resource] — Access mode: [https://mip.gov.ua/files/pdf/Herson audit www.pdf](https://mip.gov.ua/files/pdf/Herson%20audit%20www.pdf)
9. Kherson Civil Society Organizations, Kherson Community Foundation “Protection”, Pact Inc in Ukraine, USAID, 2018. [Online resource] — Access mode: <http://zahyst.ks.ua/wp-content/uploads/2018/10/%D0%94%D0%BE%D1%81%D0%BB%D1%96%D0%B4%D0%B6%D0%B5%D0%BD%D0%BD%D1%8F-%D0%9E%D0%93%D0%A1-%D0%BC%D1%96%D1%81%D1%82%D0%B0-%D0%A5%D0%B5-%D1%80%D1%81%D0%BE%D0%BD%D0%B0.pdf>
10. Kherson oblast: separate performance indicators of local budgets 28 ATC of Kherson oblast for 9 months 2019 (ULEAD) [Online resource] — Access mode: <https://www.prostir.ua/?news=eksperty-proanalizuvaly-byudzhety-objednanyh-hromad-kozhnoji-oblasti-za-2018-rik>
11. Local Budget Transparency Index 2018: Kherson (Public Partnership “For Transparent Local Budgets!”, EU)
12. National Monitoring System, 2019 IOM [Online resource] — Access mode: http://ukraine.iom.int/sites/default/files/nms_round_14_eng_web.pdf
13. Poverty Culture (Subcultures) in Ukraine (Center for Middle East Studies (CMES), UCU Analytical Center, with support from Renaissance Foundation [Online resource] — Access mode: <http://sociology.ucu.edu.ua/wp-content/uploads/2019/10/CULTURE-BIDNESS-V-UKRAYINI.pdf>)
14. Report on the Human Rights Situation in Ukraine 16 February-15 May 2018 Office of the United Nations High Commissioner for Human Rights [Online resource] — Access mode: https://www.ohchr.org/Documents/Countries/UA/ReportUkraineFev-May2018_UKRAINIAN.pdf

15. Research on “Safety of residents of Luhansk, Donetsk region” [Online resource] — Access mode: <http://khisr.kharkov.ua/files/docs/1512630158.pdf>
16. Research on quality of social services [Online resource] — Access mode: <http://khisr.kharkov.ua/files/docs/1531820574.pdf>
17. Research on the socio-political attitudes of the population [Online resource] — Access mode: <https://www.kiis.com.ua/?lang=en&cat=reports&id=806&page=2>
18. Safety of residents of Donetsk and Luhansk regions: situation, factors, features [Online resource] — Access mode: <http://khisr.kharkov.ua/files/docs/1512630158.pdf>
19. Security Passport 2017/2018 [Online resource]- Access Mode: https://intsecurity.org/wpcontent/uploads/2017/07/Pasport_bezpeky_Ukrainy.pdf, https://intsecurity.org/Pasport_bezpeky_Ukrainy.pdf
20. Situational Analysis, Case Study Kherson region [Online resource] — Access mode: https://www.international-alert.org/sites/default/files/Ukraine_Kherson%20Case%20Study_EN_2019.pdf
21. Social Cohesion and Reconciliation Index for Ukraine (SCORE), 2018 [Online resource] — Access mode: https://www.scoreforpeace.org/en/ukraine/publications?type_id=&lang=en&submit=Filter
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- 25.** Ukrainian Middle Sea: Investing in Human Security to Enhance Europe's Security, 2019 [Online resource] — Access mode: <https://niss.gov.ua/sites/default/files/2019-11/intermarium-2.0.pdf>) Kherson Oblast: separate indicators

Annex 8. Outcomes of focus group interviews in the communities of Kherson oblast

The participants in Kherson demonstrate the following levels of trust (from 1 “don’t trust at all” to 10 “absolutely trust”): **church – 6.6**, the armed forces – 6.6, the President – 5.6, the Government – 4.6, media – 4.5, the Verkhovna Rada of Ukraine – 4.2, the police – 4.0, prosecutor’s office – 3.2, courts – 3.2, political parties – 2.6, **local government (mayor, chair of a village council, village/city council members) – 2.6**. The church and the armed forces enjoy the highest trust, while local government and political parties – the lowest out of all choices.

As concerns Kherson people’s sentiment, the public is in general optimistic and interested in the future in Ukraine, but this is followed by the second most prevalent emotion of confusion and anxiety. Fear and hope are mentioned as frequently

Focus group participants in Novooleksiyivka demonstrate the following levels of trust (from 1 “don’t trust at all” to 10 “absolutely trust”): **church – 9.2**, the armed forces – 8.2, the President – 5.6, media – 5.5, the police – 4.5, the prosecutor’s office – 4.5, courts – 4.5, local government authorities (mayor, chair of the village council, village/city council members) – 4, the Government – 3.8, political parties – 3.7, **the Verkhovna Rada of Ukraine – 3.6**. The church enjoys the highest level of trust, while the Verkhovna Rada of Ukraine ranks lowest among all the choices.

As concerns Novooleksiyivka residents’ sentiment, the public is hopeful of the future in Ukraine and is optimistic, but this is followed by the second most prevalent emotion of anxiety.

Focus group participants in Kalanchak raion demonstrate the following levels of trust (from 1 “don’t trust at all” to 10 “absolutely trust”): **local government authorities (mayor, chair of the village council, village/city council members) – 7.9**, the President – 7.3,

the armed forces – 7.2, the Government – 6.7, church – 5.8, the Verkhovna Rada of Ukraine – 5.6, courts – 5.4, media – 5, the police – 5, the prosecutor’s office – 4.9, **political parties – 4**. Local government enjoys the highest level of trust, while political parties rank lowest out of all choices.

As concerns Kalanchak ATC residents’ sentiment, the public has hopes, interest, and confidence about the future in Ukraine and is optimistic, but this is followed by the second most prevalent emotion of anxiety and fear.

Annex 9. List of participants in expert interviews in Kherson oblast

1. A journalist for Ukraina TV channel
2. Dementii Bielyi, Committee of Voters of Ukraine
3. Iryna Domashchenko, regional representative of Krym. Realii and a journalist for Kherson Information Press Center
4. Ismail Khalikov, representative of the Commissioner for Human Rights in Crimea
5. Ivan Harkusha, Head Doctor at Kherson Oblast Drug Abuse Clinic
6. Maksym Yelihulashvili, a conflict facilitator from Kherson
7. Oksana Hlebushkina, Director of “New Generation” NGO
8. Oksana Syliukova, Director of Kherson Branch of the Local Government Development Center (ULEAD)
9. Oksana Tropina, regional representative of the UN Project on Public Relations at the Human Rights Commissioner’s Office in Kherson Oblast
10. Oleksandr Moshniahul, chairman of the Public Council to the Mayor of Kherson
11. Olha Kharchenko, editor of the local Kalanchak newspaper “Slava Pratsi”
12. Svitlana Yereshchenko, journalist, IRS-Henichesk Media Center
13. Viktor Vuika, attorney (Kherson), UHHRU regional representative for Crimea

Annex 10. List of participants of the meetings with representatives of authorities in Kherson oblast

- 1.** Anton Yefanov, Director of Kherson City Center for Social Services at Kherson Mayor's Office
- 2.** Head of Kalanchak Police Department
- 3.** Heads of Kherson City Council structural units and chairs of city district councils (about 30 persons)
- 4.** Illia Andriiovskyi, senior inspector on special matters of the National Human Rights Office of the National Police of Ukraine
- 5.** Inna Trybukh, deputy chairwoman of Kherson City Council
- 6.** Konstantyn Drongal, Director of the Patrol Police in Kherson Oblast
- 7.** Oleksandr Burkovskyi, chairman of Novooleksiivka Village Council
- 8.** Oleksandr Shumei, a member of Kherson Oblast Council, Vice-Rector of Kherson State Naval Academy
- 9.** Olena Ursulenko, secretary of Kherson City Council
- 10.** Representative of Kherson City Police Department
- 11.** Representative of the Prosecutor's Office of the AR Crimea
- 12.** Serhii Movchan, representative of the National Television and Radio Broadcasting Council in Kherson Oblast
- 13.** Volodymyr Zinchuk, Head of Kalanchak ATC

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