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THE ASSESSMENT OF THE STATE AND DEVELOPMENT PROSPECTS OF OSBB

REPORT ON THE RESULTS OF THE COMPLEX SOCIOLOGICAL
RESEARCH

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The assessment of the state and development prospects of OSBB. Report on the result of complex sociological research.

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ABBREVIATIONS

AOSBB	Association of OSBBs
ATO	Anti-Terrorist Operation
MUAB	Multi-Unit Apartment Building
CMA	Civil-Military Administration
IDI	In-Depth Interview
NGO	Non-Governmental Organization
f	Female
HCC	Housing Construction Cooperative
HMO	Housing Maintenance Office
HMU	Housing Maintenance and Utilities
MC	Management Company
PUC	Public Utility Company
fig.	Figure
NAABC	Non-Associated Apartment Building Co-Owners
LGB	Local Government Bodies
UN	United Nations
JFO	Joint Forces Operation
OSBB	Apartment Building Co-Owners Association
BSOP	Bodies of Self-Organization of Population
ATC	Amalgamated Territorial Community
DED	Design Estimate Documentation
UNDP	UN Development Programme
SEA	Strategic Environmental Assessment
uts	Urban-Type Settlement
tbl.	Table
LLC	Limited Liability Company
HMUB	Housing Maintenance and Utilities Board
FGR	Focus Group Research
ASC	Administrative Services Centre
m	Male

BACKGROUND

This report was prepared following the results of the sociological research aimed at assessing the status and prospects of the development of multi-unit apartment buildings associations in the target communities of the DG East project in Donetsk and Luhansk regions. The results obtained form the basis for the development of a plan to involve the local residents in the public participation process.

The starting points of the research

- 1- Higher level of activity of Ukrainians at their place of residence as a result of the USAID/ENGAGE nationwide survey conducted within the USAID activity framework “Expanding non-governmental organizations and involving citizens” at the end of 2018. Based on the quantitative indicators obtained, as well as the fact that the majority of the population of Donetsk and Luhansk regions live in multi-unit apartment buildings, DG East project **has suggested** that the significant potential of multi-unit apartment buildings is in the direction of positive changes in the interaction of residents with their community and local authorities.
- 2- More obvious positive changes are observed in the buildings where the co-owners underwent the association process and formed an OSBB. The availability of such positive practices has led to the **second assumption** - the association process stimulates the emergence of new relationships between co-owners in multi-unit apartment buildings, on the basis of which it is possible to create a positive culture of good neighborliness and culture of an active citizen.

Based on these two basic assumptions of the Project, as well as on the list of target communities of Donetsk and Luhansk regions, the following research methodology was developed.

Research methodology

The OSBB development state was assessed at two levels:

- institutional level;
- levels of individual practices of direct participants.

The research process consisted of 5 components.

Component 1.

Analysis of regulations related to OSBB establishing and functioning

The decisions of Local Government Bodies (*further referred to as LGBs*) concerning the activity of OSBB on each of the 15 localities were analyzed.

City, town, locality	Number of documents analyzed
Kramatorsk	14
Mariupol	14
Bakhmut	9
Sloviansk	8
Druzhkivka	6
Pokrovsk	14
Kostiantynivka	7
Toretsk	7
Total	79

City, town, locality	Number of documents analyzed
Starobilsk	4
Svatove	3
Rubizhne	9
Sievierodonetsk	5
Lysychansk	2
Popasna	2
Stanytsia Luhanska	0
Total	25

Component 2.

Analysis of statistical information

Inquiries sent and replies received from information providers from 15 localities.

Subject of the inquiry: providing information on the following list

1. Number of households
2. Number of multi-unit apartment buildings
3. Number of OSBBs created
4. Number of buildings merged to form an OSBB
5. Number of households (apartments) merged to form an OSBB
6. Number of residents living in buildings merged to form an OSBB

Indice	Number
Number of inquiries sent	15
Number of replies received, of which	15
full replies	6
one indice is missing	5
one or more indices are missing	4

Component 3

Conducting focus group discussions

16 focus group discussions were held, of which

8 FGR with representatives of the created OSBBs

8 FGR with non-associated apartment building representatives

Indice	FGR with OSBB	FGR without OSBB
Kramatorsk	1	0
Mariupol	1	0
Bakhmut	1	0
Sloviansk	0	1
Druzhkivka	0	1
Pokrovsk	0	1
Kostiantynivka	0	1
Toretsk	1	0
Starobilsk	1	0
Svatove	0	1
Rubizhne	1	0
Sievierodonetsk	1	1
Lysychansk	0	1
Popasna	1	0
Stanytsia Luhanska	0	1
Total	8	8

	Indice	Donetsk region	Luhansk region
OSBB	Female	21	14
	Male	14	14
NAABC	Female	24	20
	Male	14	15
	Total	73	63

	Indice	Donetsk region	Luhansk region
25 – 39 y.o.		44%	42%
40 – 55 y.o.		56%	58%

	Indice	Donetsk region	Luhansk region
25 – 39 y.o.	Female	63%	59%
	Male	37%	41%
40 – 55 y.o.	Female	61%	61%
	Male	39%	39%

Component 4

Conducting expert interviews

30 semi-structured expert interviews were conducted for each of the 15 localities.

City, town, locality	Expert Position
Popasna	Head of Housing Maintenance and Utilities, Architecture, Urban Planning and Land Management
Popasna	Director of PE Elitzhytlokom
Starobilsk	Head of NGO VOLIA
Starobilsk	Deputy Mayor for the Activities of the Executive Bodies of the Council
Rubizhne	Deputy Mayor for the Activities of the Executive Bodies of the Council
Rubizhne	Head of PUC Municipal Service
Svatove	Deputy Mayor
Svatove	Deputy Head of People's Public Council
Sieverodonetsk	Deputy Mayor for HMU
Sieverodonetsk	Director General of PUC <i>Sieverodonetskteplokomunenerho</i>
Lysychansk	Head of Department for Lysychansk City Council Policy Implementation for HMU
Lysychansk	Head of PUC Lysychansk Housing Maintenance and Utilities Board No.8
Stanytsia Luhanska	Deputy Chairman of the Village Council
Stanytsia Luhanska	Head of NGO Stanytsia Luhanska Center for Social and Cultural Development <i>VELYKA RODYNA</i>
Mariupol	Head of Department for OSBB Development and Support
Mariupol	Head of NGO Mariupol OSBB Chairpersons Council
Sloviansk	Lead Specialist of HMU Reform and Housing Management Policy Department of Sloviansk City Council
Sloviansk	Head of OSBB and HCC Coordination Center
Bakhmut	Deputy Head of the Department of Urban Development and Capital Construction; Lead Specialist
Bakhmut	Deputy Chairman of NGO OSBB Heads Council, member of the Public Council at the Executive Committee of the Bakhmut City Council, Chairman of the OSBB Council <i>Levanevskoho, 162</i>
Kramatorsk	Head of Housing Department; OSBB specialist
Kramatorsk	Head of NGO Kramatorsk OSBBs Chairpersons Council
Druzhkivka	Deputy Mayor
Druzhkivka	PR Manager of NGO <i>Nova Druzhkivka</i>
Kostiantynivka	Deputy Mayor
Kostiantynivka	Head of NGO Revival and Development of the City of Kostiantynivka
Toretsk	Deputy Head of HMUB
Toretsk	Head of NGO Toretsk OSBB Chairpersons Council
Pokrovsk	Deputy Mayor
Pokrovsk	Head of NGO Pokrovsk OSBB Chairpersons Council

Component 5

Conducting a mass survey

Method of Data Collection: f2f interview

Data Collection Period: March 1 - 26, 2020

Population for Mariupol, Kramatorsk, Kostiantynivka, Sloviansk, Bakhmut, Toretsk, Sievierodonetsk, Rubizhne, Popasna, Starobilsk: co-owners of multi-unit apartment buildings, merged into OSBB.

Sampling method: each locality acted as a separate unit with a total of 200 respondents.

Sample Type: quota.

Quota Options:

- age
- sex

Selection of survey points (OSBB addresses) was carried out by using the randomness principle.

Population for Stanytsia Luhanska, Svatove, Lysychansk, Druzhkivka, Pokrovsk: co-owners of multi-unit apartment buildings.

Sampling method: each locality acted as a separate unit with a total of 200 respondents.

Sample Type: quota.

Quota Options:

- age
- sex

Selection of survey points (OSBB addresses) was carried out by using the randomness principle.

A total of 3,000 respondents were interviewed, out of which 2000 respondents are co-owners of multi-unit apartment buildings, merged into OSBB, 1000 respondents are non-associated apartment building co-owners.

Important information

Considering the baseline assumptions of the project described above as the starting points, before presenting the results of the research, we consider it necessary to focus on several aspects regarding the essence of the OSBB.

First of all, the OSBB is a non-profit legal entity created by owners of apartments and/or non-residential premises of a multi-unit apartment building **for the use of their own property and maintenance, management and use of common property**. Based on this definition, the primary purpose of creating OSBB is to co-own, maintain and manage an apartment building. Therefore, any other goals that can be achieved through the OSBB are secondary and cannot be fulfilled if the basic goal of association is not achieved.

Let us illustrate this thesis with a specific example. In locality X there are no OSBBs, moreover, the co-owners have only superficial ideas about this form of management of an apartment building, and the local authorities do not define the OSBBs as a priority of their activities in the housing and utility sphere. **In this case, considering OSBB as a potential tool for community cohesion does not seem to be the most appropriate and promising option**, as the path to **cohesion** will lie through overcoming both information and organizational barriers and can take a long time with mixed results. While, in parallel with this option, there will be other models of a ‘shorter’ path to residents cohesion, such as activities of non-government organizations.

Secondly, speaking of a more metaphorical definition of **OSBBs, for the state such an association is a tool for educating the owner** who would be aware of his/her responsibility for the property. Accordingly, when we talk about the potential of OSBBs to build a good neighborly culture and an active citizen culture, activity that is based on responsibility for their actions and their consequences should be the key to achieving this. **That is, not all forms of activity and participation in them form a new quality.**

These two points will be reflected in the proposed action plan, which underlies the theory of change and situation modeling, and which will be the end result of this research project. And this report aims to present the current state and prospects of OSBB development in 15 target localities of Donetsk and Luhansk regions.

The presentation of the results of the research is subject to the following logic:

- 1- Overall results at the level of two regions.
- 2- Results separately for Donetsk and Luhansk regions with emphasis on their specificity.
- 3- Presenting each locality as a separate case with its own uniqueness, scalability, barriers and limitations.

GENERAL CONCLUSIONS

OSBB development is among the priorities on local self-government bodies agenda in the sphere of housing and utility services reform in **four** localities out of 15. These cities can be considered flagships in the process of promoting the ideas of OSBB establishing as a tool for effective management of a multi-unit apartment building.

The 9 localities are a reflection of the fact that in the conditions of passivity and ambiguous position of the LGBs regarding the prospects of development of OSBBs, there are variational models of solving existing problems. They have different potentials and revival perspectives, but almost all models can be broken down into successful elements and mistakes/constraints that are of value for building OSBB development policy.

Another 2 localities have zero (or close to this) level of preparedness of the system to launch the process of promoting the establishing of OSBBs, as well as a similar level of understanding of the value and benefits of this process.

In this way, 4 / 9 / 2 the localities were divided into groups, presented in **Table 1 - 3**.

It should be noted that 14 out of the 15 localities in the project have at least a single practice of creating OSBB, but are currently at different stages of activity in this process.

Group # 1 brings together those who are not just the most active in the process, but also those who **have the most complex and systemic activity**.

Group # 2 is the most sizeable and brings together localities that **demonstrate different models of activity in the process of creating OSBBs**.

Group # 3 - is represented by localities that have not yet joined this process (Stanytsia Luhanska urban-type settlement, Luhansk region), or started so long and leisurely that for a long period of time they have not progressed much in this direction, but in the last 3 years the **activity basically was reduced to zero** (Druzhkivka, Donetsk region).

Here is a comment on the information given in Table 1 - 3.

The key categories, on which the **intensity of the process of creating OSBB** in a locality depends, are undoubtedly **local governments and co-owners of apartment buildings**. They are the recipients of the immediate benefits of the process and the shared understanding of these benefits in a strategic perspective, as well as the existing dialogue, which determines how the development of OSBBs is realized. **There is a direct correlation between the position of the LGBs on the matter and the pace, discretion and efficiency of the process.**

Thus, the LGB in the localities of **group # 1** act as a key motivator and a kind of a 'trigger' that activates the movement of all other elements. **Group # 3** is marked by the lack of both formal and real activity on the part of the LGBs, and in the case of Stanytsia Luhanska there is also a conviction that this issue is, in principle, not for their locality. As for **group # 2**, here there is an increase in variability. Existing key roles are summarized in **Column E in Table 2**, and their detailed breakdown and manifestations are contained in the localities.

The position of the LGB directly influences the further sustainability of the initial actions and influences the intensity and nature of the influence of third parties on the process of creating OSBB, in particular, managing companies and international donor programs.

Table 1. Group # 1. Flagship localities.

A	B	C	D	E
Name of the city, town, locality	Population	Emphasis on future activities	Separate focus	Specific emphasis
Mariupol	444493	1. Advanced level of learning / improvement of skills, not their formation 2. Stimulating self-organization, initiated from below 3. Building up of OSBB 'trend' and its up-to-date image	Revision of the result obtained	1. Providing a long-term deferred result 2. Ensuring the sustainability of the result
Bakhmut	73747			
Rubizhne	57763		Converting activity to performance	
Popasna	20600			

Table 2. Group # 2. Localities with an average level of involvement in the process of creating OSBBs.

A	B	C	D	E	
Name of the city, town, locality	Population	Emphasis on future activities	Separate focus	Activity specificity / Role of LGB	
Toretsk	67320	1. Formation of OSBB benefits for LGBs 2. Basic level of training in legal, financial, organizational, communication aspects of the development of OSBBs 3. Building up an intention to join initiatives 4. Visualization of success 5. Debunking the myths and stigmas of OSBBs	2019 growth rate support	Activity from below ¹ / Role of an 'observer'	
Sloviansk	112607			Wave-like activity from below / Role of an 'observer'	
Kostiantynivka	69704		2019 growth rate support	Activity stimulated by external factors (eg, termination of MC contracts) / Role of an 'assistant'	
Kramatorsk	184989			Wavy activity from below / Role of a 'consultant'	
Pokrovsk	62981		Establishing a dialogue between the authorities and OSBBs	Activity from below / Role of an 'observer'	
Sievierodonetsk	104503		OSBBs are not a tool for political struggle	Inertial development after closing activities stimulated by donor support / Role of an 'opponent'	
Svatove	17134			Process without activity on both sides / Role of a 'consultant'	
Lysychansk	97251			Process without activity on both sides / Role of an 'observer'	
Starobilsk	16917			1. Improvement of the level of competence of LGB representatives 2. Neutralization of negative feedbacks of OSBB work after its creation	Process without activity on both sides / Role of an 'observer'

¹ Hereinafter, by referring to the activity from below, we refer to the activity initiated by the co-owners of apartment buildings.

Table 3. Group # 3. Localities with zero activity in the creation of OSBBs.

A	B	C	D	E
Name of the city, town, locality	Population	Emphasis on future activities	Separate focus	Specific emphasis
Druzhkivka	65023	1. Building up awareness of OSBBs 2. Increasing the level of competence of LGB representatives 3. Learning the basics of step by step OSBB establishing 4. Building up interest	Bringing existing single-handed efforts back to life	Motivation through the example of neighboring cities
Stanytsia Luhanska	13089			Assessment of the feasibility of using this tool to unite people

Column B in Table 1 - 3 contains information on key areas for further action to be taken on these territories. **It is important to emphasize that in this case it is not the formats of the events that are in question, but what they should be dedicated to.**

The heterogeneity of the localities represented in the project, both in size and extent to which establishing OSBBs has been made relevant, requires a comprehensive approach to the development of a policy for further actions. One of the key positions should be a realization that OSBB **loyalty** appears only on the basis of an **understanding of the benefits**, and an understanding of the benefits - on the subject **knowledge**.

These are the three classic steps (**I know - I support - I become an ambassador**) to the desired result, the achievement of which allows to fully use the capacity of OSBBs not only within their primary goal of creation, but also for the implementation of additional functions (cohesion and uniting the population) - **Table 4**.

Table 4. The ratio of activities specificity and target group for them.

<i>Phase</i>	What is happening?	Which group of localities is it relevant for?
Informing	1. Forming general and substantive awareness of OSBBs among the LGBs and co-owners of the MUAB 2. Debunking barriers and myths in ACMH's perception of both target groups 3. Understanding the benefits - short and long term 4. Teaching the basics of how to establish an OSBB	Group # 3, partially Group # 2
Formation of basic skills	1. Transferring benefits to the language of numbers 2. Providing support in starting an OSBB 3. Key basics training 4. Step-by-step visualization of success 5. Stimulation of an intention to join the process 6. Changing the roles of the parties involved (LGBs, MUAB co-owners)	Group # 2, partially Group # 1
Consolidating the result, thinking about sustainability	1. Changing conditions for the development of OSBBs 2. Professional training in building up new competences and improvement of professionalism 3. Building up a trend for OSBB and responsible activity 4. Laying the foundations for sustainability of achievements in the long term	Group # 1, partially Group # 2

Columns D contain a separate focus that is particularly relevant to a particular locality and which must be taken into account in the future action plan.

As for **Column E, 'Specific Emphasis'**, it states what certain cities are ready for (as in the case of Mariupol and Bakhmut) - the next-level capabilities; or what needs need further analyzis/evaluation before planning further steps (as in the case of Stanytsia Luhanska, and to a lesser extent of Druzhkivka).

Therefore, this is the starting matrix for developing a further plan of action using the tools of Theory of Change.

Let us dwell on the main characteristics of the current state of OSBB development in 15 localities of Donetsk and Luhansk regions.

Starting points for OSBB development

- **Generally OSBB enjoys a positive attitude with no reduction in the proportion of sympathizers after the merging.**

67% of the associated MUAB owners in 10 localities of Donetsk and Luhansk regions (see **project methodology**) **looked positively at the prospects of starting an OSBB in their house prior to its establishing.** The proportions of those who do not live up to their expectations after the OSBB has been created and those, who changed their point of view to the opposite are almost the same among sympathizers and adversaries, averaging around 10%. The general trend is that the supporters of an OSBB, as a form of management, grew even more convinced after the OSBB has been created, and those who were skeptical of the OSBB before it was established tend to be the main critics after it has been started .

On average, ¾ of the MUAB owners are satisfied with the work of their OSBB. The fact that this index is higher than the overall support of the association, is explained by the fact that the objective advantages of this form of management are pointed out by both sympathetic and skeptical or neutral category of apartment owners in the house where an OSBB was created.

Exception: Starobilsk - 31% of those who used to support the idea of an OSBB before the OSBB was started, were disappointed in its establishing. 54% are dissatisfied with the work of the OSBB in their house.

Reason: the lack of dialogue between the Board and the MUAB owners (see **the Starobilsk case for details**).

Key conclusion # 1. The high level of satisfaction of MUAB owners with the work of their OSBB is a qualitative indicator of the reality of changes that can (and must) be disseminated in the participating cities.

- **OSBB is seen as an opportunity to introduce quality positive change in the house of one's residence.**

84% of MUAB owners of OSBB see OSBB as the opportunity to independently manage the cost of housing and community facilities.

78% are convinced that OSBB simplify people's lives and facilitate decision-making.

72% consider OSBB an opportunity to create effective competition for management companies and a tool for reducing utility costs.

Exception: Kramatorsk is almost the same number between people who see OSBB as an opportunity to manage their own utility costs and those who do not agree with this statement.

Kostiantynivka - 37% of owners do not agree that OSBB can compete with management companies.

Reason: the power of habit to be serviced by the HMO, the management company, and the associative perception of them as certain perennial controls of housing and community facilities, which are monopolists, even if the quality of their services is highly questionable.

Key conclusion # 2. The prevailing belief of MUAB owners is that OSBB is an effective tool for self-management of common property and is a good basis for promotion and scaling up existing experiences.

- **MUAB owners are convinced that OSBB is an instrument that allows the state to disengage from servicing worn-out utility lines, but this belief is not a demotivating factor.**

69% of MUAB owners believe that by initiating the starting of OSBB, the state removes responsibility and burden such as worn-out housing stock. With that, **less than a third (29%)** of the owners agree that the Government should reorganize HMU and make it work. Whereas, **35%** of the owners see OSBB as the Government's intention to increase utility bills.

Exception: Kramatorsk — 61% of MUAB owners consider it necessary for the Government to reform HMU as well as to make an effort to induce this sphere to work effectively.

Reason: the same as described in the previous paragraph — a big influence of the lobby of a management company in the city, the rootedness of the associations that the management is a HMO or its analogue (see the **Kramatorsk case for more details**).

Key conclusion # 3. OSBB is perceived as a tool that exempts the state from having to deal with worn-out utility lines, but this stance is free from the burden of 'insult' for such an unjust decision. The owners state this as a fact, their minds revealing no negative attitude towards the OSBB system.

- **The level of involvement in activities related to OSBB routine agenda awareness is over 90% among MUAB owners.**

On average, 9 out of 10 owners turned to their OSBB Board Chairperson at least once a year with a request or for a clarification of information, attended a general meeting, talked with neighbours on OSBB affairs, read decisions or other OSBB documents, participated in discussions or read information about activities organized by OSBB — that is, in any form, showed interest in the matters of their OSBB.

However, the share of those who familiarized themselves with the decisions of their OSBB and participated in the voluntary assistance is down to 51% and 54% respectively.

Exception: Starobilsk — 39% of MUAB owners did not participate in any activity at the house level during the year.

Reason: the lack of dialogue between the Board and the MUAB owners (see the **Starobilsk case for details**).

- **57% of MUAB owners are ready to participate in the decision-making process at the OSBB level or to participate in development initiatives.**

When it comes to not just talking to neighbours, reading information, or even getting involved in voluntary assistance but the willingness to support projects, to accomplish specific tasks in the OSBB project implementation process, to join project administration, to vote in meetings, or to make OSBB development proposals, **every 5 out of 10 people declare their readiness.**

It is worth noting that this is a heterogeneous indicator, where the city or town itself is of great importance — the activity level ranges from 85% in Sloviansk to 20% in Toretsk and 33% in Kostiantynivka.

- **During last year an average of 30% of MUAB owners joined community-based civic activities.**

The activity rate is still decreasing when it comes to participating in socio-political activities at the city level – attending public hearings, signing petitions, participating in meetings or events of public organizations, working on a pro bono basis, etc. It should be emphasized that, **given the non-entertainment character of the activities mentioned above, the level of involvement of the population directly depends on the active use of the instrument by the authorities** (for example, petitions, public hearings), as well as **the level of civil society development** (the availability of non-governmental organizations and their citizen engagement activities), etc.

- **12% of OSBB co-owners say that they are currently participating in the operation of their OSBB body.**

Key conclusion # 4. Indices of activity levels of MUAB owners depend on the localization of this activity, as well as the responsibility level, that is, what role is given to a person — the executor or the initiator. The role of an initiator is characteristic of, 8-15% of residents, on average, while up to 50% of respondents could be situational performers, and 90% of MUAB owners could be involved in simple forms of informing.

Barriers for starting an OSBB

The attitude to OSBB, the perceptions of merging and associating that this acronym calls for are related to many barriers. **Notwithstanding the above high levels of OSBB satisfaction, not everything is so simple and straightforward in public opinion on this issue.**

- The fact that the owners evaluate positively the work of their OSBB **does not equal** all their pressing issues are solved.
- The confidence that OSBB are empowered to make their own decisions **is not equal** to the willingness or even the desire to engage in such a decision-making process.
- A negative assessment of the work of management companies **is not a clear basis** for changing it to another form of house management.

The question of the main gap between what I (as a MUAB owner) declare and how I behave is usually in the plane of restrictions and blocks of different nature.

All identified public consciousness barriers towards OSBB can be divided into the following categories:

- # 1. **Mindset-related restrictions.**
- # 2. **Information and communication restrictions.**
- # 3. **Political restrictions.**
- # 4. **Organizational restrictions.**
- # 5. **Objective restrictions.**

Giving a comment on the specifics of each category.

1. Mindset-related restrictions.

Being the most challenging in terms of overcoming and changing the basic human attitudes in the short term, nevertheless, **the mindset restrictions are the ones that determine our behavior to the vastest extent.**

We are currently dealing with the **four psychological types** that in reality can be characteristic of one person, causing his or her reaction to everyday problems and life in general.

Type # 1. We don't care

Type # 2. Going with the tide

Type # 3. Bring HMO back

Type # 4. The Post-Soviet syndrome.

The historical heritage in the form of the Soviet past strongly influences the lack of awareness of oneself as a doer, who has rights and responsibilities, takes ownership for his or her actions, and does not expect problems to be solved by the state, the authorities, or the abstract 'others'.

Indifference very often manifests itself in the stance — **'I do not care, it is not my problem'**, while rational argumentation why this particular matter does not apply to a particular person does not come. This is the equivalent of unwillingness to step out of your comfort zone and make an effort. That is why, when offering something new and little known, the simplest way is to refuse with the argument that everything is not so bad and everybody is at least used to it.

The Soviet syndrome and a focus on returning to HMO describe in a very eloquent way senior people, for whom both the first and the second equals stability, the belief that there is someone who can be blamed (HMO) for, where they can physically go (and the existence of a particular social institution in the physical space is an important indicator for people of this age group) and most importantly, the responsibility for the quality of what I have belongs to others. All this is a typical and systematic approach that is reproduced by different social groups, to a greater extent by the population over 45, in different spheres of life. However, with the matter we are looking into, **the situation is complicated by the low level of legal culture of the population**, which in this case is manifested in a lack of understanding of the fact of co-ownership of property outside the apartment. **This is where the deepest barrier lies.**

I do not take the house as my own, and accordingly, I believe:

... that they want to trick me and make them pay what I (we) do not own.

... that someone should have it serviced, repaired.

... that everybody owes me.

... that all these communications, cellars, roofs are not mine and once my flat is not drowned, this is not my problem.

The basic mental barrier: the unspecified value of property as a whole and the value of common property in particular are a barrier that affects precisely the behaviour (and not the estimates) of MUAB owners.

The mechanism of minimizing the impact/achieving changes in perception:

-1- Systematic, not episodic actions.

-2- Understanding the long-term and unexpected results 'immediately'.

- 3- Dealing with the root cause, not the consequence. For example, in our case, the focus should not be on dismantling the value of HMO, but on raising the level of legal awareness. After all, the attitude towards HMO is derived from ignorance.

In addition to the above, psychological types identify the following **additional barriers**:

- Inability to create an initiative group.
- No leader / Nobody wants to be the head.

2. Information and communication restrictions.

This category of restrictions is manifested in **9 most common beliefs about OSBB**, which are derived from the previously mentioned low level of legal culture, lack of systematic and comprehensive information campaign.

We are not used to explaining and asking questions about the nature of things, we are satisfied with the answers ‘That’s what you have to do’, ‘Everybody does that’ and ‘That’s what has always been done’.

Lack of critical thinking leads to the superficiality of our judgments and inconsistency in our behaviour.

The phrase, said by one of our informants, probably best illustrates the situation with the information vacuum — **People suffer from ignorance**. Ignorance of the things that are important to you really creates discomfort, creates self-doubt and latent (and not only) aggression.

The second basic barrier is the absence of critical thinking practices on the one hand, and systemic communication practices, on the other, that give rise to communicative breakages that result in multiple beliefs.

Belief # 1. OSBBs are expensive (more expensive than HMO)

Belief # 2. By adopting OSBB management form we will lose subsidies

Belief # 3. OSBB is a fraud

Belief # 4. OSBB is all about everything

Belief # 5. By not creating an OSBB we are avoiding responsibility for the house

Belief # 6. OSBBs are a ‘one-way ticket’, there is no turning back

Belief # 7. My apartment will be taken for OSBB debts

Belief # 8. OSBBs are created to avoid paying for housekeeping

Belief # 9. Registering an OSBB is expensive and difficult.

Let us emphasize that **formal transparency and openness** are generally characteristic of LGBs (of their vast majority) and the surveyed localities, in particular. The **formal transparency and openness** manifest themselves in the fact that **formally** there may be programs, decisions, electronic tools, etc., and all this can even be actively communicated by the authorities, but some of the above may either not work or be at odds with the needs of the target groups. The tool, too, may simply be unknown to those who it targets. The decisions that are impossible to find on the website by using a conventional search tool, although placed there, are an **illustration of the formal openness that does not contribute to the debunking of myths and the partnership approach in communication between the authorities and the citizens.**

The mechanism of debunking myths:

- Real-life examples in the locality or identical in basic characteristics (size, financial capacity, proximity to the demarcation area, etc.).
- A comprehensive information campaign that uses at least 6 different channels of information, all of which are popular among different (!) ages.

- A separate campaign to build up real openness and transparency in the LGB activities.
- Apply a marketing approach to meaningful debunking myths. Every myth is a ‘pain’ of our MUAB owners. Behind every pain there is a need that must be satisfied with a new form of management. Every need (virtually every one) can be translated into a language of numbers that the brain can better understand and remember. Accordingly, this approach involves the working out of clear, simple, but at the same time creative messages, for each myth, taking into account the specificity of each of the age groups.
- The minimum duration of the information campaign is 1 year with continuous monitoring of key changes indices.
- Innovative approach to the implementation of an information campaign (for example, different forms; about OSBB from those who are trusted and will be eagerly listened to/imitated).

3. Political restrictions.

Barrier # 1. OSBB is a tool for political struggle.

It is the least widespread in the localities analysed in this project, but its impact is one of the most destructive, as it leads to the winding up of successful practices, the devaluation of what has been achieved and calls into question the sustainability of the implemented (see the **Sievierodonetsk case for details**).

Barrier # 2. OSBBs are not in the interests of the authorities.

This barrier lies in the plane of the estimates made by the MUAB owners about the level of openness of the authorities in solving existing problems. As noted above, the stance of LGB is an extremely important component in the mechanism for promoting OSBBs as a form of house management.

The third basic barrier: OSBB issues being of low priority to LGB demotivates the citizens bringing down their activity.

Barrier minimization mechanism:

- Translating the OSBB theme to LGB into the language of financial benefits (perhaps, if carefully and competently done, political benefits, too) in the medium to long term ones.
- Visualization of specific examples — for example, Mariupol and Bakhmut.

4. Organizational restrictions.

The restrictions associated with the process of organizing the management of OSBB are, in part, a reflection of the specific situations directly encountered by the chairpersons of the localities under study. For example,

Barrier # 1. OSBB is a rival to management companies

Barrier # 2. Debtors

Barrier # 3. Unpredictability of external and internal entities: HMO/men in uniform/problematic residents

It is also a continuation of the already mentioned belief about OSBBs being associated with fraud and with a tool for implementing various criminal ‘schemes’.

Fourth Base Barrier: The low level of legal and managerial culture of the owners causes them to be reluctant to engage in a process that requires certain professional skills which are not formed.

Barrier minimization mechanism:

- Impact on the root cause — debunking beliefs through increased citizen awareness.

5. Objective restrictions.

The specificity of objective barriers is that to be overcome or mitigated the comprehensive decisions on the state-level are required to be made and relevant regulatory documents developed.

Barrier # 1. Abandoned apartments

Barrier # 2. Housing depreciation

Barrier # 3. Not co-owners live in an apartment

Barrier # 4. ‘Procedural’ barriers

Barrier # 5. Grey area

Barrier # 6. Population aging

Fourth Base Barrier: A lack of understanding of how objective barriers can be overcome locally reduces the relevance of OSBB as a form of management for co-owners of apartment buildings.

Barrier minimization mechanism:

- Lobbying for the necessary changes by involving dedicated associations, experts, LGB and international partners.

Threats

The main and key threat to implementing steps to promote OSBBs as an effective form of management is the **project sustainability**. According to the full range of data collected, the achievement of community cohesion goals and the building up of active citizenship as a culture with the use of OSBB as a tool is only possible at a certain stage of readiness of both local governments and MUAB owners as major stakeholders. **The quality performance of OSBB of its primary function is an indisputable condition for it to be used (as a tool) for achieving the supporting objectives.**

Ensuring sustainability depends on:

-1- the role of LGB in this process:

- the desire of the authorities (LGB) to be a motivator for this process;
- dependency of local programs and decisions on the political environment — changing the composition of councils leads to the closure of previous projects;
- the use of OSBBs in political struggle — when OSBBs become an electoral support resource or a focal point for political dividends.

-2- overcoming of these groups of barriers;

-3- no replacement of OSBB functions;

-4- the presence of a strategic goal and mechanisms for achieving it — for example, OSBB leader’s generation change of;

- 5- expanding the range of stakeholders with indirect beneficiaries, attracting partner resources to accomplish the tasks that are beyond the focus of this project (e.g. organizational support for starting an OSBB);
- 6- systematic and sequential actions;
- 7- having a clear system of monitoring and evaluation.

ANALYSIS OF REGULATORY FRAMEWORK

The state of legal regulation by LGB (officials) of different areas of OSBB activity in different localities of Donetsk and Luhansk regions was analyzed.

Only legal acts aimed at **systemic**, not individual, regulation of certain issues **were subjected to this analysis**.

For example, individual decisions by local councils on passing on to OSBBs certain property purchased from the local budget were not taken into account. However, if there was a decision setting out the terms and conditions of such a transfer, it became the subject of analysis.

Also, the decision on setting fees for communal services for OSBBs **is not a subject of research**, since such decisions are a duty, not a right of territorial communities, and, therefore, cannot provide OSBBs with any additional benefits in their work.

In general, OSBBs in the two regions are subject to different regulations.

The Donetsk region as a whole is characterized by better governance, discipline, a highly conventional approach to the adoption of local acts, as well as a complete coverage of the areas requiring regulation. There is even the use of identical document search engine templates on official sites.

For example, the territorial communities of Donetsk region tend to be synchronic in selecting the timeline for programs approval, in the content and focus of legal acts and their title.

Also in the Donetsk region, in all the localities analysed, designated socio-economic and cultural development programs (Paragraph 22 Part 1 Article 26 of the Law of Ukraine ‘On Local Self-Government in Ukraine’) are titled as the programs for ‘economic and social development’, the word ‘cultural’ omitted.

At the same time, they all include measures to overhaul of their OSBBs housing stock.

It is possible that certain systematic methodological assistance was provided to local councils by the regional state administration (military-civil administration).

In **the Luhansk region**, despite the more pertinent names of the programs, synchronicity is absent: neither in terms of titles, nor in terms of the programs envisaging OSBB support.

In both regions, there is a direct correlation between the **population** size of the territorial community, on the one hand, and the scope of OSBB activities coverage, and the content quality of the decisions taken, on the other.

There is also some inconsistency between the targeted programs, budget programs, duplication of issues and so on in both areas.

The overall trend of both areas is as follows.

All acts of local government bodies (local officials) aimed at regulating the work of OSBBs can be divided into **three categories**:

- major housing overhauls;
- energy saving lending;

- OSBB development.

The first two categories are mostly clear, with the outlined measures, the amount of funds allocated and the list of objects they are targeted at.

The third category is predominantly declarative. Here the cause is identified and the ways to solve it, however, **the mechanisms and funding sources are not set out**.

Decisions of any category are intended for a limited period of validity of 1 to several years.

Major overhaul decisions are mainly contained in socio-economic development programs.

Energy efficiency lending decisions are always contained in the loan assistance programs. Such programs contain references to relevant national regulatory acts, issued, in particular, by the Cabinet of Ministers of Ukraine R. No. 1056 of October 17, 2011 ‘Issues of Utilization of Energy Efficiency and Energy Saving Funds’.

Decisions aimed at developing OSBBs can be concentrated in quite a variety of acts: sometimes these are complex programs to assist the starting of an OSBB, sometimes they are the programs to attract micro-projects funded by the so-called public budget.

It should also be noted that the search for information on official sites is rather complicated. At times, the search is not even available by the name of the act.

At the local level OSBB are regulated in the following manner .

In the Donetsk region, all the surveyed localities have programs of economic and social development (sometimes housing and utilities reform) which foresee expenditures for major overhaul of the OSBB stock.

Such expenditures may be both unconditional and contain the condition of co-financing with OSBB funds or first-rate financing only upon the creation of OSBBs.

In this way, members of the local community are encouraged to create OSBBs to receive funds from the local budget.

All of these programs are **budget programs** within the meaning of the Budget Code of Ukraine, so they have an appropriate passport and involve direct expenditures.

There are no separate assistance programs for energy efficiency loans (like, for example, when the state covers the amount of the loan interest rate) in Bakhmut and Toretsk.

However, in Bakhmut, due to the long-term cooperation with donors (Decision No. 6/67-1255 ‘On approval of Procedure regulations for conducting a micro-projects competition among OSBBs in Artemivsk to participate in a joint EU-UNDP project ‘Community-Centred Local Development’’) energy efficiency goals are achieved through this collaboration, which eliminates the need for pertinent local decisions.

Toretsk must be reimbursing the energy efficiency loans interest rate directly through a program of a dedicated fund, without additional regulatory measures on the local level.

As far as **complex support for the development of OSBBs** is concerned, as a rule, the following decisions apply:

- carrying out information and organizational work
- providing legal and advisory assistance to the initiative groups on the establishment and functioning of an OSBB and its routine management;
- allocation of funds from the city budget for the production of copies of technical passports of OSBB houses;
- providing financial support subject to joint financing for the maintenance, reconstruction, restoration, current and major overhauls and technical re-equipment of the MUAB;
- providing financial support, subject to joint financing for the design of land management documents of OSBBs on land plots on which MUABs are located;
- enabling the existing OSBBs to obtain the status of recipients of budgetary funds from the state, regional and/or city budget for overhauls, reconstruction of the MUAB provided its co-funded;

- providing an opportunity to overhaul the OSBB buildings at the expense of the city budget without the OSBB participation, if, according to the technical inspection, the OSBB MUAB requires urgent repairs.

This is rough content of the relevant decisions. They were not accepted by all the territorial communities surveyed.

Obviously, **this is due to the fact that OSBB development programs are not budget programs, and, therefore, they still need their activity expenditures to be included in other budget lines.**

OSBBs in the Donetsk region are regulated in a somewhat different manner. Here are **some of the features** that were not found in the Luhansk region.

There are examples of budget-funded **urban landscaping activities** regulated by LGB regulatory acts that fall into a separate fourth category. However, in reality, these are one-off, inconsistent cases of additional incentives for starting an OSBB, which, in fact, fall into the category of the OSBB development.

Similarly, there are acts aimed at providing **methodological assistance** to OSBBs that have not been drawn up by local council programs.

These are various working bodies designed to assist already established OSBBs in certain matters.

They, too, are placed into a separate category, but are in fact a subcategory of the OSBB development.

To characterize OSBB regulatory mechanisms on the local level one could point out to the poor consistency of target and budget programs, the low level of their actual implementation, as well as the lack of real adaptation of the declaratory provisions for promoting OSBB development.

There is no unified system of LGB acts in the Luhansk region. OSBB support is weaker than in the Donetsk region.

In Stanytsia Luhanska **there is no decision** aimed at assisting OSBBs. There is no mention of housing overhaul in socio-economic development programs.

In Lysychansk, OSBB support is limited to loan interest rate partial reimbursement. In the rest of the city council decisions the OSBB has not been actualized, that is, even if the decisions of the city council do envisage the OSBB costs, those are not directly attributed to OSBB expenditure as their key characteristic and it is difficult to trace them.

Popasna has limited itself to an opportunity of only bidding for projects to be funded from the city budget. Socio-economic development programs only state the need to create OSBBs for effective housing management, but the costs of promoting OSBBs are not actualized.

In Sievierodonetsk an attempt was made to cover everything needed for OSBBs in a single program of assistance, but the local authorities publicly acknowledged that the assistance programs that were launched and functioned before 2019 did not justify themselves, and the matter needs a change of approach.

In other territorial communities, there is a different approach to tending to OSBB needs.

There are incentive programs for starting an OSBB, which outline a wide range of activities, but obviously they have not proved effective as the number of OSBBs is increasing at a slow pace.

In the Luhansk region such programs are more commonly practiced than in the Donetsk region, but their effectiveness is likely to be lower than that of segmentary OSBB programs in the Donetsk region.

Loan interest rate partial reimbursement programs are also practiced.

However, in the Luhansk region, as well as in the Donetsk region, there is a clear focus on donor projects in matters related to OSBB development and housing energy efficiency. **In the territorial communities where international programs operate systematically, there is a low activity in law-making.**

Instead, local authorities focus on announcing news and donor activities to support OSBBs.

This is perhaps **the most negative factor in regulating OSBBs: because of rather active donor assistance, local authorities rely on the would-be positive results of such assistance and are in no hurry to spend budget funds on identical purposes.**

To sum up, we can conclude that OSBBs lack effective management to obtain the benefits that are included in OSBB programs, and that local authorities, for the most part, make declaratory decisions that cover almost all OSBB problems, but do not lead to a real increase in the number of OSBBs.

DONETSK REGION

GENERAL INFORMATION

The Donetsk region was represented in the project by **eight localities**, each of which has OSBB creation practices. However, taking into account the number of existing OSBBs, as well as the proportion of OSBB houses in the total number of MUAB in the locality, in Druzhkivka and Pokrovsk within Component 5 of the research project (mass survey of MUAB owners) surveyed were the non-associated apartment building co-owners. In other localities, MUAB owners in houses that had started an OSBB were interviewed.

The general profile of all cases of Donetsk region is presented in **Table 5**. It includes the OSBB share of the total number of MUAB in the city, the assessment of the level of support granted to OSBBs, the attitude of MUAB owners to OSBB and the assessment of the level of activity of the MUAB owners. It is worth noting that the evaluation tables are the result of an analysis of the information obtained within all components of the survey and are based not only on numerical indices, but also take into account the explanations of the processes related to the development of OSBBs obtained within the in-depth interviews and focus-group discussions. High, medium and low levels marks were used within the coordinate system of the Donetsk region. Therefore, we will make the following comments for further analysis:

- **By the ‘Support granted by LGB’ indicator the study cases of the cities of Mariupol and Bakhmut** were taken as examples of comprehensive, systematic, institutionally-based support for the development of OSBBs. **The opposite** is the stance of the municipal housing authority in **Druzhkivka**, which is reflected in the implementation of mandatory actions related to housing and utilities reform, but with maximum formality and without any privileges (funding, information and organizational support) for the OSBB as a form of MUAB management.
- As for the **‘Attitude to OSBBs’** indicator, the assessment was carried out as follows — the **‘positive attitude’ grade** was given to cases with more than 50% of the interviewed MUAB owners indicating that they had supported the process of starting an OSBB at the beginning or are supportive of it now (for non-associated apartment building co-owners) and the quantitative data is further illustrated by the focus-group discussions. The ‘uncertain attitude’ is inherent in the city of Druzhkivka, where there is almost the same number of MUAB owners who support this form of MUAB management, those who oppose it and those who are unsure.
- **‘The level of activity of MUAB owners’** was graded as follows
 - High level:**
 1. The proportion of those who participated in at least one form of activity at their house level over the past year is above 75%
 2. The proportion of those who would like to participate in at least one of the proposed activities at their house level is above 75%
 3. The share of those who participated in at least one form of activity at the city level over the past year is above 61%.

Medium level:

1. The share of those who participated in at least one form of activity at the level of their house over the past year is 50 - 74%
2. The proportion of those who would like to participate in at least one of the proposed activities at house level is above 50 - 74%

3. The share of those who participated in at least one form of activity at the city level over the past year is higher than 30 - 60%.

Low level:

1. The proportion of those who participated in at least one form of activity at their house level over the last year is below 50%
2. The proportion of those who would like to participate in at least one of the proposed activities at their house level below 50%
3. The share of those who participated in at least one form of activity at the city level over the past year is below 30%.

Table 5. General profile of cases of cities of Donetsk region

#	Name of the city, town or locality	OSBB proportion	LGB's level of support	Attitude towards OSBBs (of coowners)	Level of activity of the co-owners of the MUAB
1	Mariupol	43.2%	high	positive	average
2	Bakhmut	38.7%	high	positive	average
3	Toretsk	16%	average	positive	low
4	Sloviansk	15%	average	positive	high
5	Kostiantynivka	8.1%	average	positive	average
6	Kramatorsk	8%	average	positive	average
7	Pokrovsk	7.3%	average	positive	average
8	Druzhkivka	4.5%	low	uncertain	average

The eight analysed cases can be divided into three main groups based on the assessment of the current situation and the prospects for the development of OSBBs (Table 3).

Table 2. Classification of cases of Donetsk region

Group	Name of the city, town or locality	The essence of the case	Key experience for extrapolation
Group 1	Mariupol	Extrapolating the experience to others	Experience of systematic, integrated actions of all interested parties: co-owners of MUAB, representatives of LGBs, public sector
	Bakhmut	Synergies between government and the public	
Group 2	Toretsk	The success of OSBBs not thanks to, but in spite of external circumstances	Experience of springing up OSBBs during 2019 in a front-line locality
	Sloviansk	Wave-like self-organization	Experience of self-organization
	Kostiantynivka	On the way to becoming aware of themselves as masters of their own house	Experience in speeding up the starting of OSBBs due to external factors (termination of contract with management companies)
	Kramatorsk	Work against the wind	Experience in the conditions of latent government opposition
	Pokrovsk	Ready for change	BSOP experience as a capacity to create OSBBs
Group 3	Druzhkivka	Episodic practices without focus on dissemination of experience	No experience for scaling

Group # 1. Details

This group includes two ‘role-model’ cities, both in terms of the number of OSBBs created and in terms of the coherence in interaction of all entities.

The starting point or a prerequisite for implementing the model of these cities.

A key starting point for these cities was the realization of the benefits of creating OSBBs by local government bodies and translating those benefits into numbers and finance in a strategic perspective. The stance ‘it is more profitable now to help create self-sufficient associations than to permanently solve problems of housing and communal services’ becomes the starting mechanism of complex and systematic actions.

Weaknesses of role-model cities in Group # 1.

- 1- Activity is stimulated from top to bottom;
- 2- MUAB owners expect the financial incentives/financial benefits from starting an OSBB will come from the LGB;
- 3- Dependence of the OSBB movement on the political environment (change of local authorities can change the extent of support granted to the OSBB).

Table. 7. Detailed description of practices, which may be applied to other localities of the region and beyond its borders

Existing experience	Restrictions for transfer to other localities	Transfer conditions
Organizational, consultative and informational support on the part of the LGBs	1. The superficial level of knowledge and competencies of LGB specialists in the development of OSBBs 2. LGBs are more interested in the work of the management companies rather than OSBB functioning	1. Availability of a specialist at the least, who is responsible for OSBB issues in the LGB structure
Funding from the LGBs	1. City budgets	1. Unsubsidized localities
Identification of the most problematic issues in the process of creating OSBB and assuming the responsibilities of attending to them (for example, preparation of registers of MUAB co-owners)	1. Lack of human resources to perform such self-accepted responsibilities	1. Availability of a specialist at the least, who is responsible for OSBB issues in the LGB structure
Mediation between OSBBs and executives of service companies, service providers for constructive problem solving	1. No OSBBs were started 2. Conflict of interests (if the authorities are interested in the work of the management companies)	1. Availability of at least several OSBBs 2. LGBs identify OSBB matters as a priority in the field of HMU
Created and functioning Councils of chairpersons (heads) of OSBBs	1. No OSBBs were started	1. Availability of at least two OSBBs
An OSBB Resource Center was established and is functioning	1. No OSBBs were started 2. Lack of human resources (at the level of LGBs, initiative groups)	1. Availability of at least two OSBBs
Training programs for the young generation of OSBB board chairpersons	1. No OSBBs were started 2. Lack of a strategic vision of OSBB development results (with quantitative and qualitative indicators)	1. Availability of successful OSBB practices 2. The share of OSBBs in the total number of MUABs not smaller than 15%
Special competitions, OSBB programs, or special conditions in more general programs (e.g.,	1. Lack of funding 2. Lack of provisions adopted (for example, on the Participatory Budget)	1. Availability of at least several OSBBs

The needs of cities in this group.

Given that the cities of this group have established effective mechanisms for the development of OSBBs, which demonstrate their effectiveness, **their needs are in the plane of sustainability of the results obtained today** and systemic changes in the minds of future generations of MUAB owners (**Table 4. Phase ‘Regularize the result. Thinking sustainability’**).

- 1- Stimulation of self-organizing processes among MUAB owners. The transition from top-down activity to bottom-up activity.
- 2- Formation of sustainable practices of active and responsible participation among indirect target groups. For example, school students, university students. The outcome of such measures is postponed, but implies systemic changes in the approach to the perception of the target groups by themselves and the limits of their responsibility.
- 3- Professional trainings on advocacy, conflict-free communication, stress resistance, etc. for OSBB initiative groups and boards.
- 4- Exchange of experience with other territories of Ukraine. Such exchanges will close two needs – the first, in gaining experience with new effective practices, the second, in recognizing one's success by others, which will act as an additional incentive for even more active action. Rivalry and competition that drive even better results and drive innovation and progress.
- 5- Information campaigns that form a somewhat new image of OSBB, in which the focus is not on opportunities for housing and communal issues, but on its potential to open up opportunities for board members and MUAB owners as a whole.

Group # 2. Details

Group # 2 is the largest and is represented by 5 cities, each with its own specificity, which, on the one hand, may be valuable for other localities with similar starting conditions, and on the other, will determine measures for the future action plan.

The difference between the start-up conditions of these cities and Group # 1 is **the lack of a strong incentive in the form of LGB support**, for which the starting OSBBs is the number one priority in housing and utilities reform. The activity of local authorities in this category ranges from neutral to high enough, but with no result. The main reason is **the lack of focus on the end result**. While in the Mariupol and Bakhmut models, the indicator of measuring the effectiveness of their actions is the number of OSBBs created and their work efficiency, in the cities of Group # 2 the main emphasis is on the fact that the LGBs are ready to support the initiative to create OSBBs (as a rule, it goes about information support). However, controlling this activity for it to grow into a real OSBB is beyond the scope of their responsibility.

Table. 8. Detailed description of practices, which may be applied within locality and beyond its borders.

Experience	Restrictions for transfer to other localities	Conditions of experience transfer
Self-organization under the conditions of neutrality of authorities	1. Conflict of interaction between the authorities and representatives of civil society 2. Non-formation of any self-organization practices (at the level of buildings, streets, cities)	1. Availability of an OSBB 2. An initiative group that can become a pilot to disseminate the experience of self-organization
Creation and functioning of OSBB Chairperson Councils	1. No OSBBs were started	1. availability of at least several OSBBs
Establishing OSBBs under the conditions of latent opposition of the authorities	1. conflict of interaction between the authorities and representatives of civil society 2. lobbying the interests of management companies with the authorities	1. An initiative group that can become a pilot to disseminate the experience of self-organization
Establishing and running the OSBB Association, the OSBB Association Reserve Fund being an additional incentive for establishing an OSBB	1. No OSBBs were started	1. At least several OSBBs available
Creating OSBBs against objective restrictions (a frontline city)	1. LGBs show zero interest in the development of OSBBs 2. Lack of at least one resource that can be an incentive (human, financial)	1. An initiative group that can become a pilot to disseminate the experience of self-organization
Creation and functioning of the OSBB Resource Center	1. No OSBBs were started 2. Lack of human resources (at the level of LGBs, initiative groups)	1. Availability of at least several OSBBs

The needs of cities in this group.

The needs of cities in this category are more diverse than in Group # 1 and are related to basic things. Considering that the OSBB share in cities from Group # 2 is not dominant, we consider it necessary to divide existing needs into two categories (**Table 4. Phase ‘Building up basic skills’**).

First category: needs of existing OSBBs:

- 1- Systematic and comprehensive information, communication, organizational, legal support of existing OSBBs.
- 2- Training in advocacy, fundraising and project writing.
- 3- Managerial, psychological trainings for OSBB board chairpersons.
- 4- Building up an understanding of the benefits of starting an OSBB among LGB representatives.
- 5- Collaborate training of OSBB representatives and designated LGB professionals to overcome communication barriers and enhance professional competence.
- 6- Building up the skill of ‘packing up’ the achieved results and presenting them both within their own OSBB and to other MUAB owners, in order to form a positive attitude towards this form of management in the city as a whole.
- 7- Establishing a dialogue between the authorities, NGOs, MUAB assisted by external facilitators.

Second category: needs of non-associated apartment building co-owners:

- 1- Information campaign aimed at debunking beliefs and stereotypes around OSBBs.

- 2- Dissemination of information about the attitude of MUAB owners to OSBBs among the general public (for example, the results of this sociological survey), thus building up a positive image of this form of management among the population of the city and debunking misconceptions of the authorities regarding the attitude of the MUAB owners to the OSBB.
- 3- Promoting the experience of BSOP functioning with the prospect of using it when starting OSBBs.

It should be emphasized that the indicators for the cities of this group show high levels of OSBB support, and this is an important basis for the promotion of existing experience among the other MUAB owners. At the same time, existing OSBBs lack virtually any form of basic level support.

Group # 3. Details

This group is represented by only one case in Druzhkivka. For the Donetsk region, this city is a kind of zero point, although there are 13 OSBBs created, but none of them was created over the last three years, and the perception of this form of management of MUAB by their owners is characterized by heterogeneity. Accordingly, there are no practices in the city that are worthy of attention and scaling both in the locality itself and outside. However, this does not indicate that there is no potential for more active implementation of OSBB creation practices (**Table 4. Phase ‘Information Sharing’; see Druzhkivka case for details**).

Let's take a closer look at the current state of OSBB operating conditions in the Donetsk region.

BRIEF REVIEW

Population	1 080 864
Number of MUABs	5632
Number of OSBBs	1278
Number of MUABs included in the OSBBs	1318
Percentage of the associated MUABs in the total number of MUABs across the city	23.4%

EMOTIONAL BACKGROUND OF PERCEIVING OSBB

Image of the OSBB

The OSBB image combines the attitude of apartment owners to one another, and the self-perception of the Board members as well as an understanding of the prospects of the house. Identification of the individual components of each image and their complementarity is the basis for forming a coherent picture of making sense of the OSBB.

The image combines both the **objective factors** inherent in most MUAB (housing obsolescence, worn out communications), and **the energetic and ambitious initiative owners** who want to change things with their own hands to create coziness and comfort around them. And **the relationship between OSBB owners is a swing that constantly changes its gradient** — from confrontation and dissatisfaction between apartment owners, to full support and trust in the people who have accepted the responsibility for OSBB managing.

OSBB	NAABC
Personified characters	
Character # 1. Ambitious, purposeful person. Character # 2. The man who got things done. Character # 3. Buddhist. Character # 4. Mother-in-law.	Character # 1. A marginal personality. Character # 2. An unnoticeable adult man, but kind, neat and lively. Character # 3. An undressed person. Character # 4. A middle-aged woman who has had a hard life but has not given up. Character # 5. An elderly lady with wrinkles.
Personified groups	
Character # 1. Family. Character # 2. Communal apartment. Character # 3. Army. Character # 4. Pioneer camp/nursery garden.	
Non-personified characters	
Character # 1. Loveable cat. Character # 2. An abandoned old car. Character # 3. Black and white dominoes. Character # 4. Estimate.	

Images of non-associated MUAB have clearer, more personified characters. Although in both categories there are references to maladaptation, some neglect, unlike OSBBs, this trend is more clearly traced in the MUAB image. **Exterior gloss allows MUAB to look well, but internally they come apart at the seams, whereas there is a reincarnation in the case of OSBBs.**

Associations formed by MUAB owners regarding attitudes to OSBBs:

- 1- Interaction between MUAB owners, **neighbourhood as a quality partnership.**
- 2- OSBBs — are **as a way of living and fulfilling dreams.**
- 3- Realization of **inner desires and ambitions.**
- 4- **Conscious transition** to self-care and independence in making decisions about the house.
- 5- **Overcoming difficulties and opening new horizons** for action.
- 6- **Femininity** — as an image of initiative, flagship, desire for change and willingness to implement them.

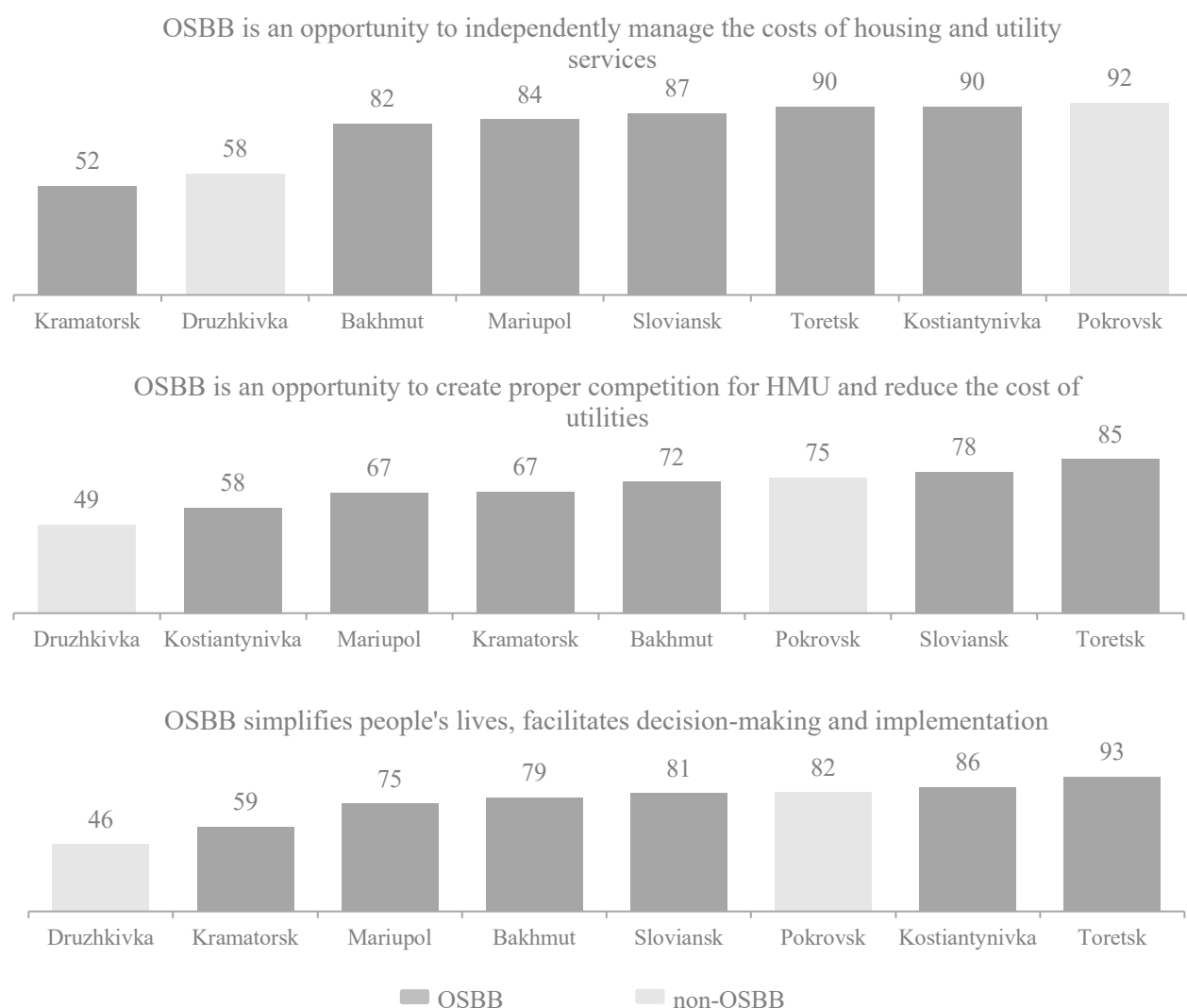
Attitude to OSBBs

The spread of OSBB practices in the cities of the Donetsk region creates a positive image of associations as an effective form of house management. MUAB owners are already experiencing the benefits of self-management. Among the key advantages they point out:

- Cost control and transparency.
- Non-declarative indisputable changes in house maintenance.
- Ability to influence decisions and sense of ownership.
- Using energy-saving technologies to reduce the cost of house maintenance.
- Possibility to choose different ways of solving problems.
- Progressive management.

Although, Pokrovsk is a city where OSBB coverage is at the level of 8%, it is **one of the three leaders** among the cities which have the most positive outlook on OSBB as an opportunity (**Fig. 1**).

Fig. 1. OSBBs as an opportunity²
(%, 'Fully Agree' and 'Rather Agree' responses condensed)

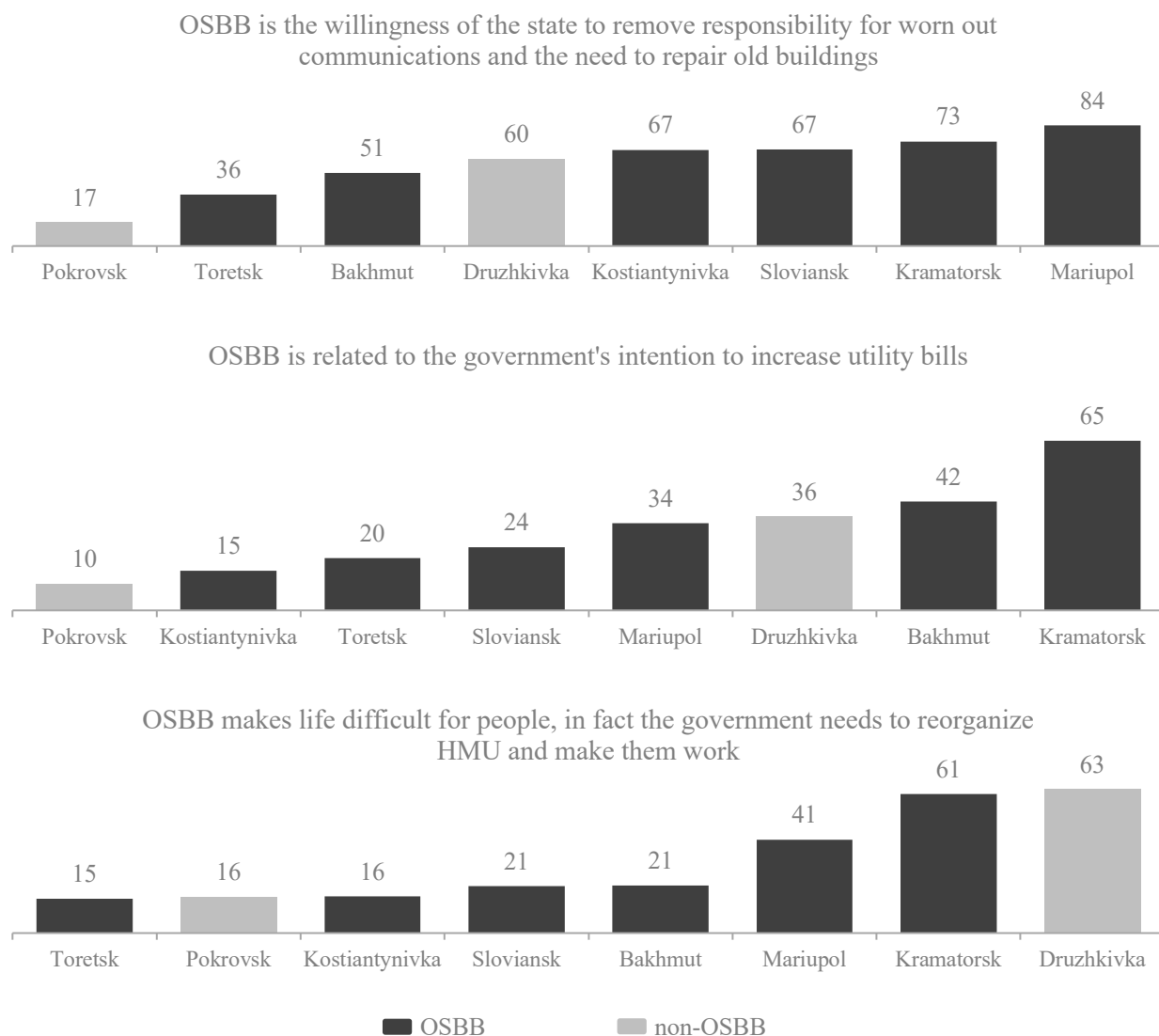


The tendency to see the OSBB as a way for the authorities to remove responsibility for the housing is observed in almost all the cities in the region (**Fig. 2**). Most localities minimize influence of such attitudes to urban development programs that allow OSBBs to improve the technical condition of the house.

The cities most in favour of HMU reorganization and the transfer of responsibility for house maintenance to management companies are Kramatorsk and Druzhkivka (**Fig. 2**). As noted earlier, **Druzhkivka** belongs to Group # 3 in our city classification by comprehensive estimates of the current state of OSBB development and existing potential.

² Hereinafter, under the category of 'OSBBs' we mean the cities where the MUAB owners united in OSBBs were interviewed; under "NAABC" – the surveyed non-associated MUAB owners.

Fig. 2. Negative images of OSBBs
(%, 'Fully Agree' and 'Rather Agree' responses condensed)



Apartment owners living in low-occupancy houses cannot financially provide full house maintenance.

- Apartment owners **are not interested in raising** membership fees.
- In OSBBs there are limited opportunities of self-handling of emergencies in a MUAB.
- **Systematic bureaucracy** in contracting, budgeting and lack of professional knowledge in the Chairpersons.
- **Low initiative of the residents**, lack of 100% understanding of their own responsibility for common property and willingness to be involved in house management processes.
- **High expectations** of apartment owners **of the OSBB Chairperson**, lack of in-depth understanding of management processes and, as a result, the board is accused of inefficiency and not meeting expectations with low willingness to accept responsibility.

The passiveness of the citizens, their unwillingness to take the initiative being a systemic problem in each locality, in cities with low institutional support (from both the government and the public sector), the list of difficulties faced by MUAB owners is more extended.

Detailed description of attitude of apartment owners to OSBBs

OSBBs in all cities had at least half of the supporters of this form of house management prior to their establishing (Fig. 3). Mariupol is the city that proves that **starting positions do not always determine the end result**. With the lowest level of support for the creation of OSBBs, Mariupol received the largest increase in sympathizers during the years of systematic work of the authorities and the initiative MUAB owners (Fig. 5). More inclined to increase the number of sympathizers are the cities where **the OSBB movement grew bigger in 2019**, as they still have ‘vivid’ memories of the work of management companies, compared by the owners with the first successful self-management practices.

Fig. 3. Attitudes of MUAB owners to creating an OSBB in their house
(%, ‘Absolutely Positive’ and ‘Rather Positive’ responses condensed, OSBB category)

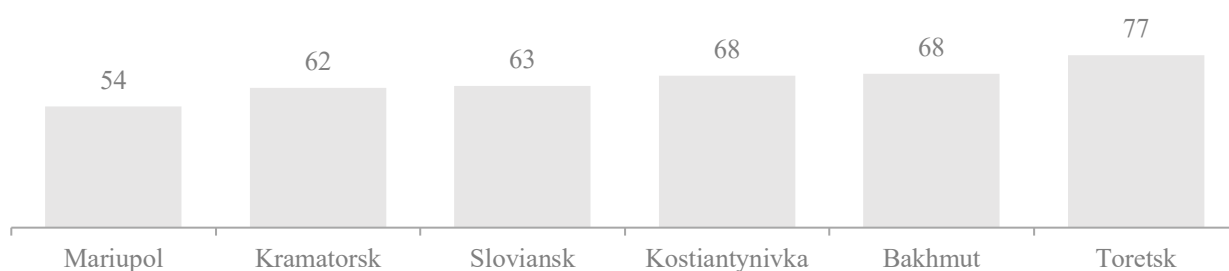


Fig. 4. Change of attitude to OSBB after its has been started (%, OSBB category)

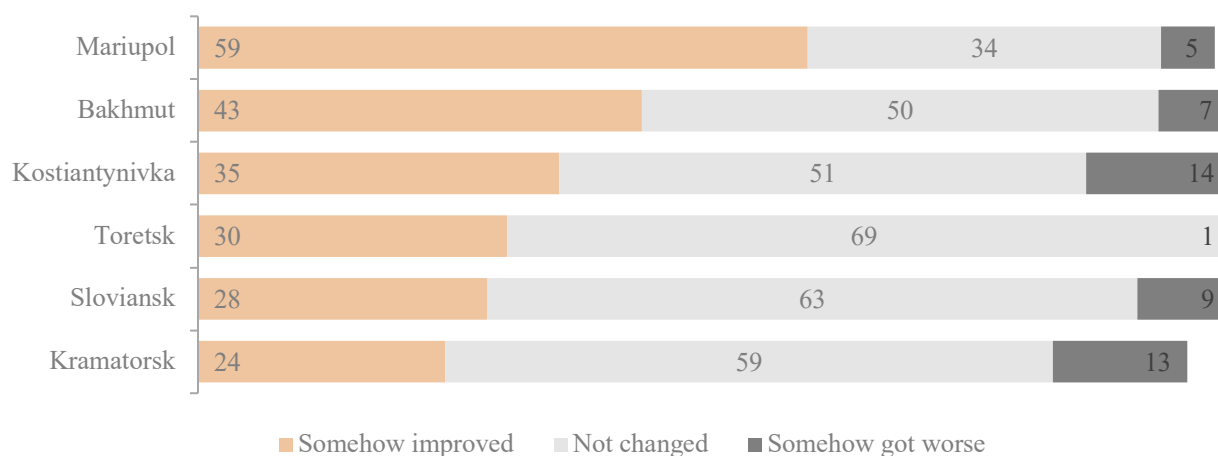
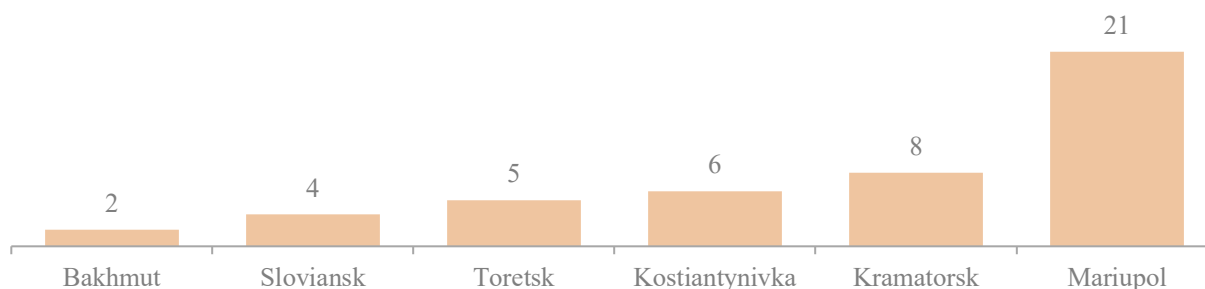


Fig. 5. Increase in OSBB sympathizers (%, OSBB category)



Two cities with the lowest number of OSBBs created in the Donetsk region show different views on the prospects of OSBB development in their locality (Fig. 6). So, the MUAB owners in Druzhkivka being focused on improving the work of the management company and solving problems of the house with its help, the MUAB owners in Pokrovsk are ready to accept responsibility for changes in the house and to create OSBBs in their own MUAB (Fig. 7).

Fig. 6. Attitudes of MUAB owners to the creation of OSBBs in their locality (% , 'Positive' and 'Rather positive' responses condensed, NAABC category)

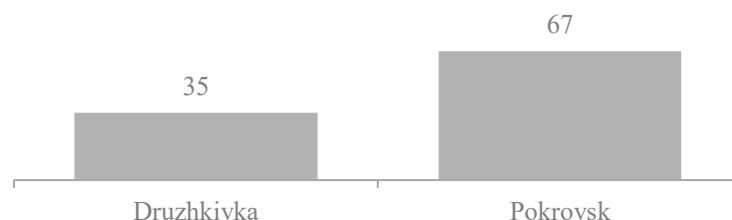
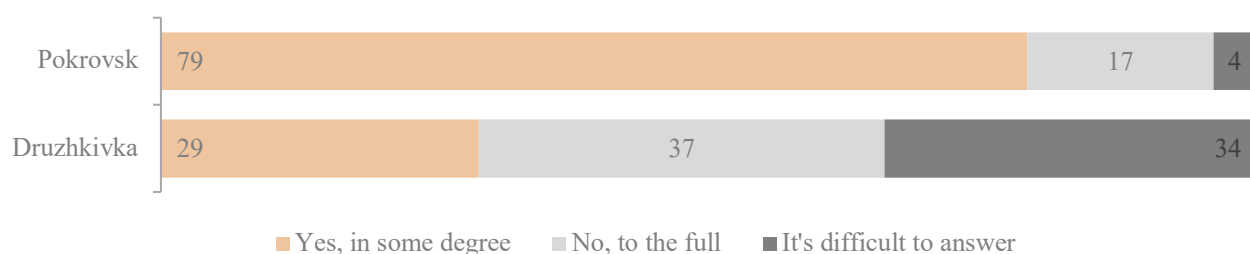


Fig. 7. Willingness to start an OSBBs in the house (% , NAABC category)



Since one of the main criteria that determine the success of OSBB is the improvement of the logistical situation of the house, the following changes are worth noting in the quality of services received after the OSBB has been created. The most noticeable changes that the associated owners mention are the cleanliness and lighting of the stairwells and outside the house (Table 8). Such changes are the most noticeable and at the same time the least costly – they do not require significant financial costs, unlike repairs, development of infrastructure facilities, etc.

Table. 8. Changing the assessment of the quality of services received after an OSBB has been started

(%, 'Change for the better' responses condensed, OSBB category)

Changes for the better have been mentioned by more than 30% of apartment owners in terms of the following characteristics...

Parameter	Bakhmut	Kostianty nivka	Kramator sk	Mariupol	Sloviansk	Toretsk
Stairwell lighting	56	69	53	78	69	71
Stairwell cleanliness	64	65	54	78	68	63
Lighting of internal roads	38	42	36	55	65	50
Street cleanliness and cleaning efficiency	63	70	49	80	74	47

Areas, where no noticeable changes are recorded, have stability of water, heat and electricity supply (Table 9). These matters are usually indirectly related to OSBBs and only in the process of replacement of internal communications (pipes, wiring, etc.). Less noticeable changes are related to overhauls and the state of the internal roads. This is objectively related to the need for high financial investments, specialized equipment, etc. In cities with established financial support for these types of work from the government, the percentage of noticeable change is higher than where the government is more of a consultant and observer.

Table 9. Changing the assessment of the quality of services received after the OSBB has been started (% , 'No change' responses condensed, OSBB category)

More than 40% of MUAB co-owners indicate, that no changes have taken place in terms of the following characteristics ...

Parameter	Bakhmut	Kostianty nivka	Kramator sk	Mariupol	Sloviansk	Toretsk
Stairwell overhauls (complete replacement of windows, doors, roofs, etc.)	63	73	55	41	64	73
Availability and sufficient parking space near the building	63	67	43	58	57	80
Water supply stability	68	64	62	57	58	62
Power supply stability (voltage stability, power outage frequency)	68	64	59	48	64	70
Stability of central heating	66	67	55	55	55	63
Condition of internal roads	60	47	51	46	49	67

In the cities where non-associated MUAB owners were interviewed about the services, the population finds more satisfying, were related to the work of **service providers**, (garbage pickup, water, heat, and electricity supply) **(Table 10) rather than the services provided by the management company.**

Table 10. Satisfaction with living conditions in the house

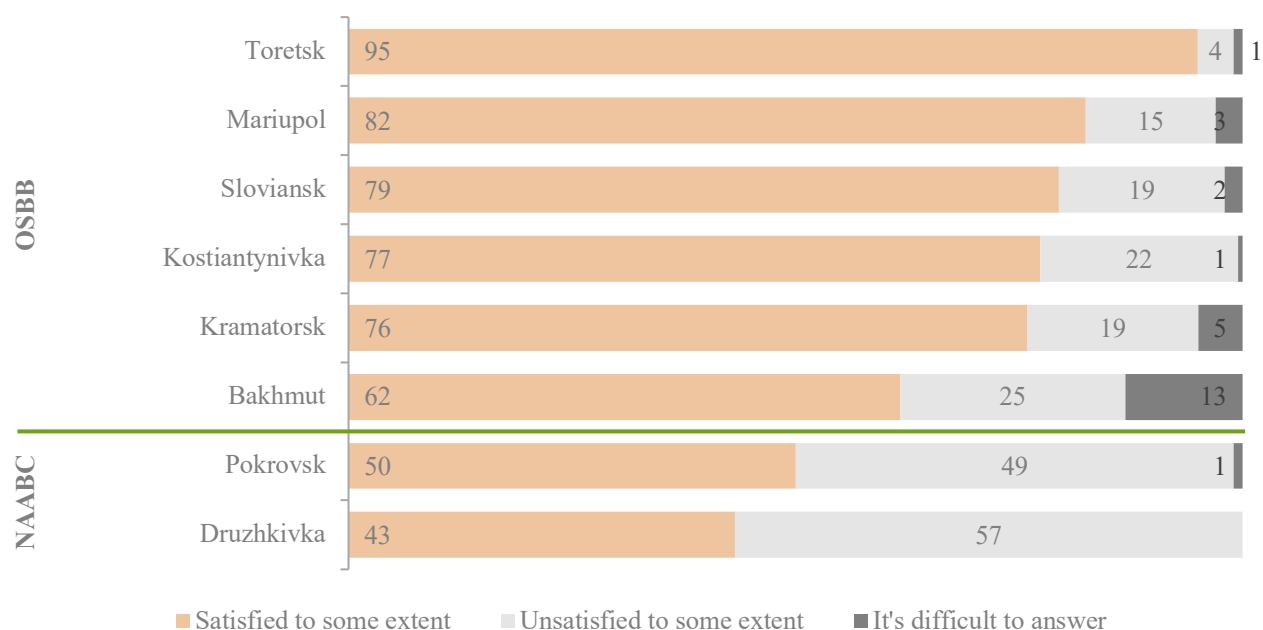
(%, 'Fully Satisfied' and 'Rather Satisfied' responses condensed, non-OSBB category)

More than 50% apartment owners are satisfied in terms of the following characteristics ...

Parameter	Druzhkivka	Pokrovsk
Stairwell lighting	63	55
Stairwell cleanliness	64	62
Garbage pickup	95	68
Water supply stability	90	68
Power supply stability (voltage stability, power outage frequency)	99	67
Stability of central heating	86	66

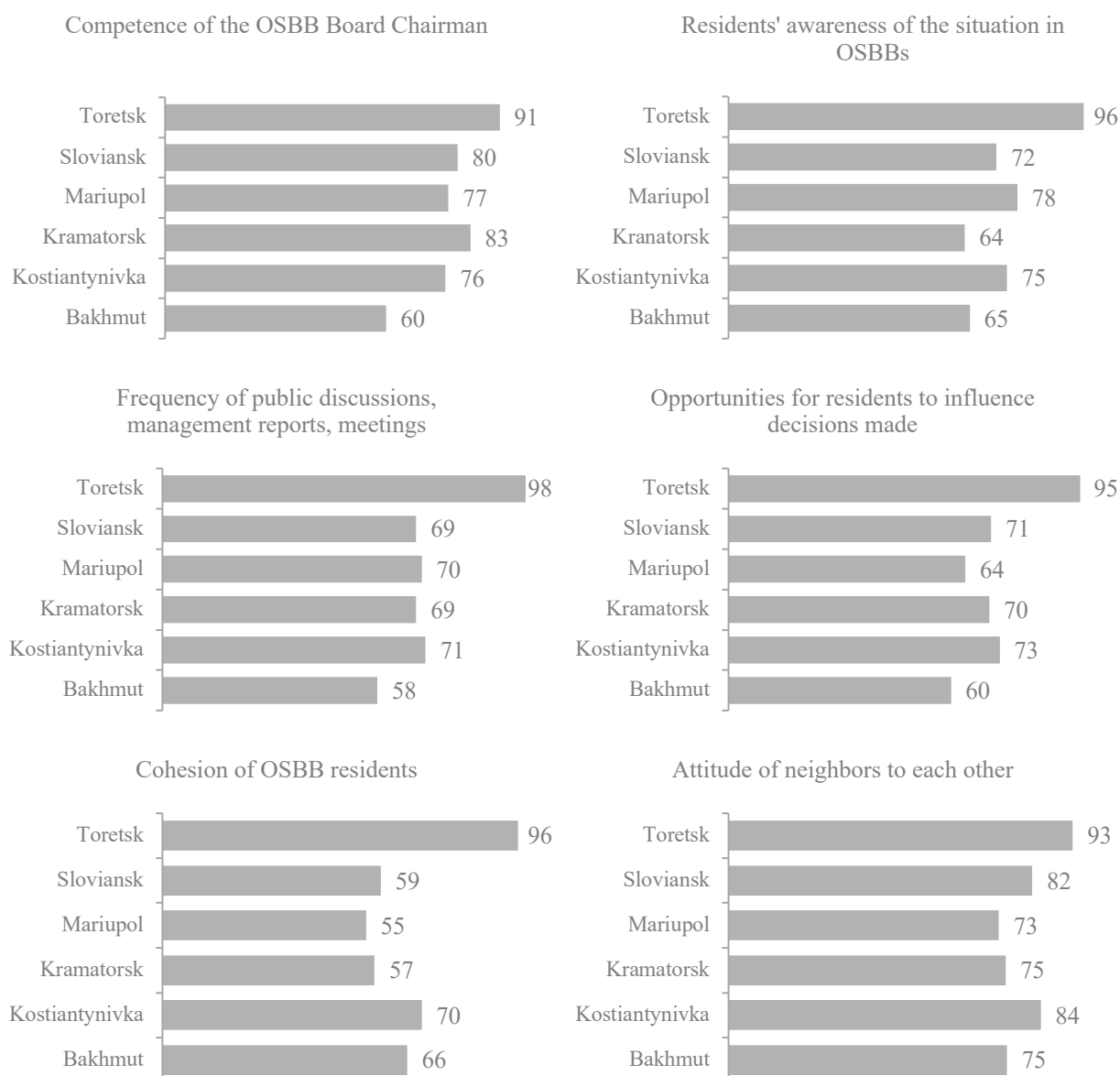
OSBB owners are more satisfied with the quality of services than MUAB owners, serviced by the management company. With the level of dissatisfaction with servicing among the non-associated MUAB co-owners being 50%, this figure is 25% at the maximum among the OSBB co-owners **(Fig. 8).**

Fig. 8. Overall level of satisfaction with OSBB performance/house maintenance (%)



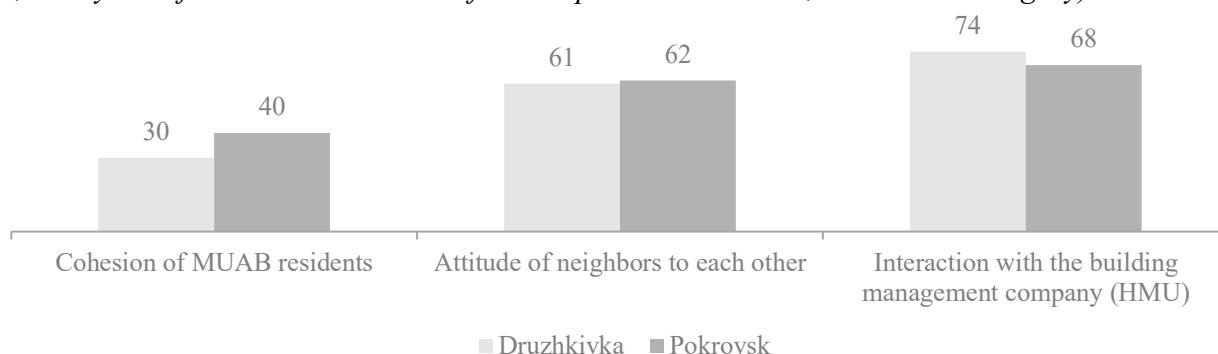
The effectiveness of decision-making depends on the ability of the apartment owners to negotiate, reach a consensus, which is influenced by the overall social background and the relationship between the owners. **Neighbours' attitude to each other** is the aspect of living in a MUAB that the respondents rank with **the highest level of satisfaction (Fig. 9)**. However, when it comes to homeowner cohesion, OSBB owners are generally less optimistic and show a **3-23% lower** rate than on the previous matter. This defines the specificity of interaction between the apartment owners, which is quite high at the level of superficial contact between neighbors, but significantly reduced at the level of joint pastimes and closer contact.

Fig. 9. Satisfaction with certain aspects of life in OSBBs
(%, 'Fully Satisfied' and 'Rather Satisfied' answer, OSBB category)



The average rates of cohesion and relationships between non-associated MUAB owners are **20-30% lower** than those of OSBBs, which may be the result of a lack of 'necessity' to interact with each other (Fig. 10).

Fig. 10. Satisfaction with certain aspects of living in the house
(%, 'Fully Satisfied' and 'Rather Satisfied' responses condensed, non-OSBB category)



Drivers and barriers for starting an OSBB

DRIVERS:

The intensity of process of OSBB establishing depends on the existing external conditions (support granted by LGBs, the work of the management company, etc.) and the internal incentives of the MUAB owners. There are several categories of drivers that can encourage apartment owners to start an OSBB:

Category # 1. External stimulation

Driver # 1. Getting into the media space

Cities where OSBBs are the talk of the town are characterized by a faster and more systematic pace in their creation. When MUAB owners have not only heard the word 'OSBB', but are also guided by how this mechanism works and what benefits each owner can get, we can see the positive dynamics in creating OSBBs in the city.

Driver # 2. Getting away from HMO

The reorganization of the housing and communal services system and the HMO transformation into management companies did not lead to qualitative changes in the quality of house maintenance. Almost all cities in the region report their dissatisfaction with the work of management companies.

Category # 2. Internal stimulation

Driver # 1. Negligible interests

Most urban support programs make the conditions for MUABs participation more OSBB favourable. The creation of OSBBs is a demonstration of the civic and personal consciousness of apartment owners, so their actions are encouraged by the authorities.

Driver # 2. No worse than your neighbour

The visible successes of houses that have gone the way of creation and have a positive dynamic of change are one of the main motivators for the MUAB owners in the neighbourhood – why we can't be exactly this or even better. And the practices of assistance from OSBBs to neighbouring houses, such as in Mariupol, counterbalance the fears of initiative groups to be abandoned for the worse.

BARRIERS:

The barriers to starting an OSBB in a MUAB can be both objective (cannot be overcome only by OSBB-centered activities) and subjective. We distinguish the following categories of barriers:

Category # 1. Objective barriers

Barrier # 1. Abandoned apartments

Barrier # 2. Housing depreciation

Barrier # 3. Non-owners live in apartments

This category of barriers cannot be overcome at the city or region level. There should be systemic changes in legislation that will take into account the specifics of cities that are closer to the JFO area.

Category # 2. External barriers

Barrier # 1. Minset-related passivity:

- Owners cannot create an initiative group
- There is no leader in the house

Barrier # 2. Information and communication:

- High level of ignorance
- OSBB – a competitor of management companies

Barrier # 3. Political:

- The interests of the authorities are not on the OSBB side

The barriers of this group can be minimized through systematic and comprehensive work with all stakeholders.

Category # 3. Beliefs in Consciousness:

Barrier # 1. Minset-related pragmatism:

- The OSBB should be a benefit – a focus on receiving benefits from choosing OSBBs as a form of management
- My home ends with my apartment entrance

Barrier # 2. Information and communication:

- OSBB is a means of increasing utility bills
- Loss of subsidies through the creation of OSBBs
- OSBBs are fraud
- OSBBs are all about ‘everything at once’

The neutralization of these beliefs is possible through the introduction of an innovative communication strategy, which in an accessible form (both physically and mentally) brings the necessary messages to the key groups.

Category # 4. Psychological types:

Barrier # 1. I am not my brother’s keeper

Barrier # 2. Evil but reliable HMO

Working with this category also requires information events that can demonstrate the benefits which homeowner can gain without losing anything. Demonstrating successful examples and detailing the secrets of success can help to change attitude to OSBBs.

PUBLIC ACTIVITY AND CURRENT POPULATION UNITING PRACTICES

The activity of OSBB owners in the Donetsk region is **at an average level**. They are not determined by the desire for reform, **but within the scope of their own interests and aspirations they engage in various forms of participation**.

For cities **where the government is OSBB proactive**, MUABs are more **driven from the top**, while **cities with average levels of government support** are more likely to **self-organize**, while having a greater sense of value.

Fig. 11. Assessment of the effectiveness of the OSBB general meeting (% , OSBB category)

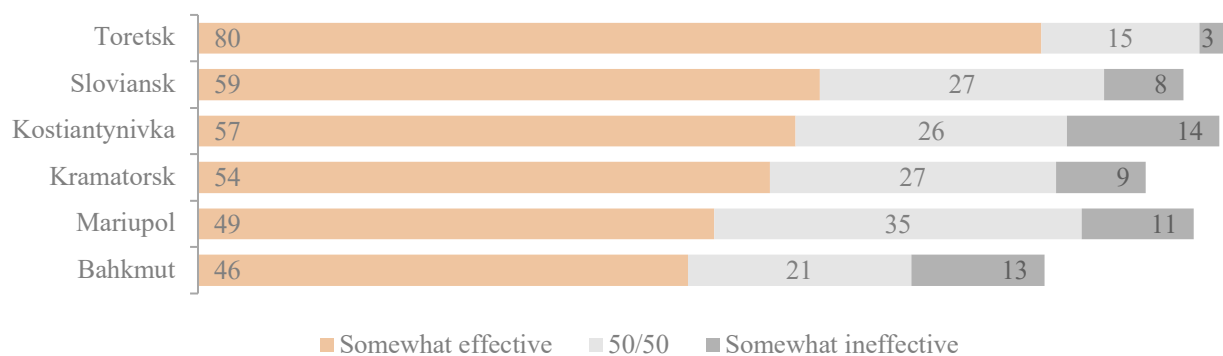


Fig. 12. Average number of general meetings per year (OSBB category)

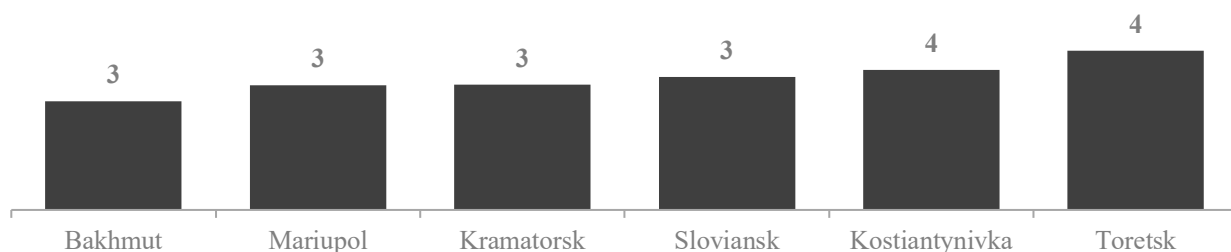


Fig. 13. Willingness to join OSBB management (%)

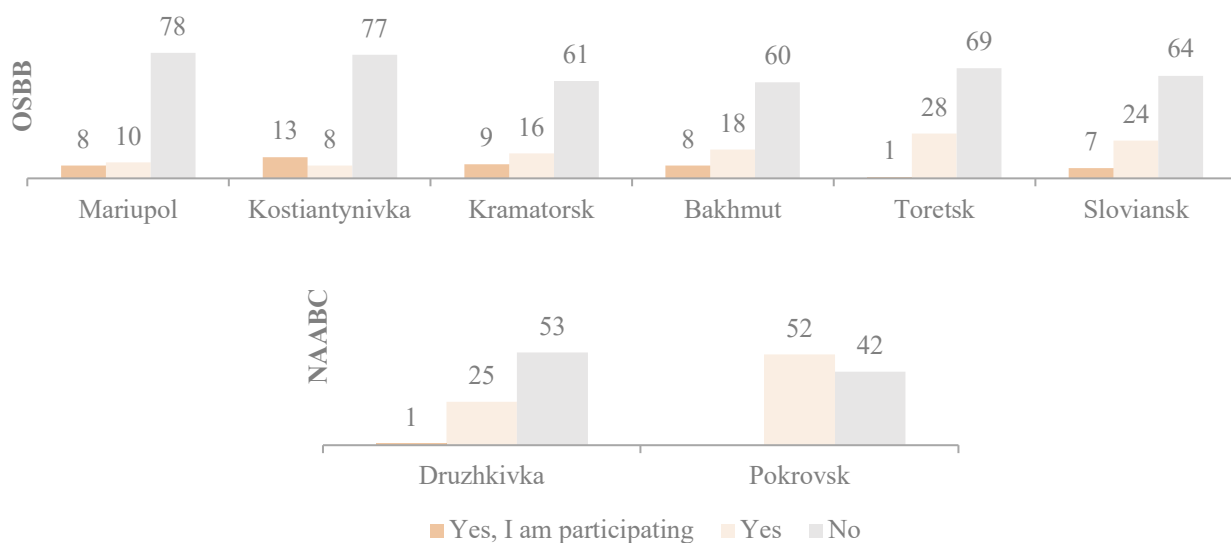
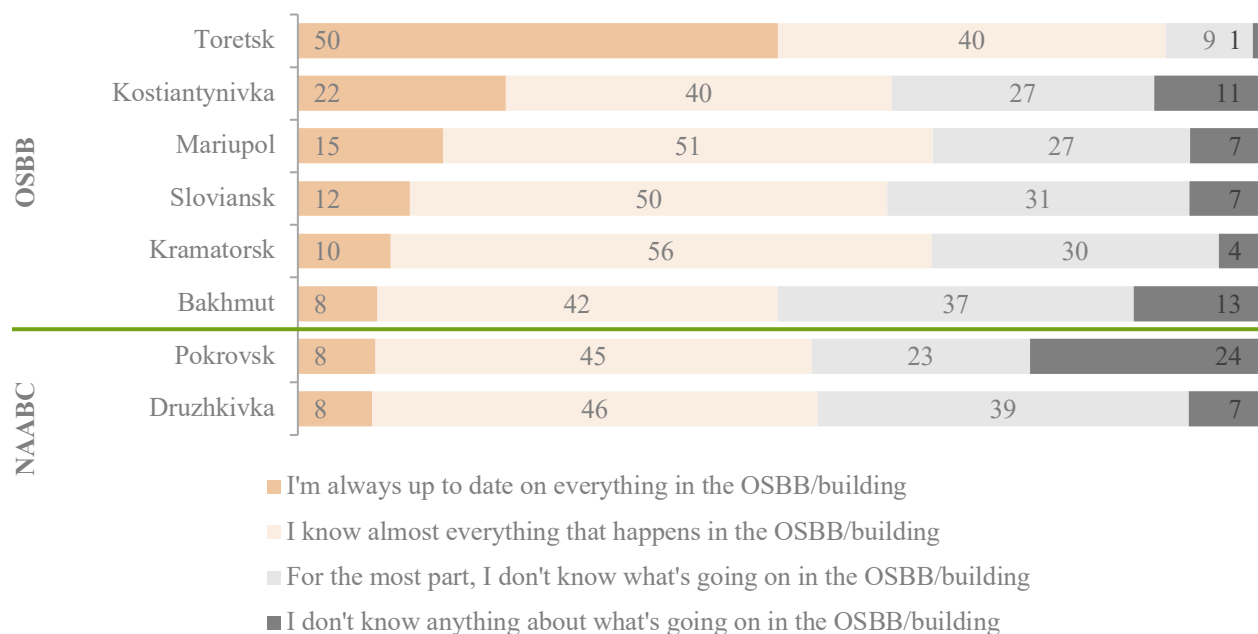


Fig. 14. Level of awareness of the situation in the OSBB/house (in %)

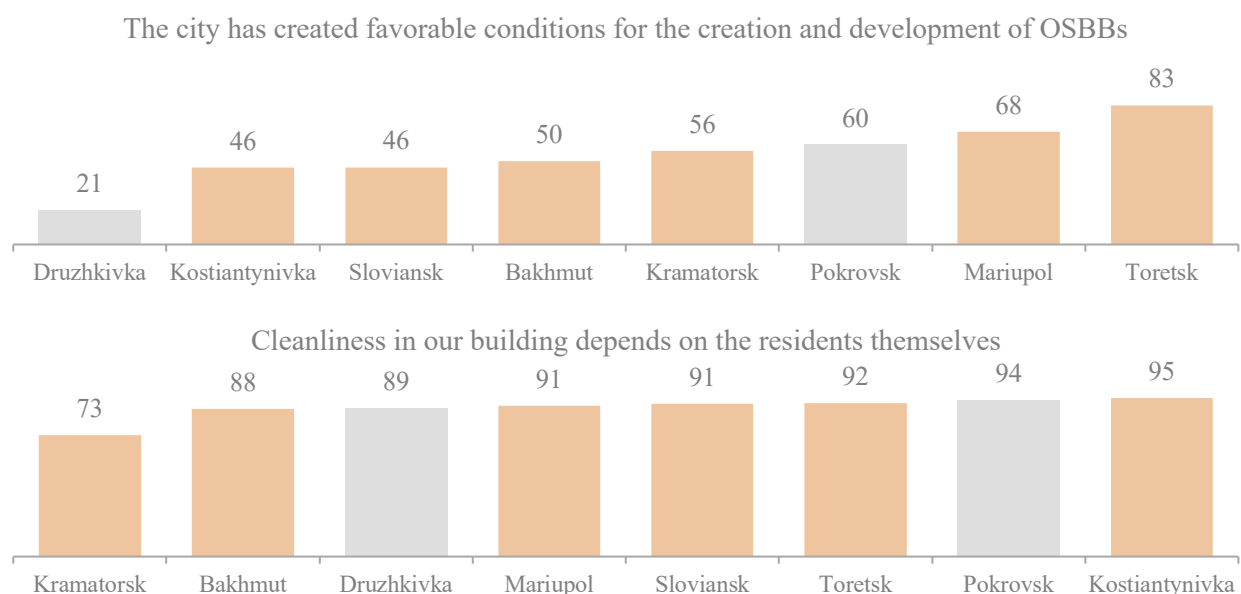


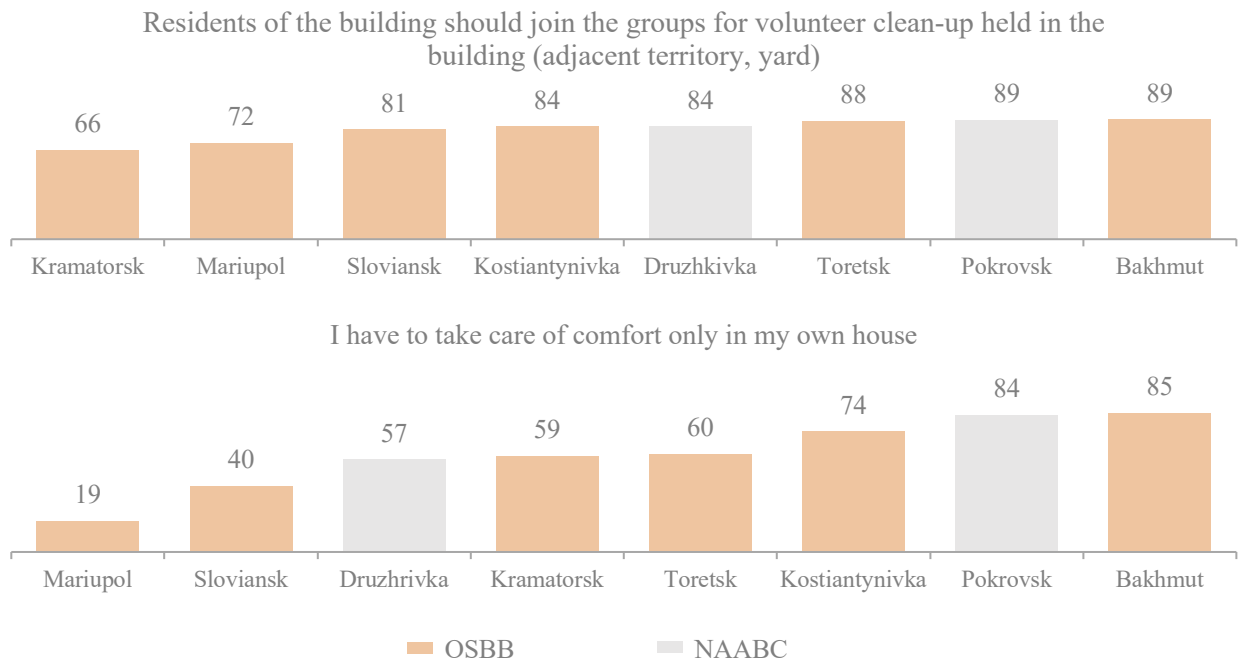
The associated MUAB owners in the cities of the Donetsk region **are aware of the need to accept responsibility** for the processes that take place in the house and join initiatives that are aimed at improving urban landscaping. Only by creating comfortable conditions around you, the owners are ready to move beyond the MUAB.

The city most prone to expanding its responsibilities is Mariupol.

Fig. 15. Limits of responsibility

(%, 'Fully Agree' and 'Rather Agree' responses condensed)





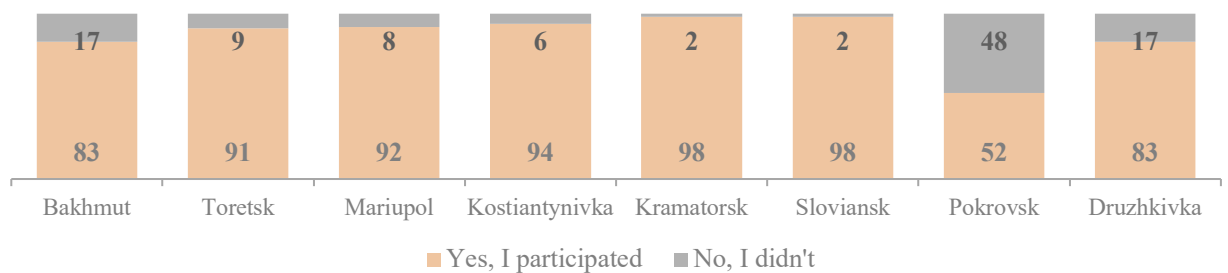
There are almost no OSBB owners who are not interested in living in the house or are not involved in the activities that are initiated in it. However, the formats of joint activities undertaken by the OSBB leadership differ from one city to another. Thus, for cities with more population, it is more typical to hold holidays and concert programs, while small towns remain at the level of voluntary assistance.

List of community activities among MUAB owners:

OSBB Level:

- Carrying out activities to improve the urban landscaping of a house and surrounding area.
- Improvement of house infrastructure (sportsgrounds, playgrounds).
- Organization of events for the holidays (New Year's Eve, Masliana) and joint preparation for them (decorating the Christmas tree and the stairwells).
- Social events (charity, animal welfare, environmental).

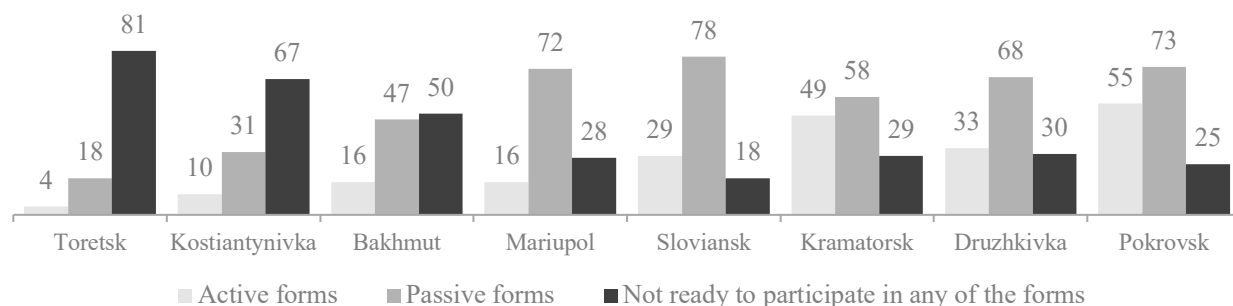
Fig. 16. Public activity of MUAB owners over the past year (%)



Public participation practices

As to public activity practices at the level of involvement in OSBB initiatives, please, note the **average readiness rate among the cities of the Donetsk region — 45%**. In addition, the forms of participation which MUAB owners are willing to join are usually **passive** (vote, donate, carry out specific assignments) and **do not require accepting responsibility**.

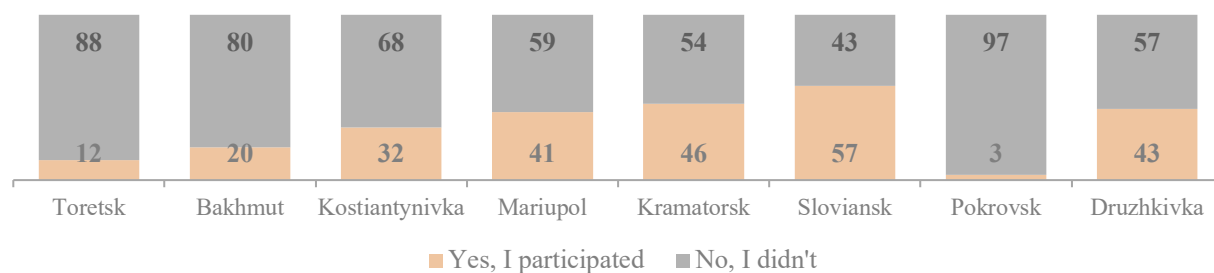
Fig. 17. Willingness to be engaged in different forms of OSBB initiatives (%)



Public activity events

The average **estimate of the involvement of MUAB owners in the Donetsk region in public activity events at the city level is 32%**, which is **54% lower** than activity at the MUAB level (Fig. 18).

Fig. 18. MUAB owners' participation practices in OSBBs over the past year (%)



The most common public activity practices that MUAB owners are involved in are:

Social:

- Events with a socio-cultural component.
- City holidays (entertainment, sports, social).
- City improvement activities, tree planting.
- Contests for the best yard, house or OSBB.

Socio-political:

- Public hearings, city council reports.
- Polls, voting.
- Involvement with the Participation Budget.
- Signing electronic petitions.
- Participation in advisory and advisory bodies (as OSBB Board Chairpersons).

■ Participation in OSBB Forums (as OSBB Board Chairpersons).

The Donetsk region is characterized by a **high level of expectations from the authorities** regarding events for OSBBs and cohesion of the population, **while 59% of the MUAB owners have declared their readiness to participate in these activities.**

Fig. 19. Assessment of public activity to be organized by local authorities (%)

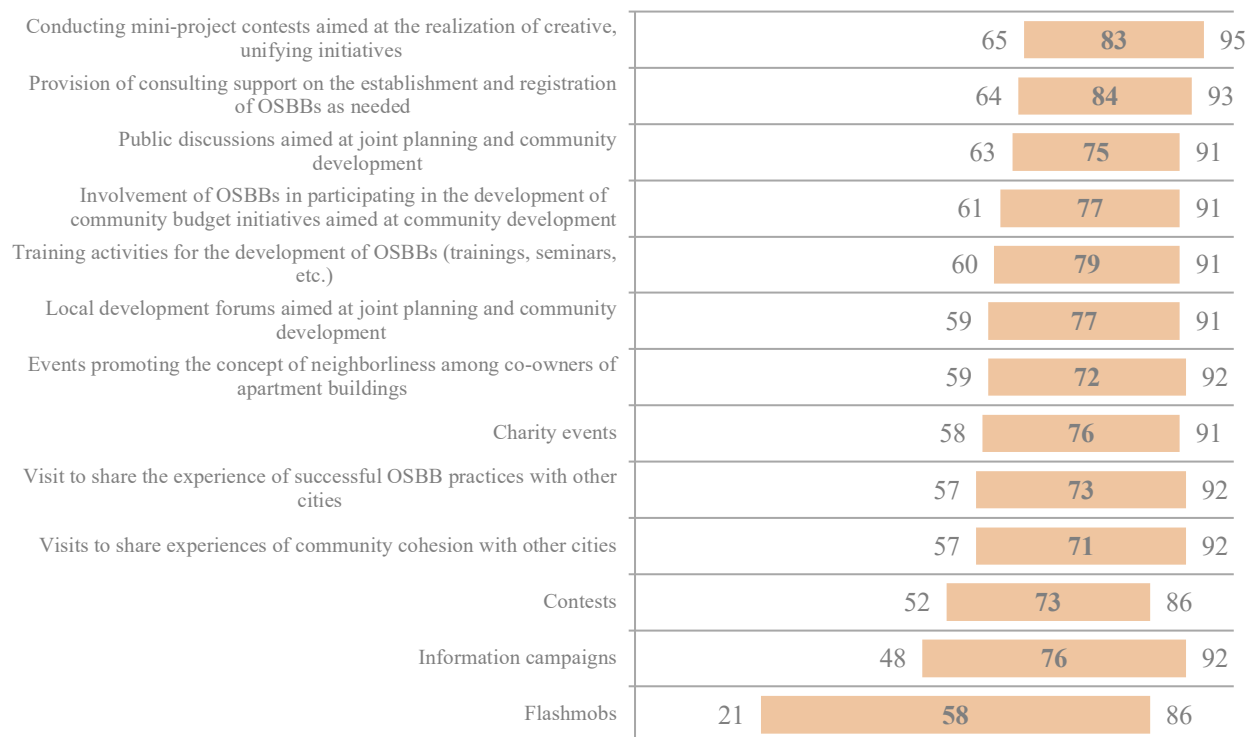
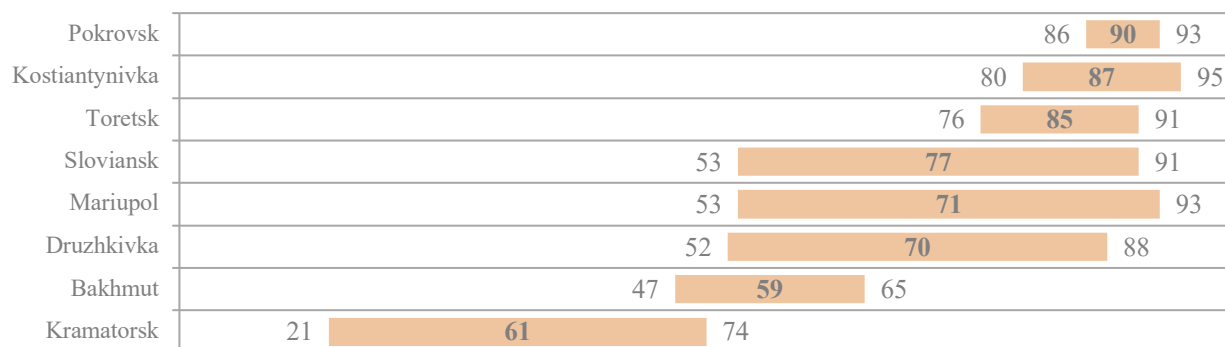


Fig. 20. Assessment of public activity to be organized by local authorities in terms of localities (%)



Top 5 topics to be initiated by the authorities:

- 1- Providing advice for the establishment and registration of OSBBs (if needed)
- 2- Conducting mini-project contests aimed at the realization of creative, unifying initiatives
- 3- Training activities for the development of OSBBs (trainings, seminars, etc.)
- 4- Local development forums for community planning and development
- 5- Public discussions aimed at joint planning and community development

Fig. 21. Willingness of MUAB owners to participate in activities initiated by city authorities (%)

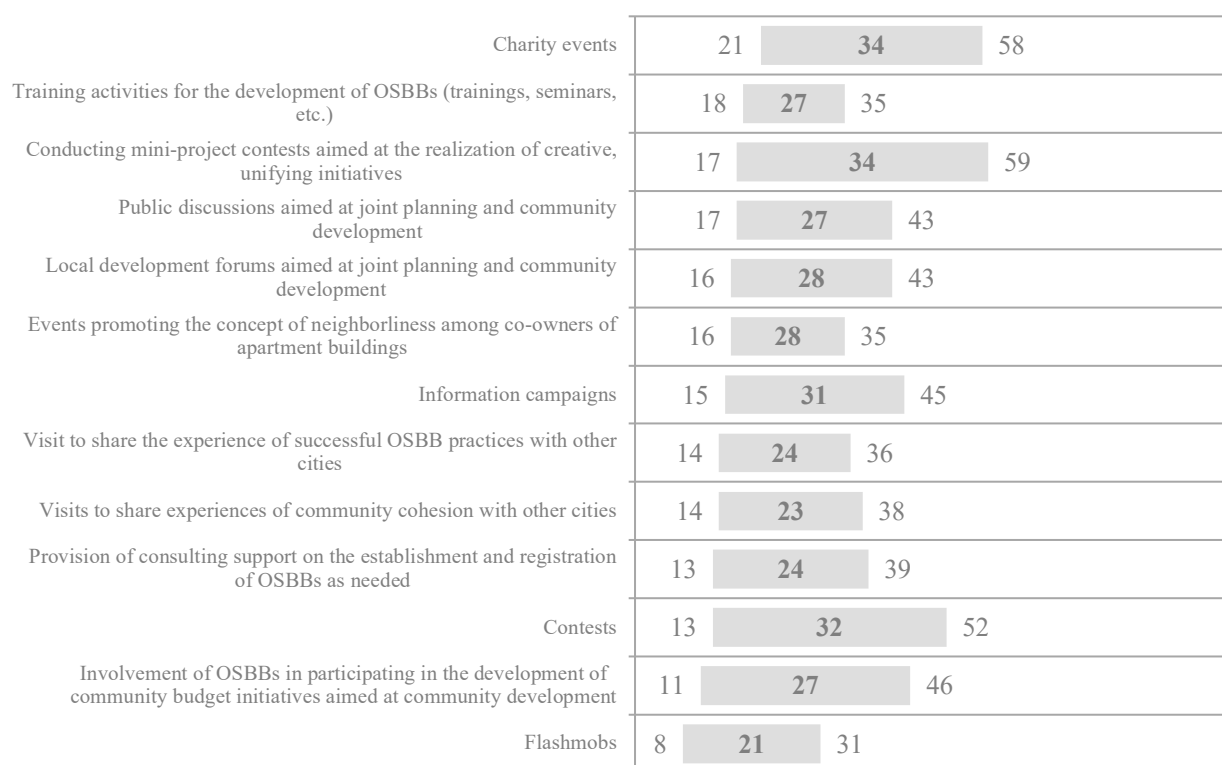
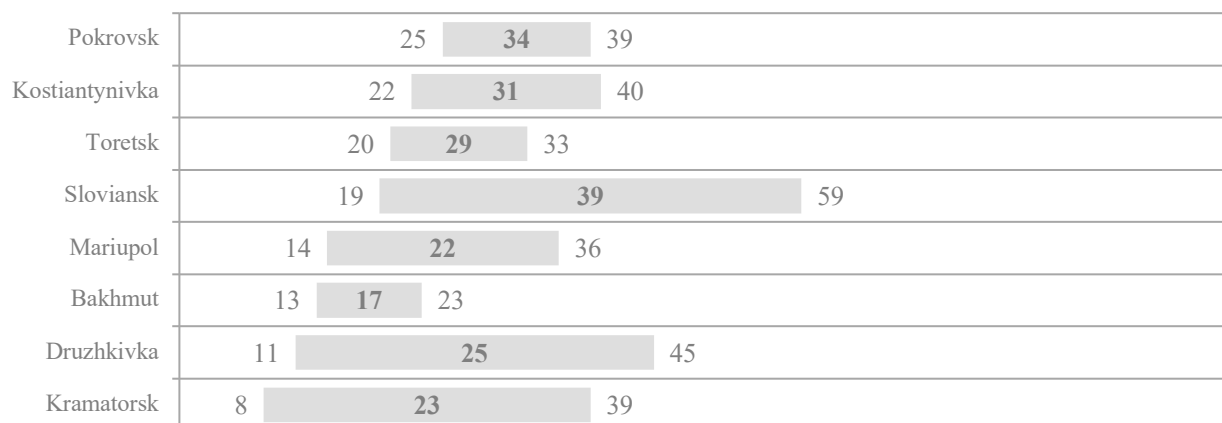


Fig. 22. Willingness of MUAB owners to take part in activities initiated by city authorities in terms of localities (%)



TOP-5 topics for activities that MUAB owners are ready to join:

- 1- Conducting mini-project contests for creative unifying initiatives
- 2- Information campaigns
- 3- Measures promoting the concept of good neighbourliness among MUAB owners
- 4- Public discussions aimed at joint planning and community development
- 5- Training activities for OSBB development (trainings)

LUHANSK REGION

GENERAL INFORMATION

The Luhansk region was represented in the project by **seven localities**, one of which (Stanytsia Luhanska) lacks OSBB creation practices. In two other cities, the percentage of associations created is below two (Lysychansk, Svatove). Therefore, in the Stanytsia Lujanska, Lysychansk, Svatovo within component 5 of the research project (a mass survey of MUAB owners), the non-associated apartment building owners were surveyed. In other localities, associated MUAB owners were interviewed.

The general profile of all cases of the Luhansk region is presented in **Table 11**. Similarly to the Donetsk region, it includes the OSBB share of the total number of MUABs in the city, the assessment of the level of LGB support, the attitude to the OSBB of the MUAB owners, and the assessment of the level of activity of the MUAB owners.

We emphasize that the evaluation tables are the result of the analysis of information obtained within all components of the survey and are based not only on numerical indicators, but also take into account the explanations of the processes related to the development of OSBBs, obtained during in-depth interviews and focus-group discussions. High, medium and low levels marks were used within the coordinate system of the Luhansk region. This needs further comment:

- **By the ‘Support granted by LGB’ indicator, the case of the Stanytsia Luhanska was accepted as a point zero**, where given the lack of practice of creating OSBBs as a whole, this issue is out of focus of local government and is not among those discussed at least periodically. **Opposition** to this is the active LGB involvement in **Rubizhne** and **Popasna**.
- As for the ‘**Attitude to OSBBs**’ indicator, the assessment was as follows — the ‘**positive attitude**’ rating was given to those cases, where more than 50% of the interviewed MUAB owners indicated that they had supported the process of starting an OSBB prior to its establishing or are now supportive of the OSBB (for the non-associated apartment building co-owners) and the quantitative data is further illustrated by the focus group discussions. The ‘unshaped attitude’ for Stanytsia Luhanska is based on high levels of ignorance of the OSBB as a whole, as well as on the dominance of the ‘Not Sure’ answer to the question requesting to state the attitude of the respondent to an OSBB.
- ‘**Level of activity of the MUAB owners**’ was graded as follows
 - High level:**
 1. The proportion of those who participated in at least one form of activity at their house level over the past year is above 75%
 2. The proportion of those who would like to participate in at least one of the proposed activities at their house level is above 75%
 3. The proportion of those who participated in at least one form of activity at the city level over the last year is above 61%
 - Medium level:**
 1. The proportion of those who participated in at least one form of activity at the level of their house over the past year 50 - 74%
 2. The proportion of those who would like to participate in at least one of the proposed activities at house level is above 50 - 74%
 3. The proportion of those who participated in at least one form of activity at the city level over the past year is above 30 - 60%
 - Low level:**
 1. The proportion of those who participated in at least one form of activity at their house level over the past year is below 50%

2. The proportion of those who would like to participate in at least one of the proposed activities at their house level is below 50%
3. The proportion of those who participated in at least one form of activity at the city level over the past year is below 30%

Table. 11. General profile of cases of Luhansk region localities

#	Name of the city, town or locality	OSBB proportion	Level of support granted by LGBs	Attitude towards OSBBs (of coowners)	Level of activity of NAABC
1	Rubizhne	15%	high	positive	average
2	Popasna	15%	high	positive	average
3	Sievierodonetsk	12,2%	low	positive	average
4	Svatove	1.3%	average	positive	low
5	Lysychansk	0.5%	low	rather negative	low
6	Starobilsk	*3	low	rather negative	low
7	Stanytsia Luhanska	0	absent	not formed	low

We divided the seven analysed cases by analogy with the Donetsk region into three main groups based on the assessment of the current situation and the prospects for the development of OSBBs (Table 12). These groups in the Luhansk region also reflect the division into conditional leaders in the process of creating OSBBs, localities for which the issue of OSBBs does not present value, as well as those who have their own success stories or mistakes and this experience can be maximized, being valuable for building up a further campaign to promote OSBB activities. However, the indices of ‘success’ of the cities of the Luhansk region in quantitative terms are much more modest than the results of the Donetsk region. And the specificity of the cases singled out into the second group is more varied and there are more difficult issues than in the case of the cities of the Donetsk region.

Table. 12. Classification of cases of Luhansk region

Group	Name of the city, town or locality	The essence of the case	Key experience for extrapolation
Group 1	Rubizhne	Synergy of actions of authorities, associations, OSBBs	Comprehensive support by the LGBs
	Popasna	Support without result	
Group 2	Sievierodonetsk	Endurance test	Development of OSBBs under the influence of political factors Self-organization at the level of several units of a MUAB joined by one entrance Activist Resource Center (OSBB Chairperson)
	Svatove	OSBBs at the level of the stairwell	
	Lysychansk	Neither ‘for’ nor ‘against’ OSBBs	
	Starobilsk	Conditions without real opportunities, OSBBs with negative dynamics in the attitude of the co-owners	
Group 3	Stanytsia Luhanska	Zero level	No experience for scaling

³ Proportion of created OSBBs is unknown.

Group # 1. Details

Group # 1 includes two localities, which are leaders of the Luhansk region both in terms of the number of OSBBs created and in the complexity of actions aimed at promoting unions.

The starting point or a prerequisite for implementing the model of these cities.

A key starting point for these cities, as well as for the Donetsk region counterparts, is the awareness of the benefits of creating OSBBs by local governments. However, these benefits have not yet been fully translated into the language of numbers and finance in the strategic perspective. The created conditions and comprehensive support does not give quantitative increase of the OSBBs created at the moment.

Weaknesses of role-model cities in Group # 1.

-1- The unstructured activity and the lack of reference to specific quantitative and qualitative indicators.

Table. 13. Detailed description of practices, which may be applied within other localities of the region and beyond its borders.

Existing experience	Restrictions for transfer to other localities	Conditions of experience transfer
Organizational, consultative and informational support granted by LGBs	1. The superficial level of knowledge and competencies of LGB specialists in the development of OSBBs 2. The interest of LGBs in the work of the management companies, not the OSBBs	1. Availability of a specialist at the minimum, who is responsible for OSBB matters in the LGB structure
An OSBB Association has been created and is functioning	1. No OSBBs were started	1. Availability of at least two OSBBs

In the cities of this group, the foundations for further development of OSBBs are laid, but at present there is no consistent positive dynamics, and accordingly, the conditions established by LGBs require, on the one hand, high-quality information support among the main target groups, and on the other, the readiness of mind, in this case of MUAB owners prior to their electing OSBB as an effective form of management (**Table 4. Phase ‘Regularize the result. Think sustainability’**).

The needs of cities in this group:

- 1- The effectiveness of LGB actions to enhance the establishing of OSBB needs to be improved.
- 2- Self-organization processes among MUAB owners, primarily focused on identifying and supporting initiative groups, which would become pilot examples for a step-by-step demonstration of the reality of change need to be stimulated.
- 3- Professional trainings on legal, financial issues, communication, advocacy and project management.
- 4- Promoting the experience of cities in starting an OSBB and the benefits the cities receive as a result of OSBBs functioning, which envisages the ‘packing up’ of successful practices and building up the image of the necessary change through this form of management.
- 5- The value of work of OSBB Board Chairpersons needs to be build up.
- 6- The wrong image of OSBBs needs to be unmasked and understanding of its essence by MUAB owners needs to be enhanced by raising awareness and general legal literacy of target groups.

Group # 2. Details

Group # 2, as in the Donetsk region, is the largest and is represented by 4 cities, each of which has its own specifics.

The difference of this group is that among the starting conditions in these four cities there is not only a lack of incentives coming from the municipal authorities, but also the actions of the authorities are purely formal or absent at all. The last resort is the example of **Sievierodonetsk**, where OSBB development process that has had formal signs of being effective is at this stage in the phase of curtailment due to the influence of political factors.

Particular attention should be paid to the cities of **Lysychansk and Starobilsk**, which recorded a negative attitude to OSBB by MUAB owners. This attitude to OSBB is not rooted, as indicated by other indices of understanding the OSBB-related benefits, but it is still prevalent in public opinion at the moment. This is atypical for the rest of the project cities of both Luhansk and Donetsk regions. An additional specificity of OSBBs in **Starobilsk** is the dominant negative assessment shared by MUAB co-owners as to the work of the OSBB Board.

In addition, the distinguishing feature of some of the localities in this group, including Starobilsk, is the fact that OSBB-related decisions and programs are not known even to specialists, who have to deal with the issues of housing and communal services. Accordingly, the level of formality of the actions taken in this case is the highest (**Table 4. Phase ‘Building up basic skills’**).

Табл. 14. Detailed description of practices, which may be applied within the locality and beyond.

Experience	Restrictions for transfer to other localities	Conditions of experience transfer
An OSBB Resource Center was established and functioning	1. No OSBBs are available	1. Availability of at least two OSBBs
Starting an OSBB in small houses (i.e. for 8 apartments)	1. No small apartment buildings 2. Zero understanding of OSBB value at the level of LGB	1. An initiative group that can become an activity generator
OSBB was started for 23 houses	1. Zero understanding of OSBB value at the level of LGB	1. An initiative group that can become an activity generator
Self-organization practice at the level of several apartments of a MUAB joined by one entrance	1. There are no practices of public participation in the localities	1. An initiative group (NGO, BSOP) that can become an activity generator
Mistakes and the impact of external factors on the performance⁴	1. Zero understanding of OSBB value	1. An initiative group that can become an activity generator

The needs of cities in this group.

- 1- Information-methodical and organizational support for step-by-step OSBB establishing.
- 2- Real cases need to be demonstrated that would show the essence of OSBBs as it is and expectations that are too high.
- 3- Visibility of changes with OSBB.
- 4- Transfer the small self-organization practices into starting an OSBB.
- 5- Comprehensive information campaign for both LGB and MUAB co-owners.

⁴ In this case we do not speak about applying of mistakes and errors, but about using this form of learning/ sharing experiences among other cities

- 6- Showing the value of OSBBs for LGB through the language of strategic benefits.
- 7- Improvement of the general level of competence of dedicated specialists of LGB in the issues of OSBB development.
- 8- Establishing a dialogue between the authorities, OSBBs, MUAB owners with the participation of external facilitators.
- 9- Building up partnership communication practices between the Board Chairpersons and the MUAB owners.
- 10- Reducing the influence of management companies at the level of LGB and at the level of their identification with Soviet HMO.

Group # 3. Details

This group is represented by one case in Stanytsia Luhanska. As mentioned above, this locality is zero-involvement in the process of creating OSBBs.

OSBB is not topical and is not discussed by the representatives of the LGB. Accordingly, the executive committee does not have dedicated specialists or specialists on the development of OSBBs. The form of house management itself is incomprehensible to the owners and there is no opinion on it. At the same time, such objective factors as the closest proximity to the war zone, as well as the high percentage of abandoned housing in MUABs, add justified skepticism about the urgency of raising the issue of OSBB in this locality.

The starting point of this locality is free of the OSBB-negative, but institutional, organizational, competence and self-organization related insolvency requires a completely different approach to the implementation of further project steps in the Luhansk region. One of the key constraints is the lack of readiness of the locality to ensure the sustainability of the changes being implemented. Accordingly, before talking about local changes at the level of specific MUABs, it is necessary to ensure that the system (in particular, the authorities) is prepared for such changes (**Table 4. Phase ‘Information Sharing’; see the Stanytsia Luhanska case for details**).

Let's take a closer look at the current state of OSBBs in the Luhansk region.

BRIEF REVIEW

Population	327 257
Number of MUABs	2274*
Number of OSBBs	151
Number of associated MUABs	212
Percentage of associated MUABs in the total number of MUABs across the city	9.3%

*Number of MUAB – exclusive of data on Starobilsk, information has not been provided on request

EMOTIONAL BACKGROUND OF OSBB PERCEPTION

One of the determining factors that have an impact on the building up the image of OSBB is the material and technical condition of the house, which becomes the basis for determining the age, health and appearance of the ‘person’. The sex and character traits the image acquires either through the profile of a typical resident or under the extrapolation scenario - through the countenance of the OSBB Chairperson. Quite different images have been arising in the Luhansk region; there are a lot of them, and each has its own connotation, but the common trends are also present:

- 1- characters have more defined characteristics, than just sex / age;
- 2- they share prospectivity / perspectivity;
- 3- characters that do not have a clear positive sentiment, are not repelling.

OSBB image:

1. Personified characters:

Female

Character # 1. An old woman who wants to get married

Character # 2. A beautiful young woman, but not very tidy

Character # 3. An average woman, unhealthy and quiet

Male

Character # 4. A modest man of preretirement age, has radiculitis, but doesn't give up

Character # 5. A nice old man

Character # 6. A ‘young-adult’ man in the garden

Character # 7. A cheerful boy

Regardless of sex

Character # 8. A middle-aged person, who wants a good life to come

Character # 9. A person, who got his or her second chance in life and is doing his/her best

Character # 10. An average Ukrainian

Character # 11. A plant worker

Character # 12. A silly child

2. Personified groups:

Character # 13. A family

3. Non-personified:

Character # 14. A unity

Character # 15. Complexity

Character # 16. A baby crocodile

As compared to the OSBBs characters, MUAB's images speak of ‘doom’ and vain expectations. This is due to the specifics of house management - there are no real tools to influence the condition

of the housing stock. Even the practices of co-owners uniting to solve the challenges the house is facing are not a guarantee of meaningful and lasting changes - usually the initiative starts at the level of several MUAB co-owners sharing one stairwell entrance to the MUAB.

MUAB image:

Positive:

Character # 1. A tidy old man with a great past

Character # 2. A fresh and sporty tough woman

Character # 3 The stairwell is a little OSBB, a 'small country'

Negative:

Character # 4. An empty, scary house

Character # 5. A drunkard who doesn't care

Character # 6. A dead person

Character # 7. A person, who has a serious disease

Character # 8. A doomed person, who believes in a miracle

Character # 9. A soldier pretending that he is alright

Character # 10. A person with no gender

MUAB owners tend to associate OSBB with the following

-1- A shared private country / self-government / commitment / an entity

This association arises not only from awareness of the MUAB co-owners' rights, but also from obligations – an understanding that the co-owners have common property interests and are responsible for the condition of the house.

-2- Positive momentum/ hope for better times

-3- OSBB is the problem of OSBB Chairperson

Such associations are peculiar to OSBB Chairpersons because of the inadequate perception of their powers and duties by the co-owners and the extrapolation of requirements to HMO to the OSBB boards. A vivid example is the Starobilsk case.

-4- A good idea that cannot be put into practice / a hidden trap

Predominantly, such associations have arisen in those who do not have the OSBB experience and are caused by two factors: poor logistical condition of the house to be entered in the books of OSBB without an overhaul being made and the economic irrelevance of starting an OSBB in a MUAB with a small number of apartments. The first factor may be objective, but the second one has appeared to exist because of the lack of awareness - considering that several houses may be associated in an OSBB to increase their capacity.

Attitude to OSBBs

MUAB co-owners, irrespective of the form of management, may have a little knowledge of the OSBB. As a result, they are not always capable of evaluating objectively the existing advantages and disadvantages of a given form of management; their attitude is defined and limited to their perceptions only. At the same time, besides one's own attitude to OSBBs, the determinants that form it - myths, stereotypes, experience - are also significant.

Showing support of the positive opinions regarding OSBB is more typical for those who have experience in this type of MUAB management. At the same time, **having this experience does not guarantee that the myths of OSBB are absent** in the minds of MUAB co-owners.

Apartment owners who already have experience in carrying out of repair financed by contributions / combined funds of co-owners are more likely to believe that OSBBs are part of the state's intention to remove its own responsibility for repairing of depreciated utility systems and structures (**Fig. 24**). It is driven by mental specifics - even though I have a responsibility as a co-owner, I secretly believe that it must be done by someone else.

Мал. 23. OSBB as a chance

(%, 'Fully Agree' and 'Rather Agree' responses condensed)

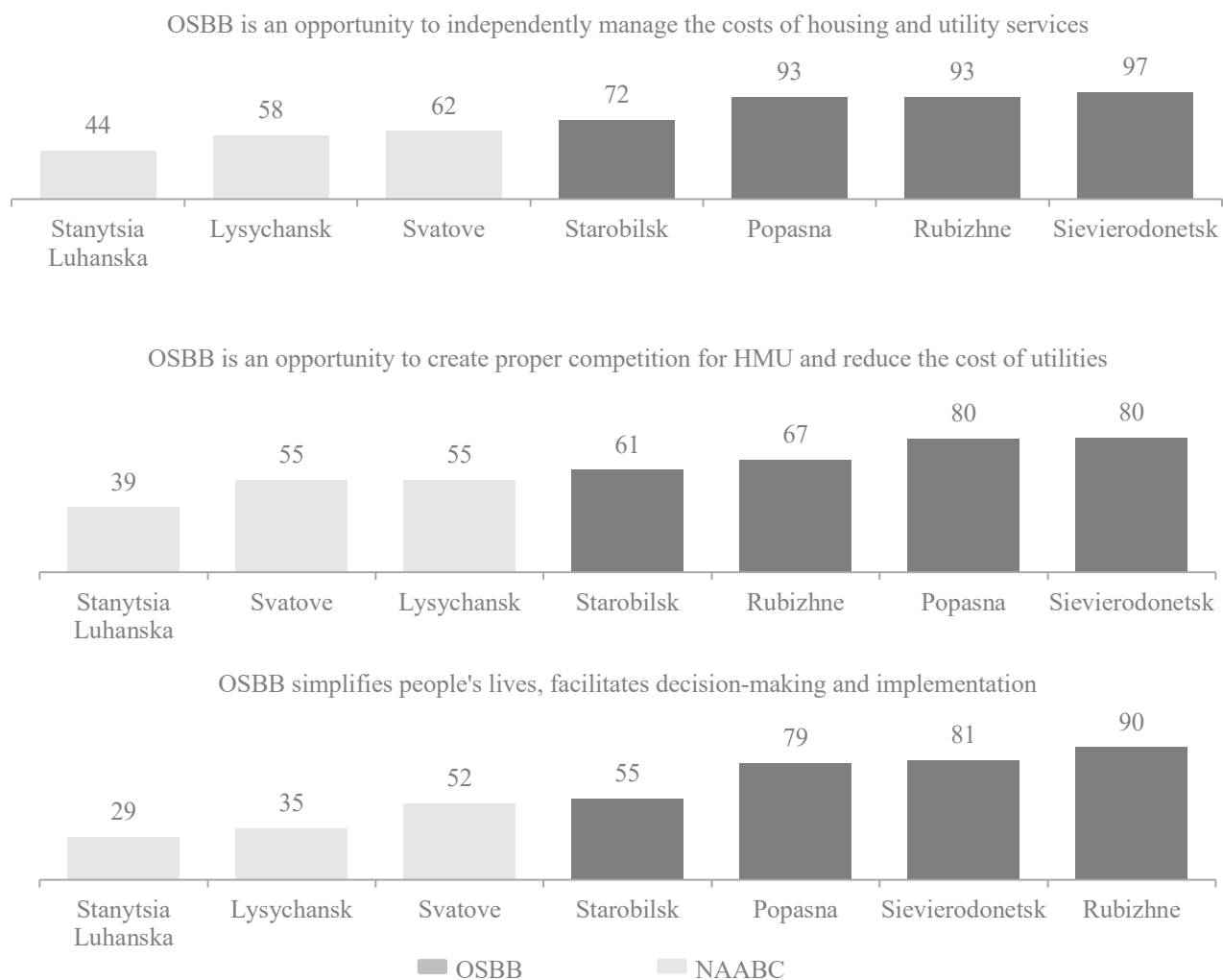
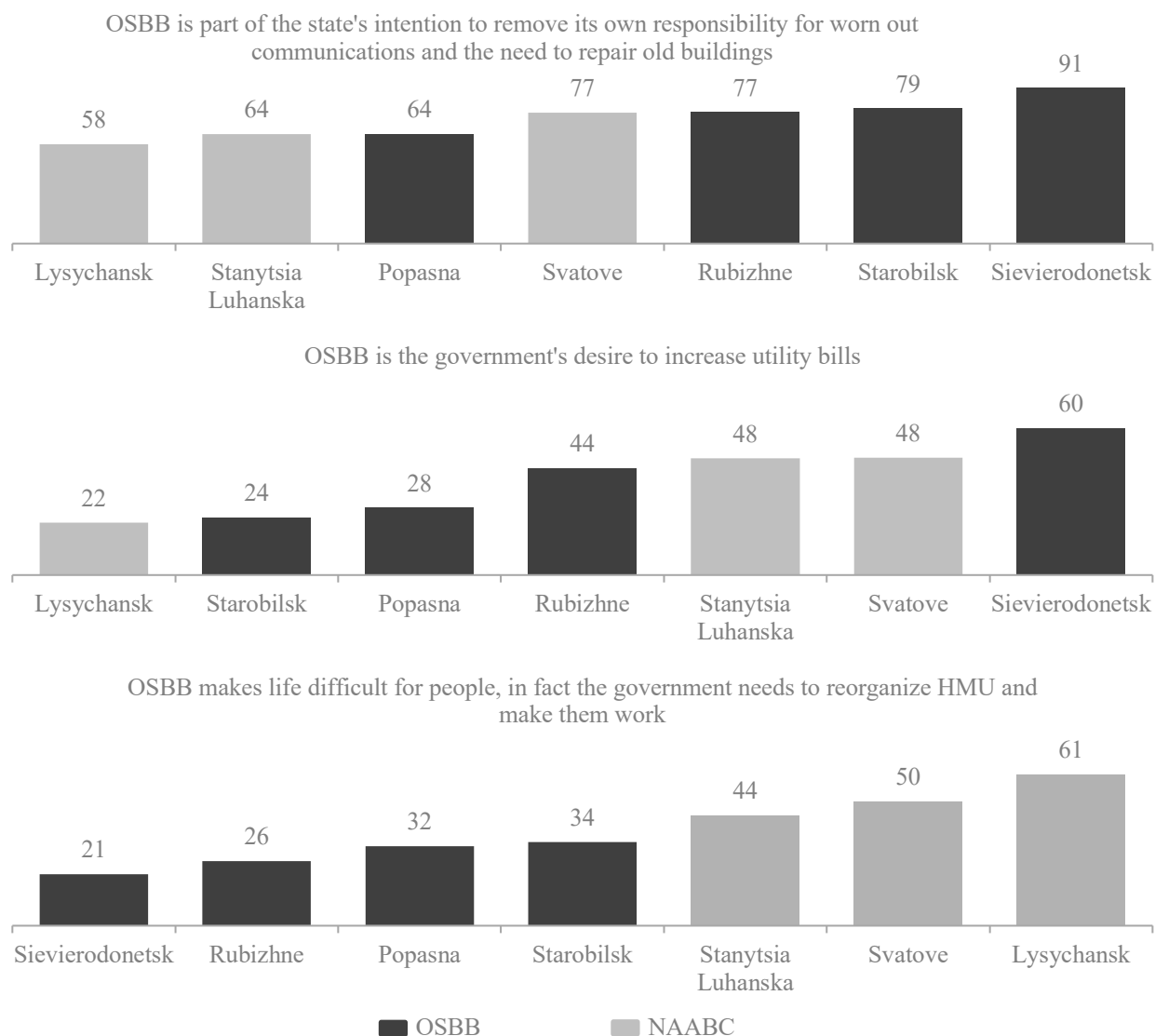


Fig. 24. Negative OSBB images
 (% 'Fully Agree' and 'Rather Agree' responses condensed)



Perception of OSBB as a tool for increasing the cost of public utilities is peculiar to cities in two situations:

- there was no significant reduction in the amount of contribution after OSBB was established compared to the utility fees charged by the management company;
- there is no OSBB practice in the city, however, the houses are serviced by the co-owners themselves because of the lack of management companies; in other words, the management of the house is not a service for which money is paid anyway. Thus, if there is a need to pay, it a priori will be more expensive than it is now.

Detailed description of attitude of MUAB co-owners to OSBBs

The attitude to OSBB in localities of Luhansk region varies, however it has common trends:

- the more local authorities are interested in the development of OSBBs, the better the attitude to this form of managing an MUAB is;
- the lower the awareness of OSBBs is, the less support the idea of association gets in the localities where the interviewed MUAB co-owners have form of management other than OSBB. Therewith, the fact of OSBB existing in the city does not guarantee a higher level of loyalty.

Fig. 25. Attitudes of MUAB co-owners to starting an OSBB in their house
(%, 'Absolutely Positive' and 'Rather Positive' responses condensed, OSBB category)

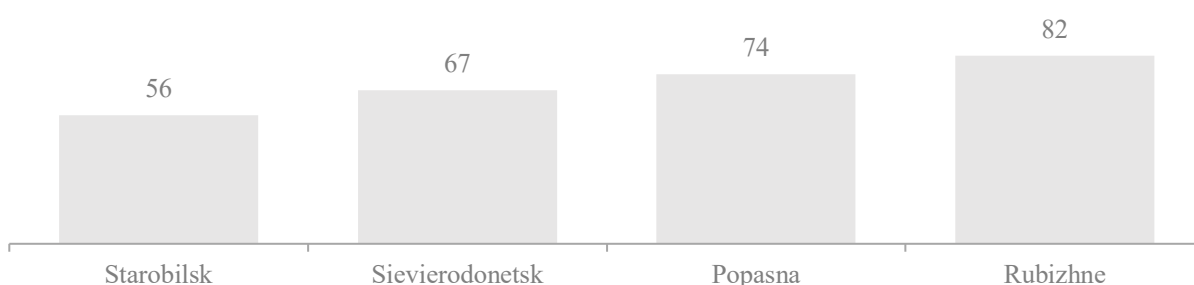


Fig. 26. Change of attitude to OSBB after it has been started in the house
(%, OSBB category)

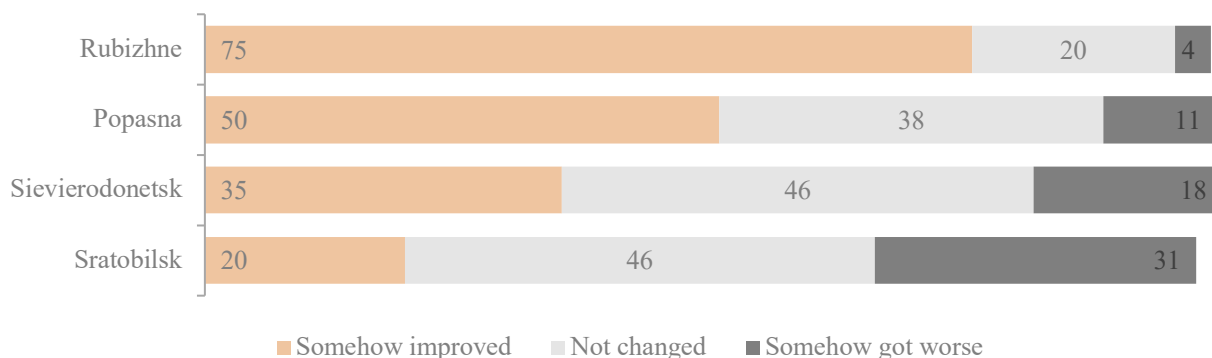
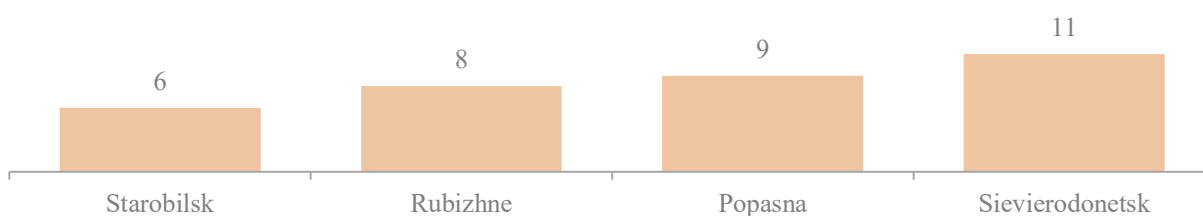


Fig. 27. Increase in sympathizers of OSBBs (%, OSBB category)



Change of attitude to OSBB after it has been started is always related to the initial expectations of the co-owners and the extent to which the new reality is consistent with them. Lack of the right communication strategy at the stage of OSBB creation – poor handling of objections, referring to incorrect arguments, may work towards a faster decision in favor of OSBB, but will eventually lead to an increase in the number of ‘opponents’. For example, in the course of establishing an OSBB

the initiative groups often appeal to the fact that co-owners are to determine the amount of the contribution themselves - and so it is, but someone sees it as the chance to pay nothing, and someone - as the imposture with a costly contribution. Accordingly, when amount of contribution is the same as the state fee, someone is disappointed with that, someone considers it to be a nice bonus and others agree to pay even more because they can see the result. Therefore, changing the attitude towards the positive may be caused not only by doing more, but also by adjusting the expectations.

Fig. 28. Attitudes of MUAB owners to starting an OSBBs in their locality
(%, 'Positive' and 'Rather positive' answers condensed, NAABC category)

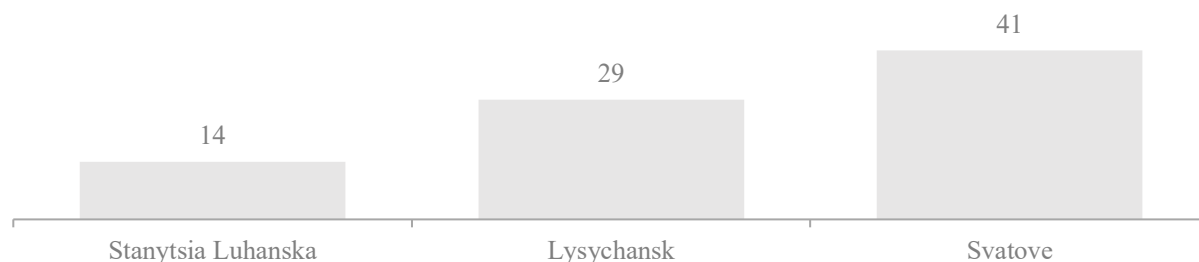
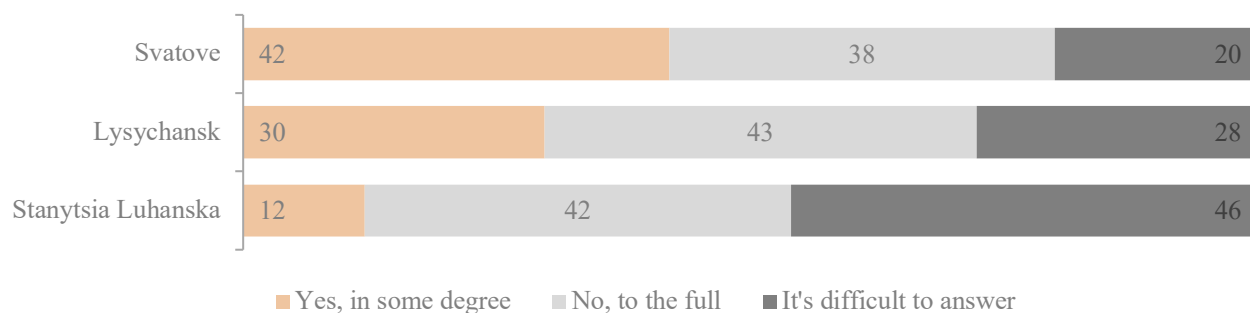


Fig. 29. Willingness to start an OSBBs in the house (%, NAABC category)



OSBB as a form of MUAB management has its strengths and weaknesses.

Advantages of OSBB specified by the owners of apartments in Luhansk region are the following:

■ **financial**

These advantages include having your own funds and confidence in the designated use of funds – the money is spent for the house, and this process can be controlled. In addition, there are opportunities to attract external funding within local programs, non-repayable fund allocation from international grantors and loans.

■ **utilitarian**

They are about making decisions regarding the house development (first-priority matters to address, projects that are worth investing in, etc.) in a decentralized manner, and they show in a higher quality of service than the service provided by the management company.

■ **institutional**

MUAB co-owners unite around common tasks and form a community.

OSBB risks / limitations are the following:

■ **managerial**

As a form of the house management, OSBB functionally has the same staffing needs: starting from the need to provide yard-keeper's duties and ending with operational and strategic management. That being said, it may not always be possible and reasonable to provide full-time staff. The solution to the staff shortage problem lies in the plane of contractual relations - for example, OSBB can hire a contractor to work with, coop with other OSBBs to maintain a full-time employee (such as an accountant), or enter into

contracts with management companies or emergency services for providing a subscription service.

Particular number of issues is related to the distrust of managerial positions on the minset level, including the Chairperson of the OSBB, who is believed to be incapable of performing his/her duties, to abuse his/her powers, and let's 'blame it all on him/her'

■ **organizational / disciplinary**

Usually these consist of a number of **factors**:

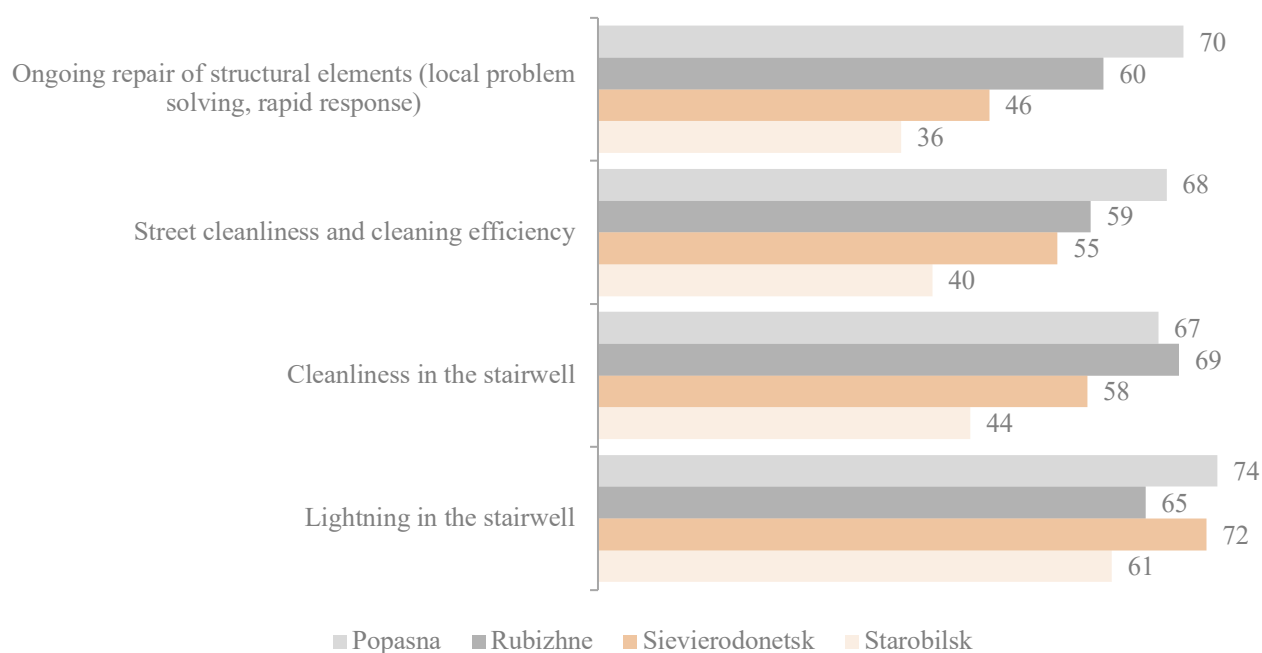
'competition' – the co-owners of each stairwell entrance prioritize their own interests/ as well as the associated houses – to be the top-priority on the repairs list, equipment purchasing, etc;

'pretentions' - overstated expectations from OSBB / co-owners requirements to OSBB Board coupled with unwillingness to act (to increase contributions / to work);

'being powerless' - the absence of debtor leverage and, as a consequence, the burdening of OSBB with non-payer costs.

Fig. 30. Changing the assessment of the quality of services received after an OSBB has been started (% , 'Change for the better' responses condensed, OSBB category)

Change for the better has been mentioned by more than 30% of apartment owners in terms of the following characteristics ...



Traditionally, notable areas of change after OSBB creation are lighting / cleanliness / repairs, in other words, improvements that take place 'inside' against the stereotype that OSBBs are solely about designing swans from old tires near a house or making rosaries (**Fig. 30, Table 15**).

It's worthwhile mentioning that the high level of satisfaction of the apartment owners in Popasna with the current repair of structural components may be related to the fact that most of the housing stock has been destroyed to a various extent due the military activities, and restored by donor organizations. It means that the restored buildings are not always the result of productive work of the OSBB institute.

Table. 15. Changing the assessment of the quality of services received after the creation of OSBB (%), 'Change for the better' responses condensed, OSBB category)

Change for the better has been mentioned by more than 30% of apartment owners in terms of the following characteristics ...

Parameter	Popasna	Rubizhne	Sievierodonetsk	Starobilsk
Stairwell lighting	74	65	72	61
Stairwell cleanliness	67	69	58	44
Street cleanliness and cleaning efficiency	68	59	55	40
Ongoing repair of structural elements (local problem solving, rapid response)	70	60	46	36
Technical condition of the building	69	71	42	25
Renovation of the building / stairwell	64	65	40	29
Level of landscaping of the adjoining territory	60	51	51	20
Garbage collection	58	40	26	42
Lighting of internal roads	58	33	20	37
Availability of recreation areas (playgrounds, benches, etc.)	50	27	34	24

Table. 16. Changing the opinion of the quality of services received after the OSBB has been created (%), 'No change' responses condensed, OSBB category)

More than 40% of MUAB co-owners indicate that changes have not taken place in terms of the following characteristics ...

Parameter	Popasna	Rubizhne	Sievierodonetsk	Starobilsk
Power supply stability (voltage stability, power outage frequency)	51	72	88	82
Availability and sufficient parking space near the building	65	78	84	65
Water supply stability	42	70	92	81
Condition of internal roads	43	71	87	40
Condition of recreation areas (playgrounds, benches, etc.)	46	76	65	70
Condition of elevators in the building	47	77	61	45
Indoor temperature	46	59	64	58

In addition to the areas concerning relations with contractors for water / heat / electricity supply, the situation with parking spaces and internal roads often remains unchanged. This is due to the fact that the issue of privatization / permanent transfer of the building surrounding grounds is rather controversial as of now: on the one hand, with many other issues pending, many OSBBs have not yet got down to the land issues, and, therefore, the demand is currently insignificant. On the other hand, there is a certain misunderstanding among local authorities as to how to define the boundaries of this territory.

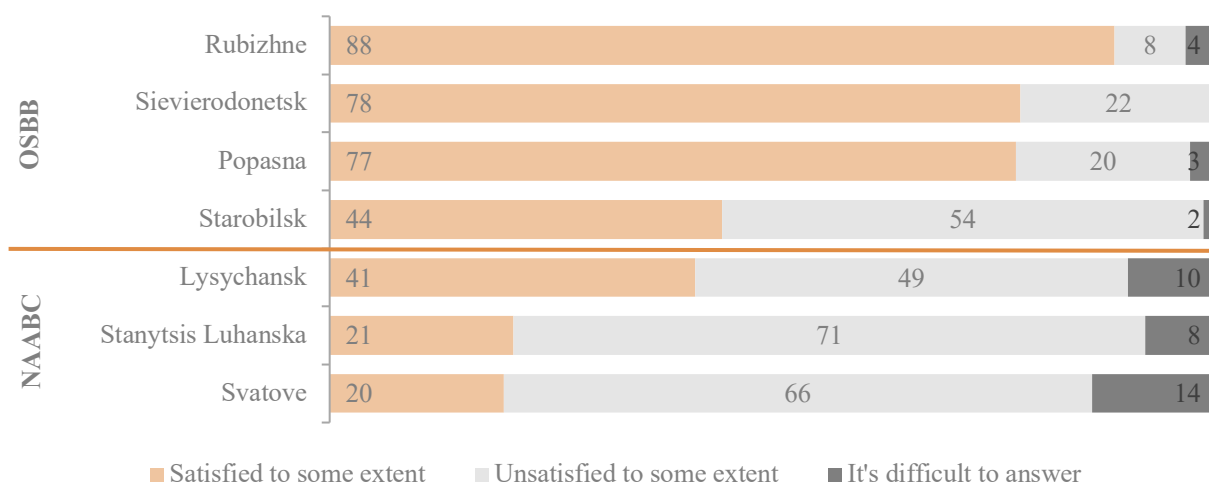
Table. 17. Satisfaction with living conditions in the house

(%, 'Fully Satisfied' and 'Rather Satisfied' responses condensed, NAABC category)

More than 50% apartment owners are satisfied in terms of the following characteristics ...

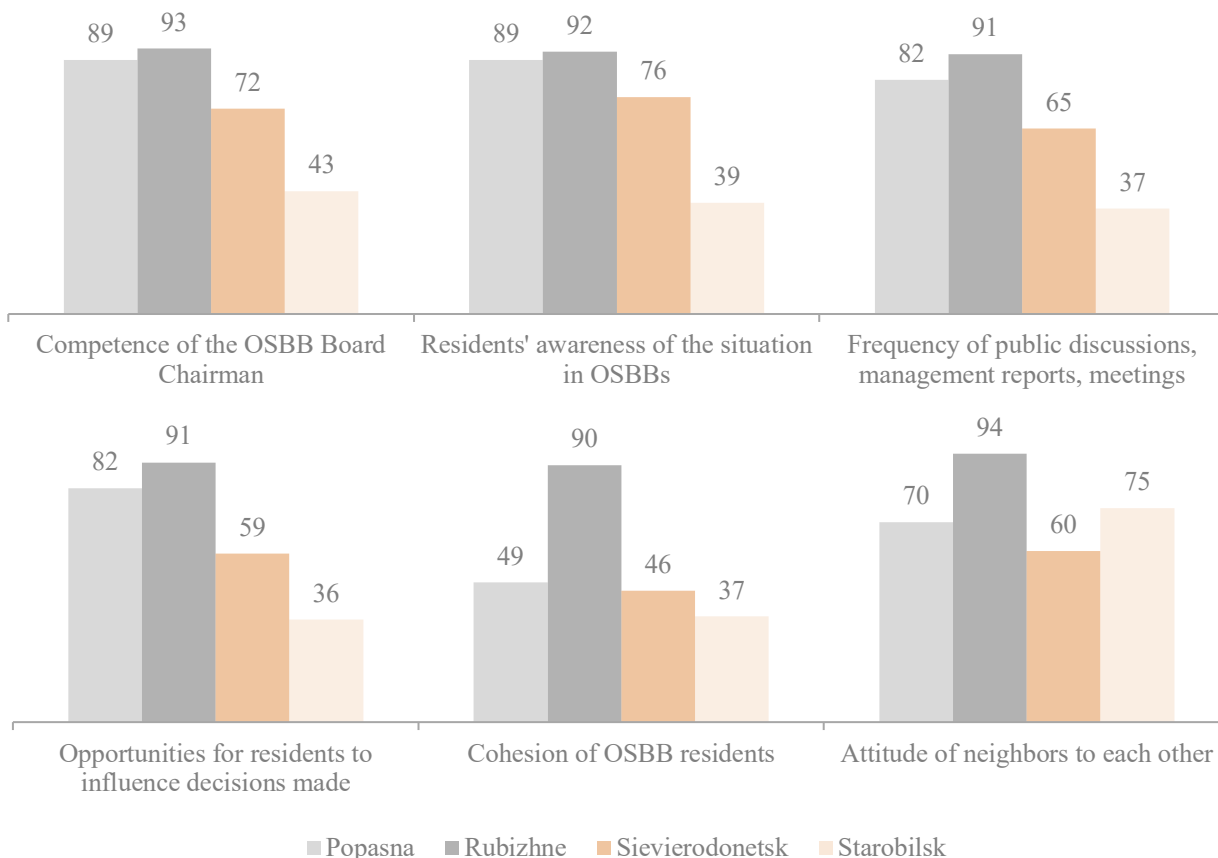
Parameter	Lysychansk	Svatove	Stanytsia Luhanska
Stairwell lighting	62	63	76
Stairwell cleanliness	66	73	69
Garbage collection	84	85	84
Power supply stability (voltage stability, power outage frequency)	79	74	96
Street cleanliness and cleaning efficiency	66	66	59
Level of landscaping of the adjoining territory	62	67	60

Fig. 31. Overall level of satisfaction with OSBB activities/house maintenance (%)



At first glance, the overall level of satisfaction with house maintenance services by OSBB is higher, however, it should be clarified that the comparison of the Stanytsia Luhanska with any other city is not appropriate, because there are no management companies in this locality, the management is carried out by the co-owners. At the same time, the example of this case shows that a high level of involvement in the maintenance of a house does not equal satisfaction with the quality of the service, and the managerial position filled in does not guarantee the honest fulfillment of the accepted obligations by the manager.

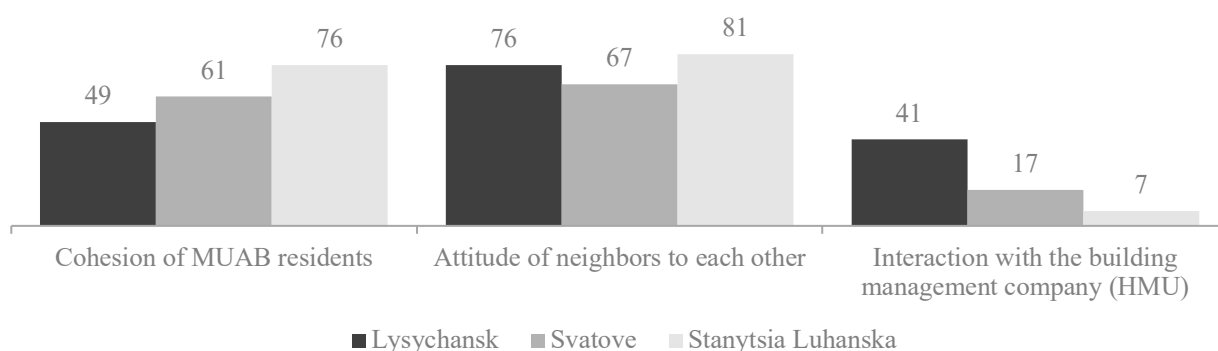
Fig. 32. Satisfaction with certain aspects of life in the OSBB
(%, 'Fully Satisfied' and 'Rather Satisfied' responses condensed, OSBB category)



Estimates of the various aspects of satisfaction with living in an associated house prove that developing local democracy practices and social cohesion is, first and foremost, the result of purposeful work.

Popasna and Starobilsk are small towns with a population of about 20,000. However, each of Popasna indicators is twice as higher as Starobilsk's ones. In other words, having similar inputs but different strategies of action, different results were achieved. At the same time, Rubizhne is a leader for each of the indicators, including residents' cohesion and neighbourliness - contrary to the stereotype of the density of social connections in small localities and lack of neighbourhood practices in larger cities.

Fig. 33. Satisfaction with certain aspects of life in associated houses
(%, 'Fully Satisfied' and 'Rather Satisfied' responses condensed, NAABC category)



Drivers and barriers for starting an OSBB

DRIVERS:

Driver # 1. OSBB is financially beneficial. Same money – better result.

OSBB gives an opportunity to use costs more effectively compared with a management company. Money is invested exactly in the house and as there are no incidental expenses, there is an opportunity to control. Even if the sum of the state fee and OSBB co-owner contribution are equal, the result can be seen.

Driver # 2. OSBB means a full upgrade of the MUAB

It is this form of MUAB management which gives an opportunity for strategic development - the co-owners jointly determine the priority areas, objectives and ways to achieve them. Changes start at the household level – carrying out of routine repairs / overhauls, replacement of communications networks and lead to qualitative changes in the relationship between apartment owners and their attitude to the common property. OSBB management results in improved living conditions, accompanied by a rise in the cost of housing in the real estate market.

Driver # 3. OSBB is a community, new tendency of social movement

Regarding non-associated MUABs, co-owner associations are characterized by the higher level of cohesion. OSBB networking at the city / region / country level promotes the establishing and development of a community that stands up to its interests in the face of monopolist suppliers and local authorities.

Driver # 4. OSBB movement in Ukraine is endorsed by USAID, UNDP

International organizations have recognized the potential of OSBB as a form of MUAB management, supporting the development of this movement in Ukraine.

BARRIERS:

Barrier # 1. Procedural obstacles

This barrier consists of all the difficulties involved in OSBB creating. It includes both objective factors (a lot of abandoned housing - quorum may not be secured; not owners live in apartments, but tenants), as well as organizational difficulties ('milling the wind' - meeting of residents does not lead to a decision; lack of a person who would take responsibility to be the Chairperson). Objective obstacles can only be affected by systemic decisions at the state level. Organizational, however, can be overcome through additional encouragement and support at the stage of starting an OSBB.

Barrier # 2. Information and communication gaps

It consists of a lot of guesswork – starting with a simple lack of understanding of what the OSBB is and what the features of this form of management are, and to the belief that the management of the association will embezzle money and it cannot be prevented. These barriers can be neutralized by social marketing tools - campaigns to dispell popular myths, awarness meetings etc.

Barrier # 3. Financial warnings

OSBB is not currently seen as a tool for investing money in improving their own houses in the public perception; the link between current changes (replacement of utility systems, insulation) and the rise in price is not obvious for many people. At the same time, there is a mindset-related feature - it is difficult to part with money. Best case scenario: this barrier leads to the search for the appropriate economic model - for example, if it is not profitable for one house to create an OSBB, co-owners may join a neighboring one to make things easier / cheaper. Alternatively, we show objective concerns as to the neighbor not paying the contributions, which will lead to the increase of the contribution sum on our part. But the worst case scenario is the unwillingness to unite, because part of the contribution will be intended for paying someone's salaries. The quick change of attitudes should not be expected, but partially the financial barriers are possible to overcome through measures for raising the financial literacy of initiative groups, active co-owners and OSBB chairpersons.

Barrier # 4. Unpredictability / fear of hidden hazards

Separate fears are related to the anxiety about the future - how the legislation will change, what to expect from inspection bodies, what terms the service monopolists will offer, how to influence the debtors etc. This barrier can be neutralized by regular communication with other OSBB chairpersons at the city / region / country level and the introduction of remote consultations by field experts in the Q&A format.

Barrier # 5. Proper quality of house maintenance services / condition of houses

As opposed to one of the existing scenarios for starting an OSBB, when the poor quality of management company services becomes a driver for co-operation, there is also a barrier - we do not unite, because everything suits us fine. This does not mean that persons satisfied with the condition of the house or the management services are not interested in OSBB a priori, however, this need is much less relevant for them. In this case, incentives to create an OSBB should be given through visual examples, such as the organization of tours like 'Visiting OSBBs of the city'.

Certain categories hindering the development of the OSBB movement in the Luhansk region are the myths that exist in the co-owners' minds and are the basis for building up information campaigns, and 'pains' that reduce the general loyalty to any change, in particular, in the housing and communal services sector.

Myth # 1. By not creating an OSBB, we avoid the responsibility for the building

Myth # 2. OSBBs are created in order not to pay a single kopek for a building maintenance

Myth # 3. OSBBs are more costly than HMO. Registering an OSBB is expensive and difficult

Myth # 4. They will take away my apartment for OSBB debts

Myth # 5. OSBB is a one way ticket, there is no way back

'PAINS' THAT REDUCE LOYALTY TO OSBBs:

Pain # 1. Population ageing tendency

Pain # 2. 'Poverty Region' - a fall in living standards

Pain # 3. 'We inherit a brick barn from a former manager' - poor housing condition

Pain # 4. 'Disappointed in advance' – people prone to social pessimism and skepticism

Pain # 5. 'Gray zone' - proximity to the war zone/memory of war events

It is also possible to distinguish three 'psychotypes' of classical opponents of creating an OSBB, characteristic of the Luhansk region.

Psychotype # 1. 'HMO is my sedative'

Many older citizens are characterized by an addiction to HMO - this is the same institutional part of the society as a school, a hospital or a market. The practices reproduced for many decades have actually been broken, as HMOs were disbanded. However, social memory extrapolates the image of the institute to new forms of housing management and maintenance - more often to management companies, and sometimes to OSBBs. There is a misconception - management companies are associated with HMOs. In this case, both are attributed to a value that does not really exist - we choose because we are used to it, because it is more convenient, not because they are satisfied with the quality of service. This is one of the cross-sections of the habit of a monopoly on services that most seniors have lived through.

Psychotype # 2. The Post-Soviet Syndrome

Echoes of totalitarianism emerge in distorted forms - the habit of having someone 'in charge' over there remains. It is expressed in the desire to be an 'average' citizen - not to take the initiative, not to accept responsibility and to wait for 'the state to do it'.

Psychotype # 3. Going with the flow

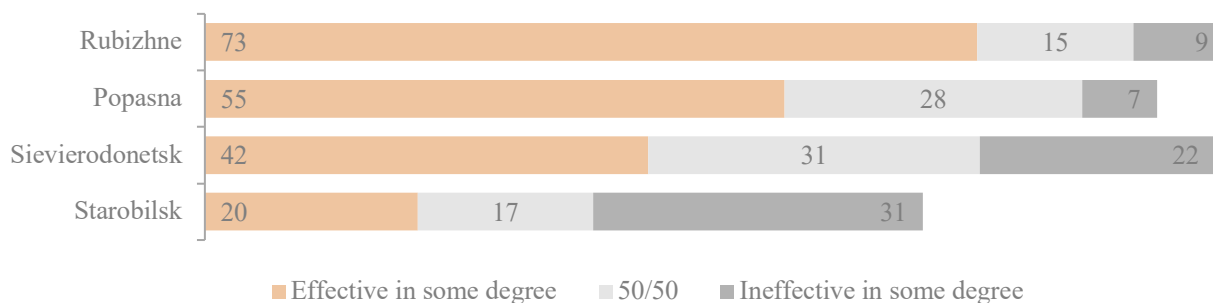
This psychotype is more characteristic of youth. Unlike the previous one, it is not supported by relying on someone. It manifests itself as indifference and lack of involvement in change, in fact, there is a shift of responsibility for decision making to others.

PUBLIC ACTIVITY AND CURRENT POPULATION TEAM BUILDING PRACTICES

The most active participants in the meeting are the co-owners of MUABs age group 60+, among whom 46% attended more than half of the meetings, while the passive attitude traditionally is common to the younger generation.

The channels of informing the co-owners of what's going on in OSBBs are traditional: general meetings and newsboards being the most popular ones. At the same time, the Chairpersons of the Boards of one city often use Viber to communicate with each other in a group chat.

Мал. 34. OSBB genral gathering effectiveness assessment (% , OSBB category)



The participation rate of MUAB co-owners in the general meetings in the Luhansk region is slightly higher than in Donetsk: among the apartment owners of the Luhansk region 52% participated in more than half of the meetings, this proportion being 47% for the Donetsk region. **The most common reason for refusing to participate in all meetings is the lack of time**, which is stated by 60% of co-owners.

Fig. 35. Average number of general meetings a year (OSBB category)

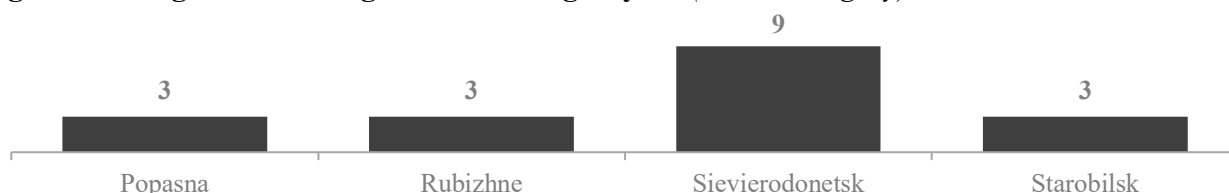
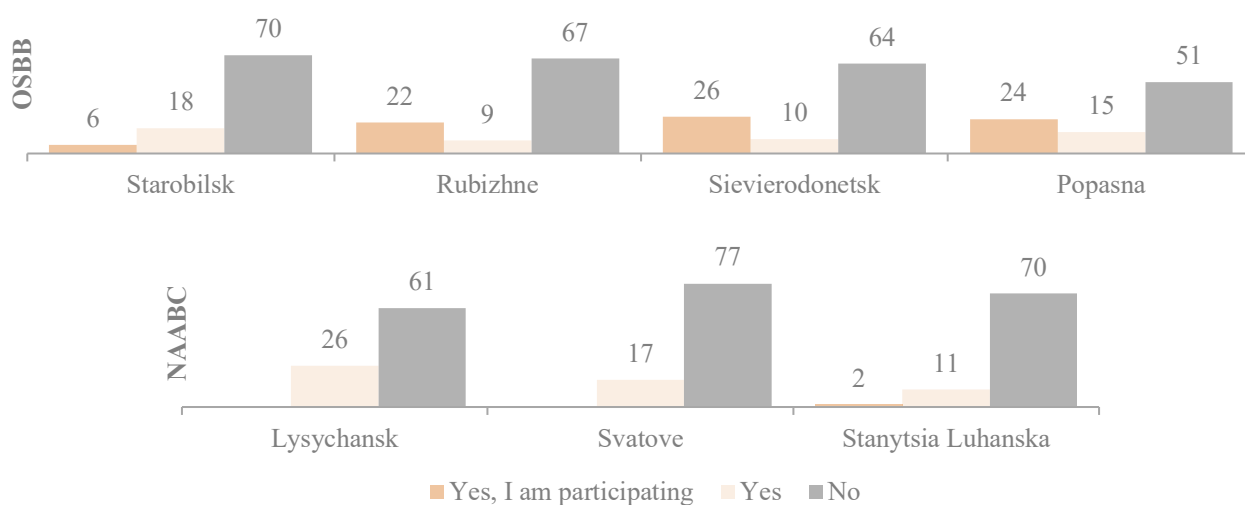


Fig. 36. Willingness to be involved in OSBB management (%)

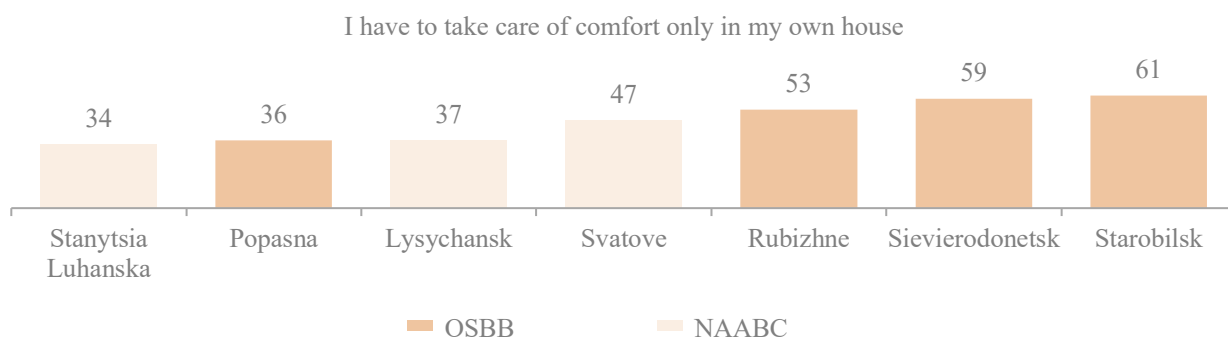


The vast majority of co-owners are not ready to take responsibility and join the OSBB management. This tendency is characteristic of already established cooperatives and cities where OSBBs are not functioning (Fig. 36). At the same time, understanding the nature of the activities of the associations increases the readiness to perform management functions. Thus, in 33% of cases, apartment owners are already involved in MUAB management or are ready to do so. While among the non-associated co-owners, this willingness is shown by almost half as many residents - 18%.

The creation of an OSBB has a positive impact on the co-owners' attitude to the common property (Fig. 37). The indicators are influenced by an understanding of the responsibility for the building all apartment owners should bear. However, not always the existing successful cases are indicative of the pertinent conditions for starting an OSBB, which Svatove exemplifies. Regular information campaigns by the LGBs tend to yield positive results, with almost 40% of the population sharing the view that the city has favorable conditions for starting an OSBB.

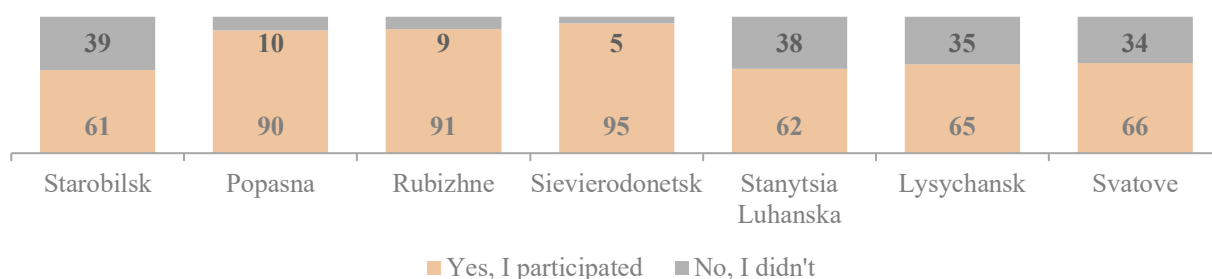
Fig. 37. The boundaries of responsibilities (% , 'Fully agree' and 'Rather, agree' responses condensed)





Predominantly, apartment owners in the associated buildings are more actively involved in the OSBB activities, with the exception of Starobilsk, where activity rate is at the level of non-associated buildings (Fig. 38). This is due to the existence of a Board that organizes events and enhances the involvement of apartment owners in MUAB life. Whereas, in non-associated buildings, the tool for informing co-owners is usually not so well-developed, and the activities are very few.

Fig. 38. Public activity of co-owners of apartment buildings over the past year (%)



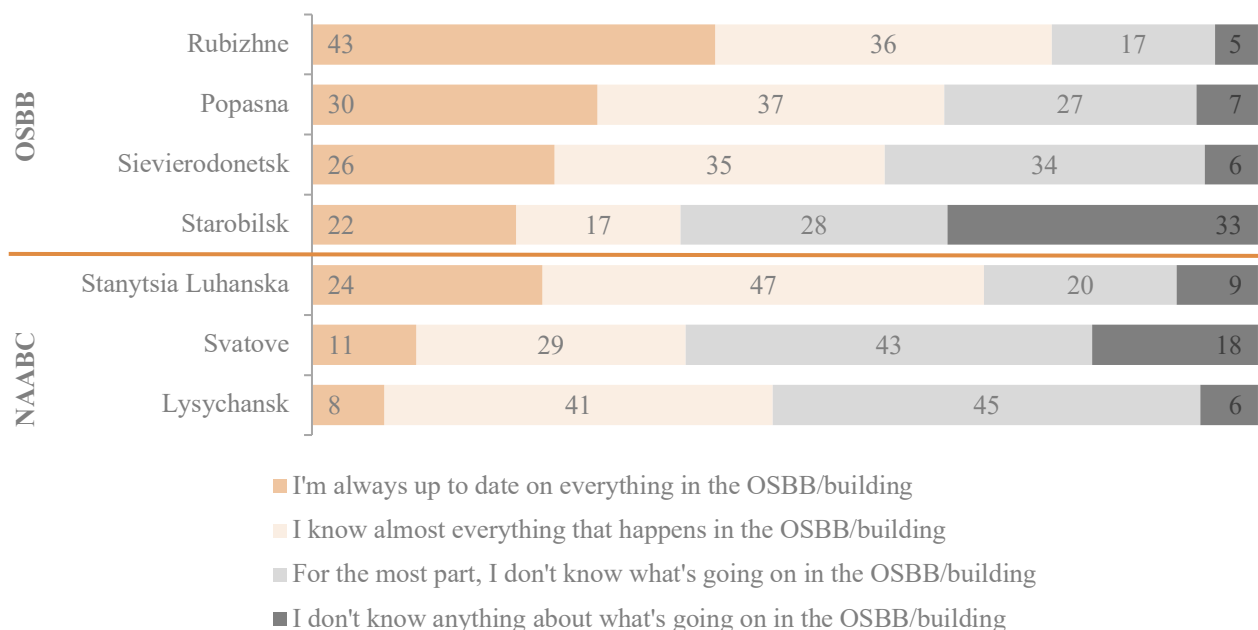
Common practices of joint activities in OSBBs/MUABs:

- voluntary assistance, cleaning of the house territory;
- cleaning the stairwells;
- working on the aesthetics of the surrounding area (planting flowers, painting benches, etc.);
- developing of infrastructure for children;
- joint leisure in three forms;
- combining useful work for the building and a celebration afterwards;
- celebration dedicated to a special occasion (Yard Day, Masliana, etc.);
- celebration without any special occasion;
- repairing the building.

The most active participants in events organized in apartment buildings are women and the elderly. Among those who have participated in events over the past year and live in a building with OSBB - 58% are women, activists in non-OSBB buildings - 66% are women. In both cases, 38% of the participants in the events of the building - is the category "60+".

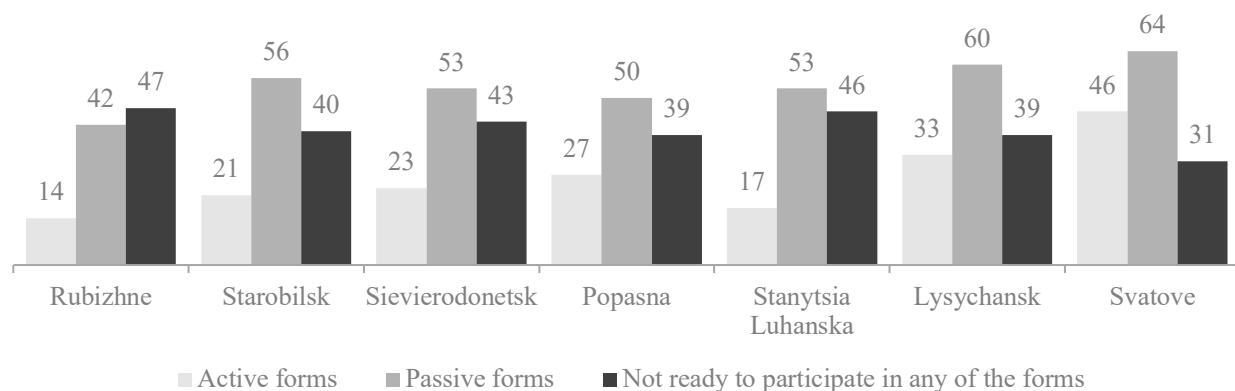
The highest level of awareness of MUAB affairs is demonstrated by the co-owners of the associated houses. The exceptions are Stanytsia Luhanska and Starobilsk (Fig. 39). Thus, in Stanitsa Luhanska 71% of apartment owners show high level of awareness of the matters, which is explained by an objective factor: most MUABs are two-story buildings. While Starobilsk is characterized by a low level of communication between co-owners and Chairpersons.

Fig. 39. Level of awareness of the situation in OSBBs/buildings (%)



Apartment owners in cities where OSBBs have not been yet established demonstrate greater willingness to engage in active forms of OSBB initiatives (Fig. 39), with an average of 32% declaring it. Whereas, for co-owners of MUABs, the average is 21%. This practice is explained by the fact that in cases where OSBBs are not created, the co-owners more actively solve the problematic issues with repair, which management companies are not able to resolve.

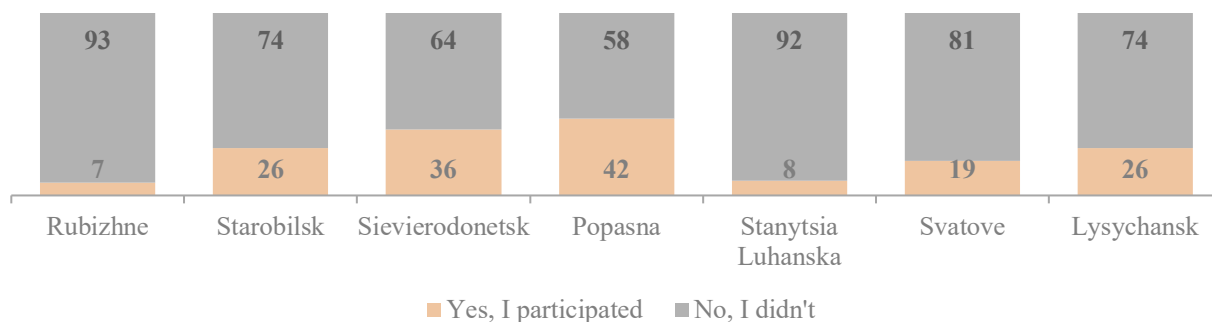
Fig. 39. Willingness to engage in various forms of OSBB initiatives (%)



Public participation practices

In the Luhansk region the participation rate in different forms of social activity differs depending on which category the locality belongs to. Thus, **among the owners of OSBBs, 36% participated in at least one form of public activity, while among the non-associated owners this figure is twice as low - 14%**. The most popular types of participation among both categories are the following: attending NGO events; signing petitions/requests; volunteer work or participation in charity events.

Fig. 40. Apartment owners participation practices in OSBBs over the past year (%)



The main problems in functioning of public participation tools:

- public hearings without the ability to influence decisions (Starobilsk, Lysychansk, Sievierodonetsk, Stanytsia Luhanska);
- public hearings and backstage sessions (Lysychansk, Sievierodonetsk, Starobilsk);
- rejection/inhibition of initiatives (Stanytsia Luhanska).

Public activity events

The most common activities at the city level:

- voluntary assistance, city cleaning activities;
- traditional Ukrainian holidays and events to preserve Ukrainian traditions;
- charity events;
- patriotic events;
- national holidays;
- competitions for multi-unit apartment buildings: 'Best Yard', 'Best Building', 'Best OSBB', etc.

The high level of expectations from local authorities in organizing various events is typical for apartment owners of both associated and non-associated houses, with average estimates ranging from 60% to 83% (Fig. 42). At the same time, the higher level of expectations is declared by the associated co-owners, they also show a higher level of willingness to join the initiatives of the LGBs (Fig. 44). This can be explained by the experience of communicating with local authorities and implementing joint projects. At the same time, the LGBs are characterized by a declared willingness to be involved in almost any format of public participation activities.

Fig. 41. Assessment of public activities to be organized by local authorities (%)

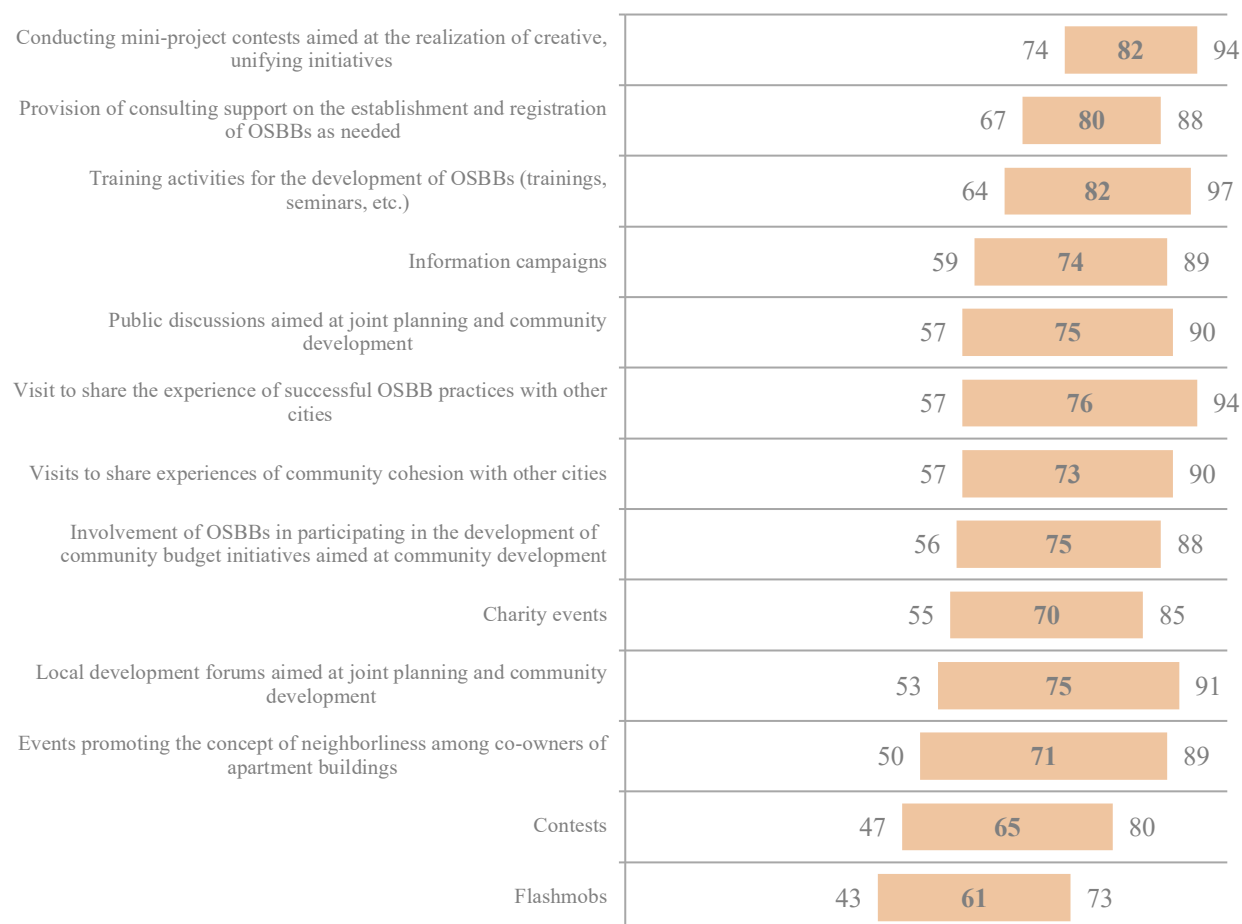
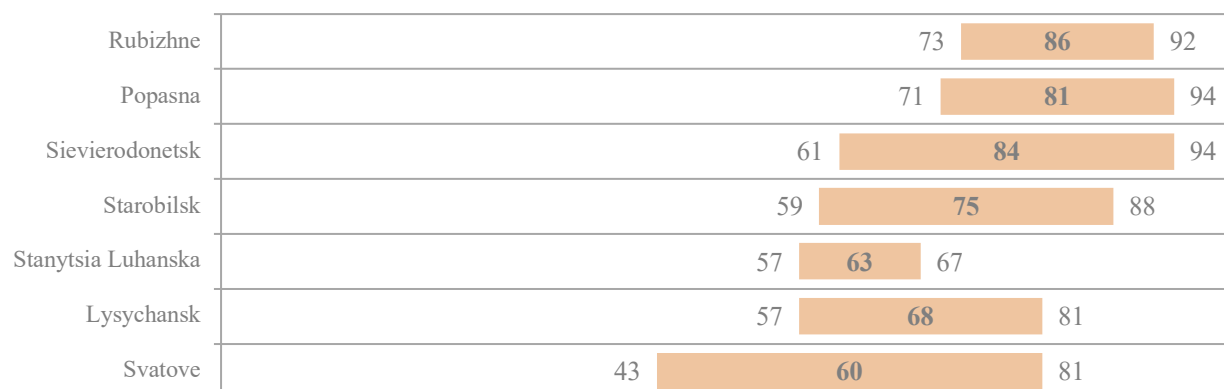


Fig. 42. Assessment of public activity to be organized by local authorities in the context of localities (%)



TOP-5 topics to be initiated by the local authorities

- 1- Conducting mini-project contests aimed at the realization of creative, unifying initiatives
- 2- Training activities for the development of OSBBs (trainings, seminars, etc.)
- 3- Providing advise on the establishment and registration of OSBBs (if necessary)
- 4- Public discussions aimed at joint planning and community development
- 5- Information campaigns

Fig. 43. Willingness of apartment owners to participate in events initiated by city authorities (%)

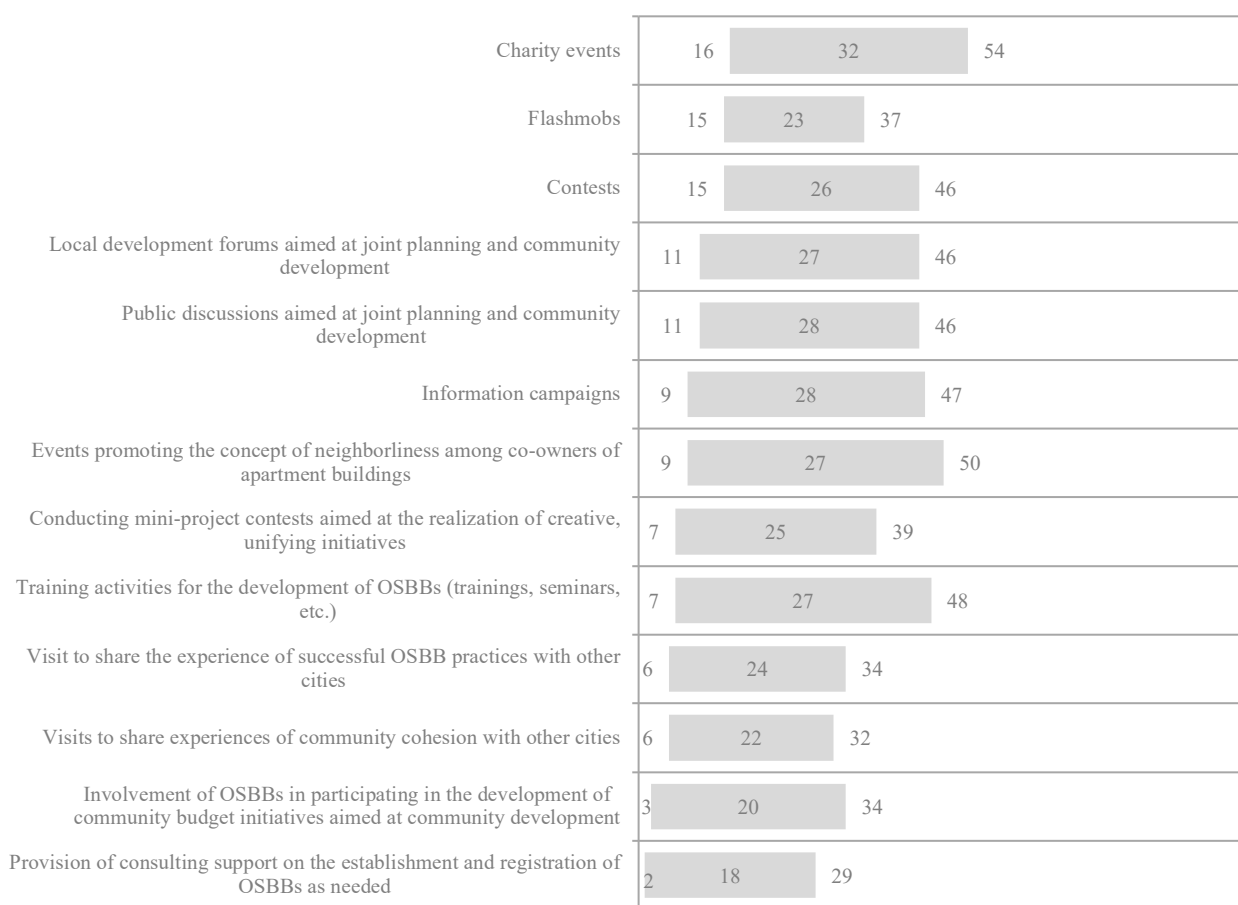
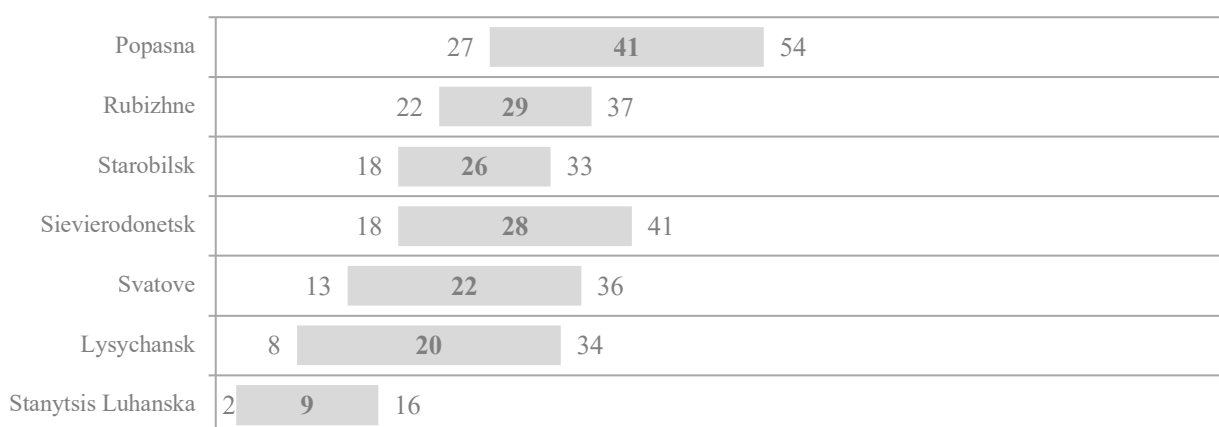


Fig. 43. Willingness of apartment owners to participate in activities initiated by city authorities in the context of localities (%)



TOP-5 topics of events that co-owners of apartment buildings are ready to take

- 1- Charity events
- 2- Information campaigns
- 3- Public discussions aimed at joint planning and community development
- 4- Local development forums aimed at joint planning and community development
- 5- Events promoting the concept of neighborliness among co-owners of apartment buildings

Opportunities for OSBB training

Essential topics:

1. Changing the ways HMU/OSBB are regulated;
2. Legal skills, in particular contractual relations;
3. Accounting skills;
4. General management / project management / grant writing / fundraising / OSBB as a business;
5. Social media and social promotion;
6. Technical aspects and financial literacy training for co-owners.

Required formats:

- Experience exchange ;
- Hands on format;
- Success stories;
- Training through extrapolation of the experience of successful cases with similar starting conditions.

RECOMMENDATIONS

This section is a kind of instruction on developing of comprehensive **plan of actions for building up the culture of good neighbourliness and active citizenship** through the use of the capacity of the OSBB within Donetsk and Luhansk regions.

Step 1. Accepting the theory of change and simulation of situations as the basic tools for the developing of plan of actions.

Step 2. Defining the level of further interventions.

Possible options:

- 1- Broad and surface intervention
- 2- **Broad and deep intervention**
- 3- Narrow and surface intervention
- 4- Narrow and deep intervention

Recommended option: 2 – broad and deep intervention

Step 3. Defining of the key members of this process.

- **Main actors:** LGB and MUAB co-owners
- **Actors who will be affected by future changes:** management companies
- **Actors who have sufficient resources for the plan execution:** non-governmental organisations, experts, international technical and financial support programs, legislative and executive authorities
- **Actors who may take action to prevent the plan execution:** political forces and specific political actors, management companies.

Step 4. Taking the heterogeneity of the current status of 15 project localities and their categorization given in Tables 1 - 3 as a starting point.

Step 5. Accepting the fact that achieving the objective of establishing a culture of neighborhood and active citizenship is possible through **three stages of actions (Table 4):** creation of awareness (knowledge building) – building of basic skills (engagement/loyalty building) – providing consistent results (building up OSBB ambassadors).

Step 6. Determining that the key content anchors for promoting the OSBB development idea are rooted in quantitative indicators of support granted to OSBB by both co-owners, who already have management experience with that format, and those who do not have it yet, and in the existing images, too. These quantitative and qualitative indicators are the keys to developing a communication strategy, for creating interesting/new meanings, for finding new ‘in favor’ arguments, and for visual presentation of the whole variety of the unique experience of 15 localities, too.

Step 7. Accepting the need to take into account the reality of the current state of Ukrainian society when developing the plan of actions; on the one hand, the Ukrainian society of today is flooded with information, presented standardly; on the other hand, there is a constant demand for innovative and creative solutions and for a non-standard approach. This position requires awareness and acceptance of the fact that **not any activity is a step towards active citizenship**. Although participation in entertainment activities is highest, it does not enhance the level of responsibility for action. Which is why the **levels and areas of activities shall be pertinent, in the first place, for**

the specific target group, and, in the second place, for the objective we pursue (according to the phases shown in the Table 4).

Step 8. Starting a broad and deep intervention calls for an integrated approach and long-term sustainable actions, which is why the minimum timeline for this process is one year. Moreover, the scale of the planned changes calls for work not at the local level only (at the level of particular localities), but also at the level of law-making institutions.

Step 9. Setting out the key monitoring and evaluation indicators.

Step 10. Implementation of changes and backtracking them by comparing with the starting point, explored within this project.