ACTION PLAN

FOR 'GOOD NEIGHBORS-ONE COUNTRY' CONCEPT
IMPLEMENTATION

7 МАЯ 2020 Г.

Action Plan, For "Good Neidnbors – One Country" concept implementation.

2020

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KEY ABBREVIATIONS

AOSBB	Alliance of multi-apartment building co-owners' associations
ATO	Anti-terrorist operation
MAB	Multi-apartment building
CMA	Civil-military administration
II	In-depth interview
CSO	Civil society organization
CU	Civic Union
f	Female
HA	Housing association
HMO/Zhek	Housing Management Office
HUI	Housing and utilities infrastructure
MC	Managinc company
PUP	Public utility provider
Fig.	Figure
NAABC	Non-associated apartment building co-owners
LG	Local government
UN	The United Nations
JFO	Joint Forces Operation
OSBB	Multi-apartment building co-owners association
CA	Community associations
ATC	Amalgamated territorial community
Submittals	Submittals
UNDP	United Nations Development Programme
SEA	Strategic Environmental Assessment
uts	Urban type settlement
Tbl.	Table
TOV	*[interp. a limited liability company under the laws of Ukraine]*
HUD	Housing and utilities department
FGR	Focus group research
ASC	Administrative services center
m	male

BACKGROUND

The Action Plan is based on the results of the complex research involving 15 target communities of the Donetsk and Luhansk Oblasts.

The key approach for activities planning is the **theory of change**. We proceed from the fact that in the first place the theory of change is an approach towards describing how strategic goals can be reached. With this theory the cause (action) and effect (result) interrelation becomes obvious as well as the beliefs the initiative is grounded on.

So, the **long-term goal** of the DG-East project is to achieve a shaped neighborhood culture and the culture of active citizenship by using the potential of the OSSB-tool in the Luhansk and Donetsk Oblasts. The achieving of this goal envisages activation of community groups, establishing partnerships between local councils, OSBB and citizens and illustrative cases of opportunities and benefits associated citizen groups and coalitions have that could be demonstrated for the whole of Ukraine.

Key **outputs/ changes** to be envisaged:
Output 1. Mobilization practices for multi-apartment buildings co-owners have been taken from the house level to the level of the town.
Output 2. OSBBs have adopted sustainable advocacy practices at the level of the town, Oblast and country.
Output 3. The level of civic culture among the co-owners of multi-apartment buildings has become higher.

Conditions for change:
- **-1-** Sustainable actions of LG, OSBBs and dedicated citizen associations on the level of a locality.
- **-2-** OSBB self-sustainability – being independent of political hurdles taking place in the locality.
- **-3-** Accessible, simple and effective citizen participation tools on the locality level have been implemented.
- **-4-** OSBB best practices (effective problem-solving practices) on the town level (advocacy practices via CSOs/Associations).
- **-5-** Level of involvement into the upkeep of the building is over 75 % (situational, 1 case of involvement over a year at the least).
- **-6-** Level of involvement into the house awareness activities is over 50% (situational, 1 case of involvement over a year at the least).
- **-7-** Well-shaped initiative groups and/or citizen associations on the city level.

Core **transformation strategies** are:
- **-1-** A multi-faceted information and communication media campaign.
- **-2-** A multi-level awareness-raising campaign for multi-apartment buildings co-owners/OSBB board members.
- **-3-** A multi-level educational campaign for local governments [*interp. Further referred to as LG*].
- **-4-** Expert consulting and mentoring for OSBBs and initiative groups.
- **-5-** Enhance the setting up of citizen associations (CSOs, CUs) and AOSBBs.
- **-6-** OSBB experience exchange campain.

-7- Age-specific mobilization campaign for multi-apartment building co-owners [*interp. further referred to as MAB co-owner*s].

-8- A dialogue enhancement campaign between the OSBB movement representatives and LG.

-9- Lobbying for legislation change, advocating for MAB co-owners interests.

An important premise is the difference in starting points in all three locality groups formed further to the research. To establish the favorable environment for change, the localities of Group 1 need to make fewer steps than the localities of Group 2. Whereas the localities of Group 2 have to make fewer steps than the ones of Group 3. Due to this, it is worthwhile presenting potential activities by group.

We placed the allocated three groups in the following order by their system readiness for change:

Group 3   not ready for change
Group 2   ready for change albeit with certain support of the introduced processes
Group 1   ready for further change and sustainable results.

We shall start with Group 3 because its road to transformation and towards the goal is the longest.

GROUP 3

SPECIFICS: OSBB IS BEYOND THE FOCUS EVEN THOUGH CIVIC PARTICIPATION
POTENTIAL IS IN PLACE

BACKGROUND INFORMATION

Population size	**78 112**
Number of MABs	349
Number of OSBBs	13
Number of associated MABs	13
Share of associated MABs in the overall number of MABs in the locality	3.7%

There are two localities in **Group 3** characterized by system **unreadiness for the changes** related to uncovering local mobilization potential by using the OSBB tool.

It is worth noting that despite Druzhkivka (Donetsk Oblast) and uts Stanytsia Luhanska (Luhansk Oblast) both being at the bottom of the ranking in their Oblasts by community OSBB capacity building indicators, the environment in each of the localities is different.

Thus, **Druzhkivka** has experience with setting up OSBB (all the OSBBs in the Table above have been set up there). This process, however, has reduced to zero over the last 3 years: not a single OSBB was established. The experience of the functioning associations gets little exposure and remains unknown to other MAB co-owners. Moreover, the inactivity of LG and the fact that 18% of MAB co-owners have the subject knowledge of OSBB, make it clear why this town ended up in Group 3.

In the case of **uts Stanytsia Luhanska,** apart from low level of understanding what OSBB is, there are more visible objective barriers towards associating: the contact line proximity, higher rate of abandoned housing, unawareness of locality-specific OSBB benefits not only among MAB co-owners but also among LG; population ageing, priorities shifted to resolving the pressing humanitarian issues, with smaller attention to community mobilization. Taking it from this background, it is **uts Stanytsia Luhanska which is point zero** in developing the overall action plan.

A shared surmise (the conditions already in place) for these two localities would be**:**
  -1- There are CSOs focused on community development and mobilization of the population in their localities.
  -2- Self-organization experience for handling concrete issues (utilities and maintenance-related).

An additional surmise for Druzhkivka is:
  ■ The practical experience acquired over the course of setting up and running 13 OSBBs.

Core transformation strategies

1. [1]A multi-faceted information and communication media campaign.
2. A multi-level awareness-raising campaign for multi-apartment buildings co-owners/OSBB board members.
3. A multi-level educational campaign for LG.
4. Expert consulting and mentoring for OSBBs and initiative groups.
7. Age-specific mobilization campaign for multi-apartment building co-owners.

Detailing the strategies

-1- A multi-faceted information and communication media campaign

- **Tool 1. Town Council/Village Council websites to be updated.** The website is not rendering the HUI and OSBB-related matters in full. In Druzhkivka the section on informing MAB co-owners on the forms of house management is restricted to a reference to the respective Law of Ukraine and setting out key details, whereas in the second location of the group the Village Council website offers no information for MAB owners on the existing opportunities. A visually simple aid with a robust structure and clear explanations is one of the campaign steps. LG have to be involved in developing the content and posting it, so that it is usable and locality-specific. Apart from theoretical framework the developed content has to contain useful links and contacts and a road map for MAB co-owners on how to set up an OSBB.

    Timeline: a one-off event envisaging advisory support provided by communications experts on what information should be visualized and how, and the best ways of presenting it in a simple and accessible way. An 8-hour joint strategic session to be held and 1 month for the changes to be introduced to the website.
    Target audience: designated HUI professionals, communication professionals and IT-officers (the ones who are responsible for managing LG official website and creating the content both for the website and LG pages on social media).
    Expert support: communication and design professionals, OSBB capacity building professionals.
    Result: The OSBB section on the Town Council website has been updated (Druzhkivka), a pertinent section added to the website of the Village Council (Stanytsia Luhanska).

- **Tool 2. Documenting OSBB success cases.** 13 OSBBs are now functioning in Druzhkivka. By liaising with those it is possible to create success cases in order to motivate the neighboring MAB co-owners. LG should also be involved for the cases to be placed on the website and used in the information campaign.

    Timeline: a one-off event that envisages advisory support provided by communication experts on how to present the existing practices in a simple and clear manner and how to convey the OSBB-related benefits. An 8-hour joint strategic session to be held and 1 month for the preparation of 6 cases and posting them on Druzhkivka Town Council website.

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[1] Here and further on when we mention core transformation strategies, we refer to the strategies enlisted on pp 3-4 of the given document by their number.

Target audience: designated HUI professionals, communication professionals, IT-officers (the ones who are responsible for managing LG official website and creating the content both for the website and LG pages on social media) and the boards of the operating OSBBs.

Expert support: communication and design professionals, OSBB capacity building professionals.

Result: 6 cases are posted on the Town Council website (Druzhkivka) in the OSBB section.

Transformation strategy 1. Tools	Target community	Target audience	Expected outreach/result	Timeline / intensity	Deliverable
Tool 1. A hands on training on the ways to reorganize the OSBB section on the LG website	Druzhkivka	LG	The section on the TC website has been updated	1 month	The fact it was updated
Tool 1. A hands on training and adding a HUI and OSBB section to the website.	Stanytsia Luhanska	LG	A new section on the TC website	1 month	The fact it was added
Tool 2. Documenting OSBB success cases	Druzhkivka	6 cases	6 cases have been documented	1 month	6 cases on the TC website

-2- An awareness-raising campaign for MAB co-owners

■ **Tool 3. A coherence workshop for OSBB chairpersons.** This tool is relevant for Druzhkivka. Coherence enhancement activities between the existing associations could result in their activization and serve an example for unassociated houses. The enhancement of communication between the boards of the established OSBBs will stimulate their transition towards CAs, CUs and AOSBBs, which envisages other advocacy and, as a result, higher efficiency.

Timeline: 4 workshops, one per quarter. One workshop is 8 hours long. 4 days = 32 hours of training.

Target audience: OSBB board members.

Expert support/ trainers: independent experts, designated professionals from the cities with existing CSOs, CUs and AOSBBs.

Result: initiatives, that reach beyond one OSBB.

Transformation strategy 2. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverable
Tool 3. A coherence workshop for OSBB chairpersons	Druzhkivka	OSBB	48 people	4 times a year	Initiatives, that reach beyond one OSBB

-3- A multi-level educational campaign for LG:

Tool 4. OSBB School for LG.

It envisages offline sessions for LG with OSBB experts, knowledgeable in OSBB establishing and capacity building, and with OSBB designated professionals of the cities, where OSBB are placed on the priority list (for example, Rubizhne and Popasna for Stanytsia Luhanska and Mariupol and Bakhmut for Druzhkivka).

Low activity or inactivity among LG in OSBB-related issues is connected with the lack of awareness as to the benefits of such a form of MAB management. The training sessions have to **touch upon** the basics of starting an OSBB and contain the following information:

- the regulatory framework;

- OSBB registration procedure;
- current OSBB assistance programs on the state level;
- familarization with local programs exemplified by other cities,
- showcasing well-established liaison practices between OSBBs and LG;
- demonstration of possible nonfinancial sustainability mechanisms and
- meeting with the members of field-specific CSOs, CUs and AOSBBs.

The School will include hands-on assignments aimed at establishing a dialogue with the co-owners and building up a locality-specific OSBB development plan.

Timeline: 6 training sessions, one per month. Each of the sessions is two-days, 8 hours a day. Which makes it 12 days (96 hours) of training.

Target audience: LG.

Expert support/ trainers: independent experts and field-specific professionals of the mentor-cities.

Result: OSBB capacity building plan has been developed in Druzhkivka and uts Stanytsia Luhanska.

Transformation strategy 3. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverable
Tool 4. OSBB School for LG	Druzhkivka	LG	Up to 7 people	12 training days in 6 months	OSBB development program
Tool 4. OSBB school for LG	Stanytsia Luhanska	LG	Up to 5 people	12 training days in 6 months	OSBB development program

-4- Mentoring provided by initiative groups experts.

■ **Tool 5. Meeting the expert, first dialogue.**

Drawing on the resource of the functioning CSOs and the identified initiative groups (as a result of other events), it is suggested that an Expert Mentoring Tool should be introduced. The format envisages 1 offline meeting per 3 months and a limited number of hours of mentoring each month for the initiative group (for example, 5 hours).

Number of events: 1 offline meeting a quarter for each locality. 8 meetings a year. 5 hours of mentoring a month for the initiative group. Total number of offline mentoring hours - 360 as per 6 initiative groups.

Target audience: Initiative groups of MAB co-owners. 3 initiative groups are the result of the organized voluntary assistance activities and 3 more were identified by working with local CSOs.

Expert support: Local CSOs (*Nova Druzhkivka*, *Ukrajina Mozhlyvostei* (Druzhkivka) and CSO *VELYKA RODYNA* (the centre for social and cultural development), CSO *EKOMAG* (uts Stanytsia Luhanska), LG, donor representatives and OSBB experts.

Result: initiative groups have the basic knowledge about OSBB as a form of management and the benefits for MAB co-owners related to it, and have started setting up an OSBB in their MABs.

■ **Tool 6. Setting up a pilot OSBB.**

In the first place, this tool is relevant for Stanytsia Luhanska where there are a number of objective factors that impair not only the self-determination of co-owners, but also their real opportunities in terms of associating. Nevertheless, it is also recommended to use this tool for Druzhkivka, to demonstrate the renewal of OSBB potential and opportunities of the town in terms of OSBB movement enhancement.

A possible model for associations in Stanytsia Luhanska is the alliance of several MABs. With the help of 'expert meetings' potentially interested MABs are could be identified to be further associated into an OSBB. The accent is on steady support and close liaison with the initiative group and MAB co-owners, on overcoming barriers and dispelling the myths. Having completed all the stages and registered an OSBB, Stanytsia Luhanska will have its own successful case, and this experience could then be replicated to other buildings in this locality. There is no engrained negativity to OSBB in the locality. So, this fact, coupled with the local experience of handling MAB maintenance issues - due to the lack of a housing management office - should foster the setting up an alliance. Practical experience in place is an important impetus for the general popularization of the OSBB trend in the locality. In this case any external experience - no matter how exemplary and important - would have less effect compared to the one acquired locally. Since the key counterargument to any successful external practices in Stanitsa Luhanska would be 'they are not that proximal to the contact line and are unaware of a number of problems we are faced with.'

Number of events: mentoring support of the two initiative groups throughout the process of setting up an OSBB. The provisional timeline is one year since the identification of a prospective initiative group.

Target audience: 2 initiative groups.

Expert support: LG, donor representatives and OSBB experts.

Result: a pilot OSBB has been established in uts Stanytsia Luhanska, as well as an OSBB in Druzhkivka after a lengthy period of inactivity.

Transformation strategy 4. Tools	Target community	Target audience	Expeted outreach/ result	Timeline / intensity	Deliverable
Tool 5. 'Expert meeting', first dialogue	Stanytsia Luhanska	MAB initiative groups	8 people (2 initiative groups)	4 meetings a year	The process of setting up an OSBB has started
Tool 5. 'Expert meeting', first dialogue	Druzhkivka	MAB initiative groups	16 people (4 initiative groups)	1 meeting a quarter	The process of setting up an OSBB has started
Tool 6. Establishing a pilot OSBB	Stanytsia Luhanska	MAB co-owners	1 OSBB has been established	1 year	1 OSBB
Tool 6. Establishing a pilot OSBB	Druzhkivka	MAB co-owners	1 OSBB has been established	1 year	1 OSBB

-7- Age-specific mobilization campaign for MAB co-owners.
- **Tool 7. Voluntary assistance, as a community cohesion tool and a mechanism for identifying active citizens.** Voluntary assistance is a common and most popular activity format on the house level which is likely to be joined by apartment owners.

The specifics of the suggested variant is that the event is organized in alliance with LG, donor project and local CSOs and, apart from land improvement, is aimed at identification of potential for establishing an initiative group on the house level.

On top of that, it is proposed to modernize **the voluntary assistance events**.

Possible implementation formats:
- To provide equipment branded with project hashtags.

In this case it is not OSBB which is in the spotlight. We rather focus on the values that are essential for bringing about the willingness to establish such an association. One of such values is being able to accept responsibility. That in mind, the example hashtags could be:
- #starting_with_myself, #being responsible_is_trendy, #my_property_my_responsibility (for MAB co-owners aged under 35);

- ■ #not_expecting_any_help, #doing_it_myself (for middle-aged and senior MAB co-owners).
- To provide musical accompanimant;
- To provide quality photo coverage;
- To ingrain the symbolity of action. The aim of a voluntary assistance activity is not just to clean the land underneath and adjacent that pertains to the building but, say, to plant some trees that carry a sense of purpose.

Families with children plant a tree as a symbol of their family and accept responsibility (by default) to take care of the tree. Another example could be planting one type of trees in one yard and a different type in the yard nearby. The symbolism is in divergence and uniqueness of each space.

Number of events: 3 per season in Stanytsia Luhanska (spring and fall). 4 in Druzhkivka per one season (spring and fall). 14 events in total.

Target audience: MAB co-owners.

External support: local CSOs (*Nova Druzhkivka*, *Ukrajina Mozhlyvostei* (Druzhkivka) CSO *VELYKA RODYNA* (the centre for social and cultural development), CSO *EKOMAG* (uts Stanytsia Luhanska), LG, donor representatives, representatives of the field-specific CSOs (for example, environmental, cultural, if their help is needed), state-run servicing companies reps and the Oblast Power Supply Company. The event envisages the activities to be concordant with the locality improvement procedures and concurred with the pertinent authorities to avoid the repairs to be hampered, which could impair project sustainability and reduce its overal value.

Result: 3 initiative groups have been identified, microprojects related to the improvement of land underneath and adjacent to the building have been implemented (with the result being more than just clean land, but with trees planted, a playgroud equipped or a mural painted over).

- ■ **Tool 8.** **Communication workshops.** The given format is aimed at dispelling the negative images of multi-apartment buildings that are now shared by apartment owners. The images are built up under the influence of military warfare in East Ukraine, because Stanytsia Luhanska is actually situated in the Grey Zone, which has its impact over the emotional state of the population. As for today, the apartment owners here have no positive images of their living quarters, the apartment is not any longer associated with the place when one feels comfortable, but rather with a 'box' with four walls where the belongings are preserved. With 'living' associations not in place, the willingness of the population to change the conditions for the better is low. On top of that there is fear that military operations may restart, causing the destruction of what had already been restored.

Group work in the format of interactive trainings will make it possible to alleviate the strain and lay the foundations for change in terms of perceiving the place of residence among the citizens.

Number of events: 1 workshop a quarter (4 hours) over a year (Stanytsia Luhanska). 4 workshops a year in total.

Target audience: MAB co-owners.

Expert support/ trainers: professional trainers, experienced in using interactive projective techniques for group dynamics stimulation.

Result: enhanced involvement of those MAB co-owners that have been trained, which is manifested in the implemented initiatives on the house-level.

- ■ **Tool 9.** **Competition 'Misto Svojimy Rukamy' (A Do it Yourself City).** Since 2017 VESCO has been organizing the competition in aliance with LG in Druzhkivka. The project is called to implement the initiatives of local organizations. VESCO is showing interest in allocating part of the budget funds to OSBB projects.

  Number of events: 1 competition a year.

  Target audience: the established OSBBs.

  Expert support / trainers: local CSOs (*Nova Druzhkivka*, *Ukrajina Mozhlyvostei*), LG, donor representatives, field-specific CSOs (for example, environmental, cultural, if their help is needed) and VESCO representatives.

  Result: 3 projects submitted by OSBBs and 1 implemented project.

Transformation strategy 7. Tools	Target community	Target audience	Extended outreach/ result	Timeline / intensity	Deliverable
Tool 7. Voluntary assistance	Stanytsia Luhanska	MAB co-owners	48 people	6 events a year	1. 1 initiative group identified 2. 6 improvement initiatives
Tool 7. Voluntary assistance	Druzhkivka	MAB co-owners	96 people	8 events a year	1. 2 initiative groups identified 2. 6 improvement initiatives
Tool 8. Communication workshops	Stanytsia Luhanska	MAB co-owners	40 people	4 workshops a year	Implemented initiatives on the level of MAB
Tool 9. Involving OSBB into the competition *Misto Svojimy Rukamy*	Druzhkivka	OSBB	3 projects	Once a year	1 implemented project

So, here is the Road Map for the Group 3 localities:
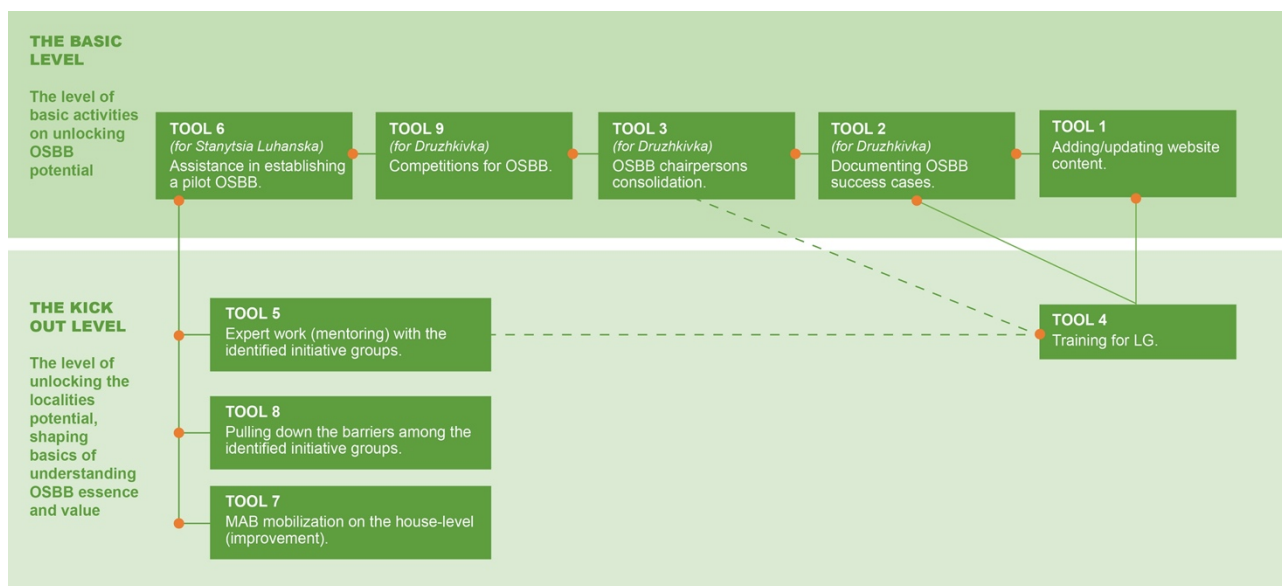
GROUP 2

SPECIFICS: LOCALITIES WITH MEDIUM ACTIVITY IN SETTING UP OSBB

BACKGROUND INFORMATION

Population size	**733 406**
Number of MABs	4676[2]
Number of OSBBs	368
Number of associated MABs	466
Share of associated OSBBs in the overall number of MABs in the locality	9.9%

Group 2 is the most sizeable of the three groups. It includes 9 different localities - 5 of the Donetsk Oblast and 4 of the Luhansk Oblast. The specifics of this group is that apart from certain conditions the localities share, almost each of the towns has its uniqueness - which is worthy of note in terms of experience replication - just as the specific problems, which can be barriers to the realization of the planned events. That's exactly why the number of tools and diversity of activities in this group is the highest.

A shared surmise (the conditions already in place) for all the localities would be**:**

-1- Experience in setting up OSBB and OSBB functioning.
-2- The formally existing tools, directed at OSBB capacity building on the level of LG decisions (LG more often goes for the role of an observer, an advisor or an assistant and the actions of LG lack consistency).
-3- MAB co-owners self-organization practices, leading to setting up OSBB.
-4- High level of awareness as to OSBB, a clear understanding of benefits of such a form of management.

Additional surmises relevant for Toretsk, Kramatorsk and Pokrovsk:
■ Functioning CSOs, CUs and AOSBBs that are focusing on OSBB capacity building.

Core transformation strategies

1. A multi-faceted information and communication media campaign.
2. A multi-level awareness-raising campaign for MAB co-owners/OSBB board members.
3. An educational campaign for LG.
4. Expert consulting and mentoring for OSBB and initiative groups.
5. Enhance the setting up of citizen associations (CSOs, CUs) and AOSBBs.
6. OSBB experience exchange campain.
7. Age-specific mobilization campaign for multi-apartment building co-owners.
8. A dialogue enhancement campaign between the OSBB movement representatives and LG.

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[2] Without data on Starobilsk.

Detailing the strategies

-1- A multi-faceted information and communication media campaign.

- ■ **Tool 1. Website sections related to OSBB matters to be reorganized.** In most of Town Council websites of Group 2 the OSBB-related content is presented in an unstructured way. This fact hampers considerably website navigation and search of the required information by the target groups. The activity envisages the setting up a user-friendly system of tabs, which will raise the usability of the posted information and its accessibility.
The OSBB page may contain the following pieces of information:
  - OSBB general background, the advantages and benefits.
  - A step-by-step instruction on how to set up an OSBB.
  - The example registration documents for starting an OSBB.
  - Assistance programs for initiative groups.
  - Assistance programs for OSBB.
  - FAQ for the functioning OSBB.
  - OSBB aids (success cases).
  - Contact details and links to social media pages (HUI department, field-specific citizen associations and useful resources).

  Timeline: a one-off event envisaging communication experts advisory support as to what information should be visualized and how it can be presented so that it is simple and accessible. 8 hours of a joint strategic session and 1 month for the changes to be introduced to the website.

  Target audience: OSBB designated professionals, communication professionals and IT-officers (the ones who are responsible for managing LG official website and creating the content both for the website and LG pages on social media).

  Expert support: communication and design professionals, OSBB capacity building professionals.

  Result: The updated OSBB section in the 9 Town Council websites.

- ■ **Tool 2. 'Packing up' OSBB cases.** The cases have to contain useful information for initiative groups that would showcase the advantages of OSBB as a form of MAB management. This is about the visualization of cases of concrete OSBBs with the results of the introduced changes: the situation before an OSBB was started, the expenditure set out and the cost-effectiveness.

  The components of the case are:
  - a schematic step-by-step instruction on how to set up an OSBB;
  - the dispelling of OSBB related myths;
  - infographics detailing the issues a concrete multi-apartment building is faced with and what it cost to handle them;
  - contact details – links to the Telegram channel, the website, the Facebook page and/or the QR-code; Contact telephone number for LG (HUI Department).

  Format:
  - printed leaflets as information aids for the offline events (meetings with initiative groups, participation in exhibitions, forums, etc.);
  - online – posting on LG websites, dissemination via social media, messengers, the Telegram channel and chat bots.

  The optimal volume of 1 case is: up to 8 pages long.

  Timeline: a one-off event envisaging advisory support provided by communication experts as to how to present the content in a simple and accessible manner. 8 hours of a joint strategic session and 1 month for the changes to be introduced to the website.

Target audience: OSBB designated professionals, local CSOs, CUs, AOSBBs, OSBB board representatives and LG public information officers.

Expert support: communication and design professionals, OSBB capacity building professionals.

Result: the online cases have been posted on 9 LG official websites (the content to be updated at least once a year); the online version has been disseminated on social media – Facebook (field-specific groups, OSBB-related pages, LG-pages or local news pages); the online version has been disseminated via messengers– Telegram, Viber (field-specific channels related to OSBB and LG).

Transformation strategy 1. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 1. The content on the Town Council website to be updated	Svatove	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Starobilsk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Sievierodonetsk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Lysychansk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Kostyantynivka	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Kramatorsk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Toretsk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Pokrovsk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 1. The content on the Town Council website to be updated	Sloviansk	LG	The section of the TC website has been updated	1 month	The content has been updated
Tool 2. OSBB cases to be documented	Svatove	MAB initiative groups, OSBB board	1 case	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Starobilsk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Sievierodonetsk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via

					online channels
Tool 2. OSBB cases to be documented	Lysychansk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Kostyantynivka	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Kramatorsk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Toretsk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Pokrovsk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels
Tool 2. OSBB cases to be documented	Sloviansk	MAB initiative groups, OSBB board	3 cases	1 month	1. LG cases posted on the website 2. Cases layout is ready for print 3. Dissemination via online channels

-2- An awareness-raising campaign for MAB co-owners/OSBB board members.
  ■ **Tool 3. The events held for OSBB board members** are to meet the following demands:
  - The events have to take place in the home towns of the particpants, rather than away. This will result in a higher number of people involved;
  - The workshops with an obligatory hands-on component;
  - One-day 3-6 hour workshops;
  - Number of participants per workshop: no more than 20 people per group;
  - Workshops frequency – once every three months.

Relevant workshop topics:
  - Communication-related: interaction with co-owners and professional burnout prevention;
  - Advocacy, liaising with LA;
  - Project management, fundraising and grant writing.

It is suggested that all the training events should be united into one course **'On the Way to Effective OSBB Management'.**

  Timeline: the course includes six 6-hour sessions. One session a month. 6 days = 36 hours of training.
  Target audience: OSBB board representatives.
  Expert support / trainers: independent practicioners with expert knowledge of OSBB capacity builing.

Result: the level of satisfaction with the work of the OSBB board has increased by 10 % at the least (by each MAB, the representatives of which underwent the course); the number of conflict situations between the OSBB board and the MAB co-owners has decreased; no less than one grant application per town has been submitted to participate in mini-grant competitions.

Transformation strategy 2. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 3. 'On the Way to Effective OSBB Management'	Toretsk	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Sloviansk	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Kostyantynivka	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Kramatorsk	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Pokrovsk	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Sievierodonetsk (Svatove OSBB to be invited to join the course)	OSBB boards	20 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. The level of satisfaction with the work of the OSBB board has increased by 10 % 2. 2 project applications submitted to participate in a mini-grants competition /Participatory budget, ect (1 per each town)
Tool 3. 'On the Way to Effective	Lysychansk	OSBB boards,	12 people	6 sessions, 6 days, 36 hours	1. The level of satisfaction with the work of the OSBB

OSBB Management'		initiative groups	– over the course of 6 months	board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.
Tool 3. 'On the Way to Effective OSBB Management'	Starobilsk	OSBB boards, initiative groups	12 people	6 sessions, 6 days, 36 hours – over the course of 6 months	1. the level of satisfaction with the work of the OSBB board has increased by 10 % 2. 1 project application submitted to participate in a mini-grants competition /Participatory budget, etc.

-3- A multi-level educational campaign for LG

■ **Tool 4. The workshops for the representatives of LG designated units / HUI units** have to be directed at professional competences development in the matters related to OSBB capacity building. The workshop targets all the representatives of the designated LG unit and aims to update the participants' knowledge of OSBB-related regulatory framework, the opportunities LG entities have to stimulate the owners to set up associations and the benefits LG receives by supporting such a process.

■ **Workshops topics:**
   - OSBB-related regulatory framework;
   - the successful liaison practices between the LG units/departments and initiative groups, OSBB (e.g. OSBB registration assistance, help with putting together a register of co-ownership or running the meetings, cooperation with the functioning OSBBs, etc);
   - effective cooperation;
   - design thinking.

Each of the Oblasts will have its own LG workshop held for it with due regard to the specifics of the localities of the Oblast.

Possible host-towns for the workshop - Sievierodonetsk (Luhansk Oblast), Kramatorsk (Donetsk Oblast).

Timeline: a one-off event held separately for the Dontsk and the Luhansk Oblasts. Two 8-hour training days. 16 hours in total per Oblast. Upon completion of the workshop LG representatives are granted a 3-hour consultation per town led by the workshop trainers. The consultation can be obtained over the course of three months upon the completion of the course.

Target audience: LG representatives of designated offices/units/departments.

Expert support/ trainers: independent experts, designated professionals of the mentor-cities (Rubizhne and Popasna for the Luhansk Oblast; Mariupol and Bakhmut for the Donetsk Oblast).

Result: the professional capacity of LG designated professionals has been enhanced; liaison with OSBB chairpersons has been improved, which has resulted in at leat 1 joint activity over the course of 3 months upon workshop completion; the practice of rendering support to initiative groups has been introduced, resulting in at least 1 event for/with the initiative groups.

■ **Tool 5.** To raise awareness of OSBB advantages and enhance LG loyalty towards such a form of management, it is suggested that **meetings of LG representatives** (OSBB designated office/unit professionals, the representatives of the excecutive office - mayor, mayor's deputies) with the **designated professionals of Group 1 cities, independent experts specializing in OSBB capacity building,** should be held **in the hackathon format.** This format envisages the following:

- A video-presentation of information for LG, explaining the advantages of OSBB as a form of MAB management, how beneficial it is for the town authorities, directing its interest towards HUI sphere;
- getting familiar with best practices of LG and OSBB representatives liaising;
- receiving hands-on recommendations as to handling the matters of co-existance of OSBB and managers (managing companies), refraining from perceiving them as competitors;
- developing an action plan for OSBB capacity building in the locality by using the hackathon tool.

Timeline: a one-off event for each of the project localities. Event duration is 6 hours.

Target audience: LG designated professionals, mayor or his/her deputies, CSOs, CUs, AOSBBs and OSBB representatives in LG-attached advisory entities. OSBB reps are involved on the stage of hackathon for a wider variety of viewpoints and a synergy effect.

Expert support: external independent experts specializing in OSBB capacity building, designated professionals of Group 1 localities, the donor-project advisors and professional facilitators.

Result: OSBB capacity building programs for each of the towns have been developed (updated).

■ **Tool 6. A trilateral meeting with LG representatives, Directors of managing companies and a donor representative.** Such an event is relevant for the towns where OSBB movement does not develop due to a latent counteraction between OSBB and managing companies and because the second category is informally supported by LG. Key issues to be discussed at the meeting:

- success cases of localities with harmonious co-existence of OSBB and managing companies;
- demonstrating the minimum risks for managing companies in OSBB being set up in town;
- building up an engagement plan between the OSBB and managing companies setting out the benefits for each of the parties.

Timeline: a one-off event held in Kramatorsk, Sloviansk, Lysychansk and Pokrovsk. 1 event is 2 hours long.

Target audience: LG designated professionals, mayor or his/her deputies, CSOs, CUs, AOSBBs, OSBB representatives in LG-attached advisory entities and managing companies representatives.

Expert support: external independent experts specializing in OSBB capacity building, donor project advisors and professional facilitators.

Result: the change in the way OSBB and managing companies perceive each other has resulted in a shif of LG role from being 'a party with vested interest' to the 'observer' role.

Transformation strategy 3. Tools	Target community	Target audience	Expected outreach / result	Timeline / intensity	Deliverabe
Tool 4. Success practices of cooperation with OSBB to be introduced	The workshop to be held in Kramatorsk, Participant localities: Kramatorsk, Toretsk, Kostyantynivka, Pokrovsk and Sloviansk	HUI representatives	10 people	2 days, 8 hours a day	1. Running 5 joint events with OSBB 2. The practice of providing support to initiative group (5 events)
Tool 4. Success practices of cooperation with OSBB to be introduced	The workshop to be held in Sievierodonetsk, Participant localities: Sievierodonetsk, Lysychansk, Starobilsk and Svatove	HUI representatives	8 people	2 days, 8 hours a day	1. Running 5 joint events with OSBB 2. The practice of providing support to initiative group (5 events)
Tool 5. Running a hackathon involving LG	Toretsk	LG representatives, AOSBBs	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Sloviansk	LG reps, OSBB coordination centre reps	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Kostyantynivka	LG reps, OSBB boards	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Kramatorsk	LG reps, OSBB Chairpersons Council	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Lysychansk	LG reps, OSBB boards	6 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Pokrovsk	LG reps, OSBB Chairpersons Council	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Svatove	LG reps, OSBB boards	6 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Starobilsk	LG reps, OSBB boards	10 people	6 hours	OSBB development program
Tool 5. Running a hackathon involving LG	Sievierodonetsk	LG reps, OSBB boards	10 people	6 hours	OSBB development program
Tool 6. Meetings with managing companies	Kramatorsk	LG reps, Directors of MC, OSBB reps	15 people	2 hours	1. Change in attitude towards each other in OSBB and MC 2. LG role shift
Tool 6. Meetings with managing companies	Sloviansk	LG reps, Directors of MC, OSBB reps	15 people	2 hours	1. Change in attitude towards each other in OSBB and MC 2. LG role shift
Tool 6. Meetings with managing companies	Pokrovsk	LG reps, Directors of MC, OSBB reps	15 people	2 hours	1. Change in attitude towards each other in OSBB and MC 2. LG role shift
Tool 6. Meetings with managing companies	Lysychansk	LG reps, Directors of MC, OSBB	10 people	2 hours	1. Change in attitude towards each other in OSBB and MC

| | reps | 2. LG role shift |

-4- Advise and mentoring provided by OSBB experts

- **Tool 7. Consultancy for OSBB chairpersons** – an event focused on assisting the OSBB chairpersons in handling the most pressing and problematic issues they are faced with when performing their duties. That's a remote consultancy. A request is placed by using a Google Form to which the reply comes within 24 hours. The most frequesntly asked questions will become basis for making a series of short educational videos to be disseminated as widely as possible **(more on this in the chapter on overall OSBB popularization communication campaign).**

    Timeline: the tool will be active for one year (minimum term) on the day-to-day basis.

    Target audience: the established OSBB and initiative groups.

    Expert support: external independent experts specializing in OSBB capacity building, CSOs, CUs, AOSBBs from the project target communities, donor project advisors.

    Result: The number of requests with CSOs, CUs, AOSBBs and LG connected with standard issues related to OSBB functioning has reduced; monthly rate – 100 requests.

Transformation strategy 4. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 7. Consultancy for OSBB chairpersons	Toretsk	OSBB boards, initiative groups	76 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Sloviansk	OSBB boards, initiative groups	74 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Kostyantynivka	OSBB boards, initiative groups	34 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Kramatorsk	OSBB boards, initiative groups	76 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Pokrovsk	OSBB boards, initiative groups	25 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Sievierodonetsk	OSBB boards, initiative groups	67 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Svatove	OSBB boards, initiative groups	1 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Lysychansk	OSBB boards, initiative groups	6 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month
Tool 7. Consultancy for OSBB chairpersons	Starobilsk	OSBB boards, initiative groups	9 OSBB	Over the course of 1 year (at minimum)	Min. 20 accomodated requests a month

-5- Enhance the setting up of citizen associations (CSOs, CUs).

■ **Tool 8. Sharing experience related to setting up a CSO, a CU amd an OSBB.** Indtitutional support is an important component of capacity building and sustainable functioning of OSBB, which, on the one hand, is to be ensured by the local government and, on the other hand, by civic institutions.

In 4 out of 9 localities of Group 2 there are no CSOs, CUs or AOSBBs, which would focus on consolidating OSBB chairpersons and advocating for their rights jointly when dealing with LG.

The aim of the experience exchange:

- the advantages of establishing a CSO, a CU or an AOSBB;
- registration mechanism;
- relevant issues of civic association functioning;
- the focus of CSO, CU and AOSBB activities, how they interact with LG and OSBB, etc.

Timeline: a one-off event. The overall duration of 1 event is 4 hours. The online format with live coverage, where any of the participants can ask the speaker a question and receive an answer.

Target audience: OSBB board members, active residents in the associated MABs.

Expert support: external independent experts specializing in OSBB capacity building, heads / deputy heads of CSOs, CUs or AOSBBs from Group 1 and 2 localities, and a moderator.

Result: a shaped understanding of what the setting up of a CSO, a CU or an AOSBB results in; at least 1 CSO, CU or AOSBB has been registered over the course of a year in one of the four localities.

■ **Tool 9. Experience exchange related to the work of CSOs, CUs and AOSBB.** The event is of value for those localities in Group 2, where such unions and associations are already functioning – Toretsk, Sloviansk, Kramatorsk, Pokrovsk and Sievierodonetsk.

The accent is on:

- lobbying OSBB interests;
- barriers and ways to overcome them;
- the reserve fund for CSO members (the mechanism for establishing a civic association, membership fees, conditions for resorting to the reserve fund resources, success cases, etc).

Timeline: a one-off event. The overall duration of one event is 4 hours. The online format with live coverage, where any of the participants can ask the speaker a question and receive an answer.

Target audience: the representatives of CSOs, CUs, AOSBBs and OSBB boards representatives.

Expert support: external independent experts specializing in OSBB capacity building, heads / deputy heads of CSOs, CUs or AOSBBs of localities in Group 1, Head of Association New York, Toretsk (success case of establishing a reserve fund for Association members) and a moderator.

Result: using each other's experience in the direct cooperation; running at least 1 joint event over the course of 6 months after the online session mentioned above.

Transformation strategy 5. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 8. Experience exchange related to setting up CSOs and Associations	Kostyantynivka	OSBB boards	Up to 5 people	4 hours	An understanding of a CSO, a CU or an AOSBB potential
Tool 8. Experience exchange related to setting up CSOs and Associations	Lysychansk	OSBB boards	Up to 5 people	4 hours	An understanding of a CSO, a CU or an AOSBB potential
Tool 8. Experience exchange related to setting up CSOs and Associations	Starobilsk	OSBB boards	Up to 5 people	4 hours	An understanding of a CSO, a CU or an AOSBB potential
Tool 9. Experience exchange related to setting up CSOs and Associations	Toretsk	CSOs and associations Heads / reps	Up to 3 people	4 hours	Using each other's experience
Tool 9. Experience exchange related to setting up CSOs and Associations	Sloviansk	CSOs and associations Heads / reps	Up to 3 people	4 hours	Using each other's experience
Tool 9. Experience exchange related to setting up CSOs and Associations	Kramatorsk	CSOs and associations Heads / reps	Up to 3 people	4 hours	Using each other's experience
Tool 9. Experience exchange related to setting up CSOs and Associations	Pokrovsk	CSOs and associations Heads / reps	Up to 3 people	4 hours	Using each other's experience
Tool 9. Experience exchange related to setting up CSOs and Associations	Sievierodonetsk	CSOs and associations Heads / reps	Up to 3 people	4 hours	Using each other's experience

-6- OSBB experience exchange campaign

- ■ **Tool 10. Experience exchange between the cities.** The experience exchange is to take place between the localities with close to equal baseline conditions in terms of OSBB capacity (LG support, OSBB assistance budget, etc). The trips have a clear purpose – we are going not just to look, we are going for concrete answers.

  The purpose of the trip:
  - to receive answers to questions as to conditions, required resources and the mechanism for using energy effecient/ anergy conservation technologies;
  - experience exchange in terms of participation in grant competitions (where to look for information, which documents to prepare and how, how to write a grant application, who to involve, etc) – that is receiving answers to practical questions – hands-on experience.

Timeline: 1 trip a year per 1 locality. 7 trips in total over one year. The host city is selected by existing innovative practices, implemented on the OSBB level and is not limited to the Donetsk and Luhansk Oblasts.

Target audience: the established OSBBs.

Expert support: advisory and organizational support during the trip.

Result: at least 1 new practice has been implemented by the guest town over the course of 6 months upon return from the study trip. 7 implemented practices in total.

Transformation strategy 6. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 10. Trips to partner towns	Toretsk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Sloviansk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Kostyantynivka	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Kramatorsk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Pokrovsk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Sievierodonetsk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return
Tool 10. Trips to partner towns	Starobilsk	OSBB boards, active OSBB co-owners	Up to 5 people	1 trip a year	1 practice implemented upon return

-7- Age-specific mobilization campaign for multi-apartment building co-owners.

■ **Tool 11. Social issues events.** According to the research results the highest potential outreach is achieved by charity events. For that reason one of the ways to consolidate population is involving the citizens into social projects or charity activities. For each of the participant towns a target audience could be selected as well as the type of social issues around which the MAB co-owners will be consolidated. In this case it is important for the idea to be quite simple and not requiring a considerable effort and at the same time by joing it will evoke the sense of pride and enhance the readiness for involment in different activity formats. **A habit is shaped via simple things.** This could be batteries collecting for disposal, waste sorting (at least plastic waste), collecting clothes for orphanages, etc. It is suggested that branded products should be used for activity stylized outlook (waste containers, bags, boxes) with a project hashtag on them and a reference to values – responsibility, proactivity, self-reliance and involvement – rather than to OSBB.

Timeline: thematic activities over the course of a year, the duration of an activity varies from one week (collecting clothes for an orphanage) to permanent implementation (setting up a container for batteries disposal). It is expected that the given activity will be adopted by at least 10% of OSBB for the overall number of OSBBs in each of the localities. The theme will change every quarter.

Target audience: the established OSBB.

Expert support: coordination and organizational support provided by project organizers.

Result: the sense of ownership shaped/retained through small steps to significant results, concrete cases of co-owners consolidating efforts around social issues.

■ **Tool 12. Flashmobs and challenges**. The events are aimed at engaging OSBB co-owners to manifesting their civic, patriotic stance. For example, these may be events to celebrate the Vyshyvanka [*interp. a shirt or dress usually embroidered in a traditional style*] Day or the Flag Day, when active OSBB step out with creative initiatives to manifest their stance (for example, wearing a Vyshyvanka during the holiday, attaching the national flag to the balcony front or adding the national colors to the design of the elements on the land underneath and adjacent that pertains to the building, etc).

Timeline: the same as with the previous Tool, it is expected that the events in such formats will be held in at least 10% of OSBBs in the total number of now functioning OSBBs per each locality. Over the course of a year such a practice will be repeated up to 4 times. **The systematic reproduction of such events, aimed at consolidation builds up a habit of participation and a need for engagement.** That is why, as to **Tools 11 and 12** it is important that they are implemented not in a chaotic manner and not in isolation.

Target audience: the established OSBB.

Expert support: coordination and organizational support provided by project coordinators.

Result: the sense of ownership shaped/retained through small steps to significant results, concrete examples of MAB co-owners consolidation.

■ **Tool 13. A mini-grants competition**. The competition is held among OSBB from the cities with the highest number of associations within this group (Toretsk, Kramatorsk, Pokrovsk, Sievierodonetsk, Kostyantynivka and Sloviansk). **The projects submitted for the competition, have to touch upon the matters of beautification, improvement and design**, for example:

- landscape design of the land underneath and adjacent that pertains to the building;
- staircase design;
- improving the basement or the attic (for example, to make them into a concert room or a gym);
- setting up resource centres;
- street art – murals;
- etc – the list is inexhaustive and just predetermines the potential lines along which the project could be prepared.

Competition regulations have to be developed separately and envisage projects co-funding with some funds coming from OSBB, also containing the clauses specifying the projects compliance with the locality improvement rules and are generally sustainable. In essence, the projects are as much as possible free of negativity and are in no way related to the housing and utilities matters. For that reason, they **become an element of modern urban art space modelling**. The ideas for murals, designs and creative images, are also available in the results of focus-groups discussions of the section devoted to the associations with multi-apartment buildings and can be used by pofessional artists.

Timeline: the competition is held once a year and it is envisaged that 6 winners will be selected (ideally one per participant locality), with the total number of applications no less than 20 per 6 towns. The implementation of the project has to take up to 3 months.

Target audience: the established OSBB.

Expert support: coordination and organizational support provided by project coordinators.

Result: independently developed creative urban space, which is unique and different from the rest of the housing in the town; 5 mini-projects have been implemented.

■ **Tool 14. Voluntary assistance, as a tool for consolidating population for the localities with the lowest number of the established OSBBs at the moment** (Lysychansk, Starobilsk and Svatove). This Tool is identic to **Tool 7**, described in the events list of Group 3.

Timeline: 3 events in each of the towns per one season (spring and autumn). 18 events in total.

Target audience: associated and non-associated MAB co-owners.

External support: local CSOs, LG, donor representatives, field-specific citizen associations representatives (for example, environmental and cultural, if their help is needed).

Result: 3 initiative groups have been identified, the initiatives related to improvement of the land underneath and adjacent that pertains to the building have been realized (where the end result is not 'the land that is just clean', but with planted trees, an improved playground or a painted mural).

Transformation strategy 7. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 11. Social issues events [3]	Toretsk	OSBB co-owners	8 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Sloviansk	OSBB co-owners	7 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Kostyantynivka	OSBB co-owners	3 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Kramatorsk	OSBB co-owners	8 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Pokrovsk	OSBB co-owners	3 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Sievierodonetsk	OSBB co-owners	7 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Lysychansk	OSBB co-owners, MAB co-owners	1 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11. Social issues events	Starobilsk	OSBB co-owners, MAB co-owners	1 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 11.	Svatove	OSBB	1 MAB	4 events in	1. 4 waves have been

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[3] OSBB identifies the event.

Social issues events		co-owners, MAB co-owners		each OSBB over a year	realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Toretsk	OSBB co-owners	8 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Sloviansk	OSBB co-owners	7 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Kostyantynivka	OSBB co-owners	3 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Kramatorsk	OSBB co-owners	8 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Pokrovsk	OSBB co-owners	3 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 12. A flashmob, a challenge	Sievierodonetsk	OSBB co-owners	7 OSBB	4 events in each OSBB over a year	1. 4 waves have been realized over a year 2. Over 50% of MAB co-owners joined in
Tool 13. A mini-project competition	Toretsk	OSBB co-owners	8 applications	Once a year	1 implemented project
Tool 13. A mini-project competition	Sloviansk	OSBB co-owners	7 applications	Once a year	1 implemented project
Tool 13. A mini-project competition	Kostyantynivka	OSBB co-owners	3 applications	Once a year	1 implemented project
Tool 13. A mini-project competition	Kramatorsk	OSBB co-owners	8 applications	Once a year	1 implemented project
Tool 13. A mini-project competition	Sievierodonetsk	OSBB co-owners	7 applications	Once a year	1 implemented project
Tool 13. A mini-project competition	Pokrovsk	OSBB co-owners, MAB co-owners	3 applications	Once a year	1 implemented project
Tool 14. Voluntary assistance	Lysychansk	OSBB co-owners, MAB co-owners	48 people	6 events a year	1. 1 initiative group identified 2. 6 improvement initiatives
Tool 14. Voluntary assistance	Starobilsk	OSBB co-owners, MAB co-owners	48 people	6 events a year	1. 1 initiative group identified 2. 6 improvement initiatives
Tool 14. Voluntary assistance	Svatove	OSBB co-owners, MAB co-owners	48 people	6 events a year	1. 1 initiative group has been identified 2. 6 improvement initiatives

8. **A campaign for dialogue enhancement between the OSBB movement representatives and LG.**

■ **Tool 15.** **A platform to enhance dialogue between OSBBs, CSOs, CUs, AOSBBs and LG**.

The Tool envisages starting a practice of a day-to-day platform, functioning to host a dialogue between the representatives of OSBB movement and LG. This is launched as a shirt-sleeve meetings platform as free of formalism and bureaucracy as can be, which may be manifested in the following aspects:

- meetings location – not an LG-based location, but an open-space of a co-working/ a creative space of a CSO (not necessarily related to the OSBB field);
- instead of a round-table and official reports there could be a free moderated discussion on 1 key issue. The participants are informed on the topic of the meeting in advance and prepare, if necessary;
- instead of the 'we ask – you give' format there will be the interaction of equals based on the win-win principle.

The opening initiative as to starting such a communication channel has to come from donor project representatives to raise the core authority and status of the initiative. Also, over the first year the platform needs to function with the help of an external facilitator, becoming completely self-organized once the 'facilitated year' is over.

Timeline: running on a regular basis. The sessions are to be run at least once every 3 months.

Target audience: OSBB chairpersons, directors and members of CSOs, CUs, AOSBBs and LG reps.

External support: at the initial stage a facilitator/moderator might be involved.

Result: the perception by the two parties of one another's needs and opportunities has changed; at least one problem has been resolved in each of the towns of Group 2 through the conjoint effort of LG and OSBB.

Transformation strategy 8. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Kostyantynivka	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Lysychansk	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Starobilsk	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Toretsk	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Sloviansk	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Kramatorsk	LG, OSBBs, CSOs, CUs, AOSBBs	At least 4 sessions a year	One 2-hour session	One issue related to OSBB capacity building has been resolved
Tool 15.	Pokrovsk	LG, OSBBs,	At least 4	One 2-hour	One issue related to OSBB

A dialogue platform for CSOs, CUs, AOSBBs		CSOs, CUs, AOSBBs	sessions a year	session	capacity building has been resolved
Tool 15. A dialogue platform for CSOs, CUs, AOSBBs	Sievierodonetsk	LG, OSBBs, CSOs, CUs, AOSBBs	Мінімум 4 сесії на year	One 2-hour session	One issue related to OSBB capacity building has been resolved

Here is Group 2 Roadmap:
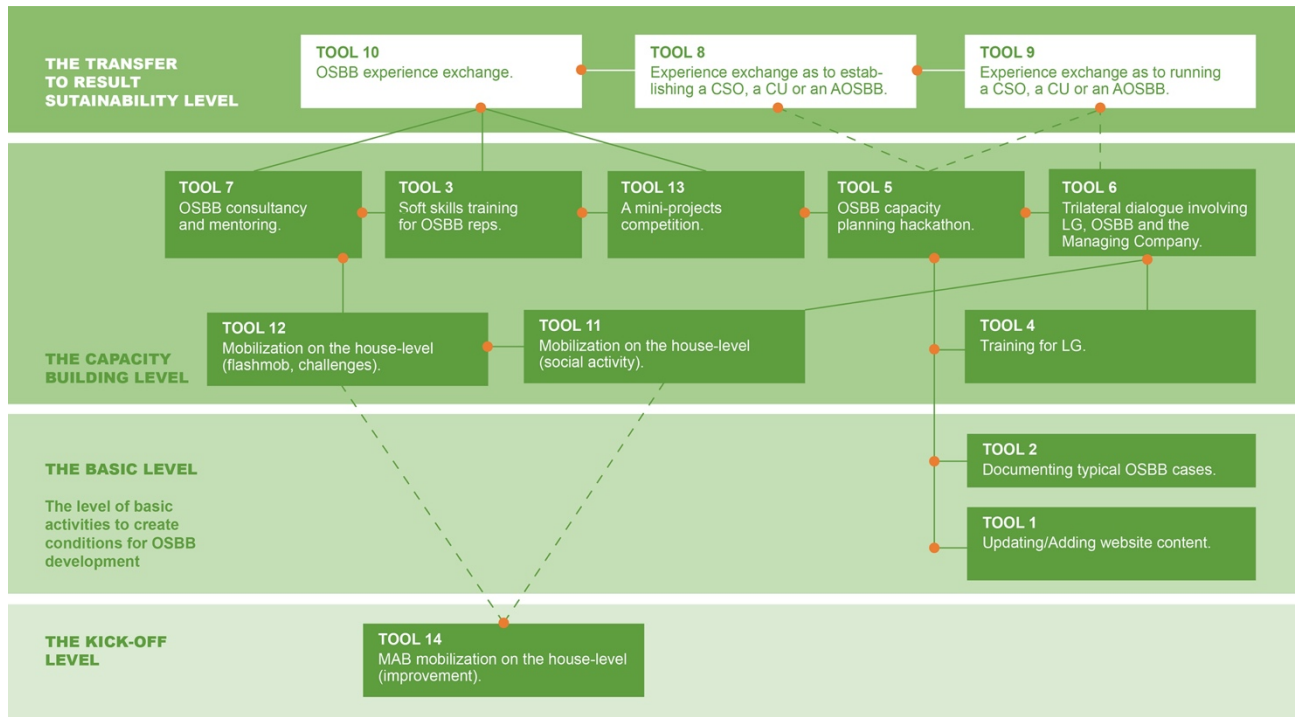
GROUP 1

BACKGROUND INFORMATION

Population size	**596 603**
Number of MABs	2881
Number of OSBBs	1048
Number of associated MABs	1089
Share of associated MABs in the total number of MABs in the locality	28%

Group 1 consists of flagship towns, where OSBBs have reached the level at which the key focus shifts from the need to prove the value and benefits of this form of management towards the need of **making the achieved results sustainable and replicating the existing practices of consolidation, public involvement and advocacy experience to other spheres of community life which may not necessarily be directly related to OSBB.**

This group consists of 4 towns – 2 per each of the Oblasts. The towns are leaders in their Oblasts in terms of the number of the established OSBBs and the sustainability and consistency of action directed at the development of the OSBB movement. However, the indicators for the towns of the Donetsk Oblast – Mariupol and Bakhmut – are more pursuasive than the ones for Rubizhne and Popasna. Thus, we have documented the average rate of associated MAB in Donetsk Oblast at 41%, whereas the same indicator for Luhansk Oblast is 15%. The number of established OSBB is some sort of an indicator of accumulated critical mass (in a positive sense of this word combination), which points to the fact that the point of no return on the way to OSBB popularization has been passed. The bigger the OSBB is, the less resources need to be allocated for awareness raising and interest shaping strategies and the more OSBB itself becomes an eloquent testament to concrete changes and an impetus towards transformation. For this very reason **the road to disseminating sustainable practices of active citizenship is through enhancing the number of successful OSBBs** with advocacy experience on the level of municipalities and act as an active subject when communicating with LG and other stakeholders (managing companies, donors, etc).

A shared surmise (the conditions already in place) for all the localities would be:
- **-1-** Setting OSBB as a priority in the matters related to housing and utilities infrastructure on the municipality level.
- **-2-** Sustainable and integrated assistance of the OSBB set up process provided by LG.
- **-3-** High level of OSBB awareness, understanding the benefits of going for this form of management.
- **-4-** There is a pool of concrete examples of changes that take place after an OSBB has been set up.
- **-5-** High satisfaction rate among MAB co-owners with OSBB as a form of management.
- **-6-** A practice of conjoint handling of issues on the house-level has been shaped.

Additional surmises relevant for Mariupol, Bakhmut and Rubizhne:
- There are functioning CSOs, Cus and AOSBBs.
- Self-advocacy practices on the locality level.

Core transformation practices

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1. A multi-faceted information and communication media campaign;

2. A multi-level awareness-raising campaign for multi-apartment buildings co-owners/OSBB board members;

4. Consulting and mentoring for initiative group experts and OSBBs;

5. Enhance the setting up of citizen associations (CSOs, CUs) and AOSBBs;

6. OSBB experience exchange campain;

7. Age-specific mobilization campaign for multi-apartment building co-owners;

8. A dialogue enhancement campaign between the OSBB movement representatives and LG.

9. Lobbying for legislation change, advocating for MABs co-owners interests.

Detailing the strategies

-1- A multi-faceted information and communication media campaign.
- **Tool 1. Telegram channel and chat bot** are aimed at interactive creation of awareness ad assistance for initiative groups / OSBB boards.

  The Telegram channel is an alternative for news webites or official OSBB awareness websites and Viber groups. The channel has an open access and anybody, who is interested, could subscribe (OSBB boards, initiative groups, active co-owners, LG reps, etc).

  The priority target audiences of the chat bot are:
    - Initiative groups – answers to the most relevant questions as to establishing an OSBB, OSBB-related issues, regulatory framework, dispelling the myths, etc.
    - OSBB boards – answers to the most popular questions related to OSBB functioning.

  The Telgram channel and the chat bot are promoted as part of social adds and via field-specific institutions (pertinent pages, Viber groups of associations, CSOs and LG).

  The tool itself is more or less oriented towards the localities in Group 2, still, in terms of its promotion and consistency it is established on the basis of localities of Group 1.

    Timeline: the activity envisages the launch of pertinent channels and their consistent moderation by AOSBB further on. The launch of this tool envisages support from digital tools as to what content should be presented and in what manner and how to manage the chat bot. 8 hours of a joint strategic session and 1 month for launching the chat bot and the Telegram channel.

    Target audience: CSOs, CUs, AOSBBs, the established OSBB, MABs initiative groups.

    Expert support: local CSOs, LG representatives, donor representatives, digital marketing professionals.

    Result: a Telegram channel has been launched with at least 1500 subscribers over the first year and consistent number of unique content (no less than 1 copy of text every 5 days); a chat bot has been launched with at least 400 requests.

- **Tool 2. Documenting success cases (promo videos up to 2 min long) in the mini-stories format 'Why are we proud of our OSBB?'** The essence of the idea is to convey to the initiative groups and the running associations that success is not always measured by the scale of works, and that a roof overhaul is a success just the same as setting up a playground or stairwell lamps replacement.

Event purpose: to convey to MAB co-owners that OSBB is **not only** the Chairperson's area of responsibility, and that success is achieved when the work is done conjointly. This tool envisages **creating 10 video-cases for the 4 towns of this group**. Each of the cases will touch upon **different OSBB achievements**, and has to refelect the activity and involvement of MAB (the forms of participation, number of participants and their motives). **It is important that these video cases should not ctreate the image of a perfect world, their aim is to reflect the true-to-life state of things without giving an impression of a set up.** Thus, if a case is on landscape improvement and we can see 10 people who have turned up, we are then not creating an effect of 100% involvement, we feature the 'normality' of processes that are taking place on the MAB level. 10 people does not mean 'a lot' or 'a little', these are the activists that we have for this concrete event and that is what boils down to 90 % situational involvement of MAB co-owners a year. In other words our activities cannot summon all the co-owners on each occassion, however, if each co-owner participates in one or two activities, we receive a picture of actual involvement of MAB co-owners in their OSBB.

Timeline: a one-off event, envisaging communication experts' advisory support on how to present information in a simple and accessible manner. 8 hours of a joint strategic session. 1 month to create the video-cases.

Target audience: OSBB professionals, CSOs, CUs, AOSBBs, OSBB chairpersons and LG public information professionals.

Expert support: communication and design professionals, an OSBB capacity building professional.

Result: a series of video-cases (up to 10) has been created, featuring OSBB successes in various spheres; the significance level of small changes has been boosted and the realization of the individual's role in these changes has come.

Transformation strategy 1. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 1. Telegram channel	All the project communities, with Mariupol being the developer and the moderator	OSBB, initiative groups, LG	1500 subscribers	1 month to set it up, running on the day-to-day basis	1. consistent updates 2. the number of subscribers is gradually increasing
Tool 1. Chat bot	All the project communities, with Mariupol being the developer and the moderator	OSBB, initiative groups, LG	400 requests	1 month to set it up, running on the day-to-day basis	The number of request is gradually increasing
Tool 2. Video-cases	Mariupol	OSBB, LG, AOSBB	4 video	1 month for implementation	4 video -cases
Tool 2. Video-cases	Bakhmut	OSBB, LG, CU	3 video	1 month for implementation	3 video -cases
Tool 2. Video-cases	Rubizhne	OSBB, LG, CU	2 video	1 month for implementation	2 video -cases
Tool 2. Video-cases	Popasna	OSBB, LG	1 video	1 month for implementation	1 video-case

-2- An awareness-raising campaign for OSBB board representatives.

■ **Tool 3.** **Workshops for OSBB board.**

For this group of towns the workshop format is relevant, with a significant portion of hands-on information and showcasing. It is suggested that the workshops are held in the town of participants' residence – this will bring in more people because of the smaller time input, which is usually the biggest barrier when it goes about the away events.

Being equipped with practical experience in managing a multi-apartment building, the skills of effective communication come to the fore.

Workshop topics:
- effective communication, prevention of professional burnout;
- project management, grant-writing and fundraising and
- advocacy.

It is suggested that all the workshops should be integrated into one course **'Sustainable practices of OSBB management'** (similar to Tool 3, Group 2).

To ensure best results a team of 2-4 people has to participate from one OSBB. Age-diverse and gender-balanced teams are preferable. If the demand exceeds the capacity (it is impossible to invite all the applicants), online coverage is ensured for those who pre-registered.

Timeline: the course contains six 6-hour sessions; one session a month; 36 hours of training in total. In view of the fact that the number of OSBBs in each town is different, the following number of courses is proposed for each of the cities specifically:
- Mariupol   5 courses, 20 participants from 6 OSBB, 30 OSBB in total
- Bakhmut   3 courses, 20 participants from 6 OSBB, 18 OSBB in total
- Rubizhne   2 courses, 20 participants from 6 OSBB, 12 OSBB in total
- Popasna   1 course, 20 participants from 6 OSBB

Target audience: OSBB board representatives.

Expert support / trainers: independent practitioners, specializing in OSBB capacity development.

Result: The involvement indicator of MAB co-owners in OSBB projects has increased by at least 10%; at least 9 applications submitted to participate in mini-projects competitions; at least 1 diversification practice of the OSBB raised funds has been implemented in each of the participant towns.

Transformation strategy 2. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 3. 'Sustainable practices of OSBB management'	Mariupol	OSBB boards	100 people	5 courses, , 1 course = 36 hours of training. 180 hours in total	1. The involvement indicator of MAB co-owners in OSBB projects has increased by 10% 2. 3 projects submitted for a competition pf mini-projects/Participatory budget, etc 3. 1 diversification practice of the OSBB raised funds has been implemented
Tool 3. 'Sustainable practices of OSBB management'	Bakhmut	OSBB boards	60 people	3 courses, 1 course = 36 hours of training. 108 hours in total	1. The involvement indicator of MAB co-owners in OSBB projects has increased by 10% 2. 3 projects submitted for a competition pf mini-projects/Participatory budget, etc 3. 1 diversification practice

					of the OSBB raised funds has been implemented
Tool 3. 'Sustainable practices of OSBB management'	Rubizhne	OSBB boards	40 people	2 courses, 1 course= 36 hours of training. 72 hours in total	1. The involvement indicator of MAB co-owners in OSBB projects has increased by 10% 2. 2 projects submitted for a competition pf mini-projects/Participatory budget, etc 3. 1 diversification practice of the OSBB raised funds has been implemented
Tool 3. 'Sustainable practices of OSBB management'	Popasna	OSBB boards	20 people	1 course, 36 hours of training	1. The involvement indicator of MAB co-owners in OSBB projects has increased by 10% 2. 1 project submitted for a competition pf mini-projects/Participatory budget, etc 3. 1 diversification practice of the OSBB raised funds has been implemented

-4- Expert consulting and mentoring to OSBB and initiative groups.

■ **Tool 4. The Institute for Regional Mentoring.** The towns of Group 2 enjoy a high level of support provided by LG, on the one hand, and a significant attention from the projects aimed at OSBB movement development, on the other. Such conditions are rather comfortable and favorable for change, still they bring about certain threats – if political elites change, OSBB support on the local level can decrease, whereas, the end of the training courses for OSBB chairpersons will leave OSBB to face new challenges and problems all on their own. For that very reason, it is important to not only handle the issues here and now, but also to teach how to acquire the knowledge and share it with the community of the like-minded people, thus ensuring the due consolidation of efforts and sustainability of OSBB movement.

The setting up of The Institure for Regional Mentoring envisages training OSBB opinion leaders (Heads of Boards, which are local experts; Heads of CSOs, CUs, AOSBBs, which provide information support; Heads of field-specific civic associations, etc) on how to provide less experienced colleagues with consistent support and professional assistance. The purpose of this tool is to prepare mentors among the board representatives of the established OSBBs. It is envisaged that potential participants have the basic or above level of professional skills in terms of legal, organizational, financial issues, etc, and training with **The Institure for Regional Mentoring** will focus on the development of communication habits and delivering information to the 'unprepared' or 'problematic' audience, public appearances, online communication, etc.

The proposed format envisages that each person intending to become a mentor will complete certain assignments over the course of study and assisst an initiative group in setting up an OSBB in their town or mentor a newly established OSBB. Upon the completion of the course it is envisaged that each alumni during a year will mentor at least **1 OSBB and 10% of all the OSBBs have to be from the towns of Group 2.**

Timeline: the mentor training will be carried out in the online format and will consist of five 4-hour sessions. One online session is held once a month and ends with a concrete assignment to complete which there is time before the next session starts. In-between the sessions each participant will have 2 hours of online consultations with the trainers. The participants from all 4 cities undergo the course concurrently.

Target audience: OSBB board reps, Heads of CSOs, CUs, and AOSBB.

Expert support/ trainers: independent practicioners specializing in OSBB capacity building, experts of running CSOs, CUs and AOSBBs and LG experts.

Result: at least 14 mentors have been trained to provide assistance to OSBB in target communities; support of 14 initiative groups/OSBB is ensured by the trained mentors; a foundation has been laid for regional OSBB mentor community, which will make it possible to unburden LG in terms of having to deal with standart petty requests; OSBB corporate culture on the town level is being shaped; OSBB development sustainability has been raised.

- **Tool 5. Team mentoring.** The idea behind this is that the OSBB ambassador-towns achieve success not only and not because of financial support they receive for capacity building purposes. A powerful impetus for successful functioning of OSBB is an established liaison with LG, involvement of LG officials into OSBB initiatives realization and information support of the associations' activities. Such practices are easier to scale in the localities with a limited resource/subsidy-based budget. The team mentoring envisages that there are partner towns (in the 'mentor-mentee' format) and adopting best practices for further use. The teams of both categories contain LG reps (2 per locality), CSOs, CUs, AOSBBs (at least 1 rereservative if available), CSO (for localities with no OSBB, but with active citizen associations, 2 reps) and OSBBs (at least 5 chairpersons; if they are unavailable –citizen commitees/ MAB initiative groups/active residents).

The stages of team mentoring include:
  - the analysis of the current situation with OSBB development;
  - putting down the goals;
  - the visit of mentee-towns to mentor-towns;
  - the building up OSBB development program / Action Plan on enhancing the loyalty towards OSBB (brought about by using **Tool 5, Group 2**);
  - mentoring over the course of program implementation.

The suggested pairs are:
  - Popasna   – Stanytsia Luhanska
  - Bakhmut   – Druzhkivka
  - Rubizhne   – Starobilsk / Svatove

Timeline: such inter-municpality mentoring is a lengthy process splitted into separate stages. The overall duration is 1 year. A separate stage is a mandatory kick-off visit of the mentee group to the mentor towns for familiarization with the results of OSBB work and true-to-life perspectives. Generally, the inter-municipality assistance activities have to be formalized in memorandums and detailed in the envisaged steps agenda.

Target audience: LG, chairpersons, multi-apartment buildings co-owners, initiative groups and heads and members of CSOs, CUs and AOSBBs.

Expert support/ trainers: independent practicioners specializing in OSBB capacity building, experts of the functioning CSOs, CUs and AOSBBs and LG experts.

Result: the implemented mechanism of inter-municipal support of OSBB movement; the established conditions for synergy of action of different subjects related to OSBB development in the target communities; the implemented consistent assistance to OSBB in the mentee towns; enhanced activity in terms of setting up OSBBs (initiative groups emerged, OSBB have been established).

Transformation strategy 4. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 4. The Institute for Regional Mentoring	Mariupol	AOSBB members, members of field-specific CSOs, CUs and OSBB board representatives	12 people	20 hours of online training, 10 hours-online consultations (per 1 mentor)	1. 8 trainees have completed the course as mentors 2. 8 initiative groups/OSBB, provided with mentor assistance
Tool 4. The Institute for Regional Mentoring	Bakhmut	AOSBB members, members of field-specific CSOs, CUs and OSBB board representatives	6 people	20 hours hours of online training, 10 hours- online consultations (per 1 mentor)	1. 3 trainees have completed the course as mentors 2. 3 initiative groups/OSBB, provided with mentor assistance
Tool 4. The Institute for Regional Mentoring	Rubizhne	AOSBB members, members of field-specific CSOs, CUs and OSBB board representatives	4 people	20 hours hours of online training, 10 hours- online consultations (per 1 mentor)	1. 2 trainees have completed the course as mentors 2. 2 initiative groups/OSBB, provided with mentor assistance
Tool 4. The Institute for Regional Mentoring	Popasna	AOSBB members, members of field-specific CSOs, CUs and OSBB board representatives	2 people	20 hours hours of online training, 10 hours- online consultations (per 1 mentor)	1. 1 trainee have completed the course as mentors 2. 1 initiative groups/OSBB, provided with mentor assistance
Tool 5. The Team mentoring program	Popasna – Stanytsia Luhanska	LG, AOSBBs, OSBBs, CUs, initiative groups	20 people (from 2 towns)	1 year	1. Consistent support of OSBB has been introduced to the mentee towns. 2. enhanced activity in terms of setting up OSBBs (initiative groups emerged, OSBB have been established).
Tool 5. The Team mentoring program	Bakhmut – Druzhkivka	LG, AOSBB, OSBB, CUs, initiative groups	20 people (from 2 towns)	1 year	1. Consistent support of OSBB has been introduced to the mentee towns. 2. enhanced activity in terms of setting up OSBBs (initiative groups emerged, OSBB have been established).
Tool 5. The Team mentoring program	Rubizhne – Starobilsk / Svatove	LG, AOSBB, OSBB, CUs, initiative groups	20 people (from 2 towns)	1 year	1. Consistent support of OSBB has been introduced to the mentee towns. 2. enhanced activity in terms of setting up OSBBs (initiative groups emerged, OSBB have been established).

-6- OSBB experience exchange campaign.

■ **Tool 6. A successful OSBB in real time.** There are a lot of myths around OSBB, which become barriers to starting new associations. At the same time one of the best motivation tools according to the experts of this research, is by seeing an example. And if the initiative groups can be taken on a tour to the established OSBB/for experience excahnge, such events will not be interesting for regular MAB co-owners. At the same time, the purely awareness raising campaigns do not create the 'seen with my own eyes' effect.

In the given case the awareness raising enhancement tool, and, as a consequence, motivation impetus, could be a project aka reality show, that reveals to the general public all the processes and transformations related to setting up an OSBB and its functioning. Apart from that an up-to-date image of OSBB is shaped in public consciousness and the model of good neighborly relations is popularized.

The **Successful OSBB in Real Time** project envisages the involvement of 4 initiative groups (one per each of the towns – Mariupol, Bakhmut, Rubizhne and Popasna) from the very stage of an idea of setting up an OSBB and tracking the changes over the course of a year. At least once a month there are accounts of project progress and successes of OSBB-participants on local TV and in print media as well as on social media: widest possible access is ensured to different target audiences both in project localities and in other communities that are DG-East focus.

The algorithm of project realization:

- **Stage 1. Organizing and preparing.** Detailing project concept. Determining the amount of funding. Determining the information dissemination channels with due regard to target groups specifics (a basic set – posting updates on Town Councils' websites, social media, accounts on local TV and in local newspapers). The project start is announced.
- **Stage 2. Building project teams.** Selecting initiative groups to participate in the project. Apart form an initiative group the town is to be represented by an LG official to assist over the course of the project. Selecting team mentors – OSBB experts to provide advisory support at all the stages of the project.
- **Stage 3. Project implementation.** It starts with putting up a list of MAB co-owners, preparing a Statute, summoning and helding a statutory meeting, electing the members and the chairperson of OSBB, getting through state registration and other subsequent procedures that will take place over the year. Changes will be tracked at least once a month.
- **Stage 4. Selecting the winners.** The winners are to be selected by the Expert commission, containing LG, OSBB chairpersons, the heads of AOSBB, Resource centres and other field-specific organizations. The winners receive project main prize (for example, material support for realization of an initiative of the newly established association). Project conclusion: success cases of the newly established OSBB presented as video stories.
- **Timeline**: up to 1 year, depends on the speed of going through all the stages of becoming an OSBB.
  Target audience: target towns of Groups 2 and 3, LG of these towns, AOSBBs, CSOs of DG-East target towns – these are the targets at whom the content is oriented, which will be produced, using this result. On top of that, comprised are non-associated MAB co-owners of Group 1.
  Expert support/ trainers: independent practicioners specializing in OSBB capacity building, experts of the functioning CSOs, CUs and AOSBBs and LG experts.
  Result: 4 OSBB have been set up (1 per each of Group 1 towns); the awareness level of residents of target communities as to OSBB as a form of building management has been raised; OSBB loyalty level has increased because of the dispelled myths.

Transformation strategy 6. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 6. The Successful OSBB in Real Time project	Mariupol	LG, an initiative group to set up an OSBB, AOSBB	1 OSBB, expected outreach to be assessed upon identification of communication channels	Up to 1 year	1. 1 OSBB has been set up 2. OSB awareness level has been increased among the towns of Groups 2 and 3 3. the mythologization level of OSBB development process has been decreased.
Tool 6. The Successful OSBB in Real Time project	Bakhmut	LG, an initiative group to set up an OSBB, AOSBB	1 OSBB, expected outreach to be assessed upon identification of communication channels	Up to 1 year	1. 1 OSBB has been set up 2. OSB awareness level has been increased among the towns of Groups 2 and 3 3. the mythologization level of OSBB development process has been decreased.
Tool 6. The Successful OSBB in Real Time project	Rubizhne	LG, an initiative group to set up an OSBB, AOSBB	1 OSBB, expected outreach to be assessed upon identification of communication channels	Up to 1 year	1. 1 OSBB has been set up 2. OSB awareness level has been increased among the towns of Groups 2 and 3 3. the mythologization level of OSBB development process has been decreased.
Tool 6. The Successful OSBB in Real Time project	Popasna	LG, an initiative group to set up an OSBB, AOSBB	1 OSBB, expected outreach to be assessed upon identification of communication channels	Up to 1 year	1. 1 OSBB has been set up 2. OSB awareness level has been increased among the towns of Groups 2 and 3 3. the mythologization level of OSBB development process has been decreased.

-7- **Age-specific mobilization campaign for multi-apartment building co-owners.**

■ **Tool 7. A mini-projects competition**. The competition is held among OSBBs of the 4 towns and envisages **the realization of an initiative, which would reach beyond one building and result in a meaningful effect on the level of the town.** The content of the submitted projects should not be related to housing and utilities matters.

Competition Rules (as in **Tool 13 Group 2**) have to be developed separately and envisage project co-funding, including OSBB, too, as a contributor.

Timeline: the competition is held once a year and it is envisaged that 4 winners will be selected (ideally, 1 per each of the participant-towns), with the total n umber of the applications no less than 40 per 5 towns. The project is to be implemented within up to 3 months.

Target audience: OSBBs, AOSBBs, CSOs (OSBB-centred) have been established.

Expert support: advisory and organizational support provided by project coordinators.

Result: 4 projects have been implemented that reach beyond the limits of one building and concern the changes on the level of the town.

- **Tool 8. A citizen leadership summer camp.** To be held in Mariupol. The participants, however, may come from all the 15 project communities. Participants' age: 18-25. The format is a two-week crash course coupled with cultural and awareness-raising activities. The training is focused on creating adequate awareness on interrelation between rights/powers and duties/ responsibility in the context of different social roles: 'me as a citizen', 'me as a family member', 'me as a town official', 'me as a resident of a building', building up communication skills and core mediation basics; elaborating ideas and projects for Participatory budget initiatives; developing the skills of self-presentation; skills of secure handling of social media; presenting the opportunities of leadership capacity building (national and international projects, for example, Klitschko Foundation initiatives, Viktor Pinchuk Foundation and Elena Pinchuk Foundation, Ukrainian Leadership Academy, etc.) **The tool in view of its target group and result extension leaves the scope of the 'here and now' principle. It is aimed at consistent preparation of a new generation of leaders, responsible citizens with an understanding of what good neighbor is.** It is offered to realize the suggested content for such a camp by borrowing a Standford University approach to its studies, where the result is measured with concrete products and changes. Thus, the youth do not study theory; they build up habits by practicing things.

  Timeline: 14 days once a year.

  Target audience: youth living on OSBBs (their parents are owners) in the 4 participant-towns.

  Expert support: trainers, coaches, workshop leaders, facilitators, organizational and advisory assistance in the event realization.

  Result: 40 young persons with the skills of design thinking approach to resolving pressing issues; the initiatives in at least 10 participant –towns have been implemented (the initiatives to touch upon civic participation formats and conjoint efforts); the foundations for manager generation change have been laid on the level of a building.

- **Tool 9. Flashmob The Power of Small Change**
  The essence of 'small change' is that each of us has some domestic trifles that get on our nerves – like a piece of waste dropped on the ground, neighbor smoking at the stairwell or a burnt out light bulb over the staircase, etc. Usually such things are mood killers but they tend to stay unhandled. The idea of the flashmob is to disseminate stickers with a hashtag **#I care, #care_for_mine, #starting_with_myself** and QR-code with the movement background – to correct at least three household things that get on your nerves and by doing so exempt yourself of negative emotions and turmoil. The stickers could be attached to the cell phone, a laptop, car glass, office or apartment – anywhere. Those who joined in have to make a post on Instagram/Facebook on small changes, which they made, by adding a hashtag.

  Timeline: it is expected that such a event will be taken on by at least 10% of the OSBB that are now functioning in each of the localities. Over the year the activity will have at leat 2 waves of support.

  Target audience: the OSBBs that have been established.

  Expert support: organizational assistance provided by project coordinators.

  Result: a movement has been established that aims to build responsible behavior and turn 'being [socially] commited' into a trend just as to showcase how easy it is to act kindly.

Transformation strategy 7. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 7. Mini-projects competition	Mariupol	OSBBs, AOSBBs, CSOs	20 applications	Once a year	1 implemented project
Tool 7. Mini-projects competition	Bakhmut	OSBBs, AOSBBs, CSOs	10 applications	Once a year	1 implemented project
Tool 7. Mini-projects competition	Rubizhne	OSBBs, AOSBBs, CSOs	6 applications	Once a year	1 implemented project
Tool 7. Mini-projects competition	Popasna	OSBB	4 applications	Once a year	1 implemented project
Tool 8. Summer camp for youth	Mariupol (the organizer) The participants are 4 towns of Group 1	OSBB	40 young presons	14 days	1. 40 young persons with design thinking skills 2. 10 implemented public activity initiatives
Tool 9. Summer camp for teenagers	Mariupol	OSBB	80 OSBB	Over the year	1. 2 waves over a year 2. over 30% MAB co-owners joined the flashmob
Tool 9. Flashmob Power of Small Changes	Bakhmut	OSBB	18 OSBB	Over the year	1. 2 waves over a year 2. over 30% MAB co-owners joined the flashmob
Tool 9 Flashmob Power of Small Changes	Rubizhne	OSBB	5 OSBB	Over the year	1. 2 waves over a year 2. over 30% MAB co-owners joined the flashmob
Tool 9. Flashmob Power of Small Changes	Popasna	OSBB	2 OSBB	Over the year	1. 2 waves over a year 2. over 30% MAB co-owners joined the flashmob

-9- Lobbying for legislation change, advocating for MAB co-owners interests.
■ **Tool 10. OSBB Forum.** The event is of an Oblast scale and consolidates several target groups related to the quality changes in OSBB of the Donetsk and Luhansk Oblasts. Apart from awareness-raising purposes the event is aimed at promoting the OSBB movement. **The event is to take place in Mariupol and bring in the representatives of other 14 DG East target communities.** The expected outreach is 150 people (75 – Mariupol residents, 75 – guests from other localities). With that, at least 2 LG representatives per city are involved into OSBB Forum workshops.

Several concurrent locations operate during the Forum:

- **Interactive exhibition 'Best OSBB practices'.** The participants are OSBBs from all over Ukraine, which have unique experience in implementing innovation, the practice of effective cost-saving, etc. Not **less than half participants, however, are local OSBBs** (from the Donetsk and Luhansk Oblasts). The expacted number of participants is 30 OSBBs – at least 1 OSBB per Oblast, except from the target ones (22 OSBBs in total) and 8 local OSBBs (6 from the Donetsk Oblast and 2 from the Luhansk Oblast). Forum particpants presenting their house management experiences in the exhibition area will make it possible to enhance certainty that real changes are achievable and the practices of other localities will be of value for the experienced chairpersons.

  The exhibition area will be working in the hall throughout the working hours of the Forum. The presentation stands are video monitors, providing key information on OSBB and visual proofs of uniqueness (photos / videos / infographics).

- **A plenary session involving the decision makers of the Oblasts.** A keynote speech with information about the state of realization of HUI reforms and the prospects of this sphere in Ukraine coupled with a report on OSBB assistance programs in the Oblast and countrywide. Best OSBB assistance practices may be awarded (LG) and best OSBB management practices.

- **Zone 1**. Runs throughout the day for **initiative groups and boards of the newly established OSBBs**. The speakers are 'experienced' OSBB chairpersons that share hands-on experience: ensuring the quorum for coming to a decision; the effective practices of MAB co-owners informing; liaising with those who are always 'contra'; co-owner consolidation events that work, etc.

- **Zone 2**. Aimed at **OSBB boards who have already handled first challenges** – the roofs/cellars/pipes of their MAB have been repaired **and they are up and running for sustainable development.** This zone becomes platform for capacity building along two lines: in the first place, it is adopting experience of realization of large-scale/innovative projects, in the second place, it is rolling out active civic participation practices within OSBB and beyond.

- **Workshops for LG**. Experience exchange between LG in terms of assisting OSBB development and introducing the available local governance tools. Among the speakers are LG reps / AOSBBs of Mariupol (OSBB assistance experience regarding the Participatory budget), Bakhmut (support in setting up an OSBB – assistance with the registers), Toretsk (AOSBB rendering institutional support – the Reserve Fund), Rubizhne ('LG-OSBB' dialoguing practices).

- **Networking zone**

  This zone works for 2 hours. Its aim is to enable networking for experience exchange. For example, OSBB from one locality could talk with an OSBB from another locality as to the realization of an international technical assisstance project or LG reps could consult with each other as to implementing the practices of nonfinancial OSBB assistance, etc. The list of Forum participants is put together in advance and is passed on to OSBB and LG representatives – the prospective Forum participants – for review. After that the guest is 'booked' for a concrete time slot within the working hours of the Networking Zone.

Timeline: the event is held once a year in one day (8 hours). It is envisaged that the event will become annual.

Target audience: the representatives of OSBBs from project target communities, the representatives of successful OSBBs from the whole of Ukraine, AOSBBs, CSOs, CUs,

initiative groups, LG, independent OSBB capacity building experts, representatives of international programs amd representatives of designated executive authorities.

Result: Forum Resolution as to a regional program of OSBB movement support, including activization of the need to establish regional councils on the Oblasts level; developing OSBB image; OSBB/LG networking; at least 3 joint implemented projects over the course of 6 months following the Forum by its participants.

Note, this Tool is related to several transformation strategies – it is not not only about turning the spotlight on OSBB needs and lobbying for OSBB interests, but also about the reinforcement of setting up civic associations as a **Tool for a better tuned and consistent advocacy (Transformation strategy 5) and OSBB experience exchange campaign (Transformation strategy 6), OSBB and LG representatives training (strategies 2 and 3) and creating a communication platform for LG, OSBB and civic associations (strategy 8).**

Transformation strategy 9. Tools	Target community	Target audience	Expected outreach/ result	Timeline / intensity	Deliverabe
Tool 10. OSBB Forum	All 15 target communities + OSBB form other Oblasts	OSBBs, LGs, CSOs, AOSBBs, international programs, independent experts	150 people	Implemented over 1 day (preparation for at least 3 months; efficiency post-monitoring for 6 months)	1. The Forum for 150 participants has been held 2. The Resolution 3. 3 jointly implemented projects by Forum participants

Here is Group 1 Roadmap:
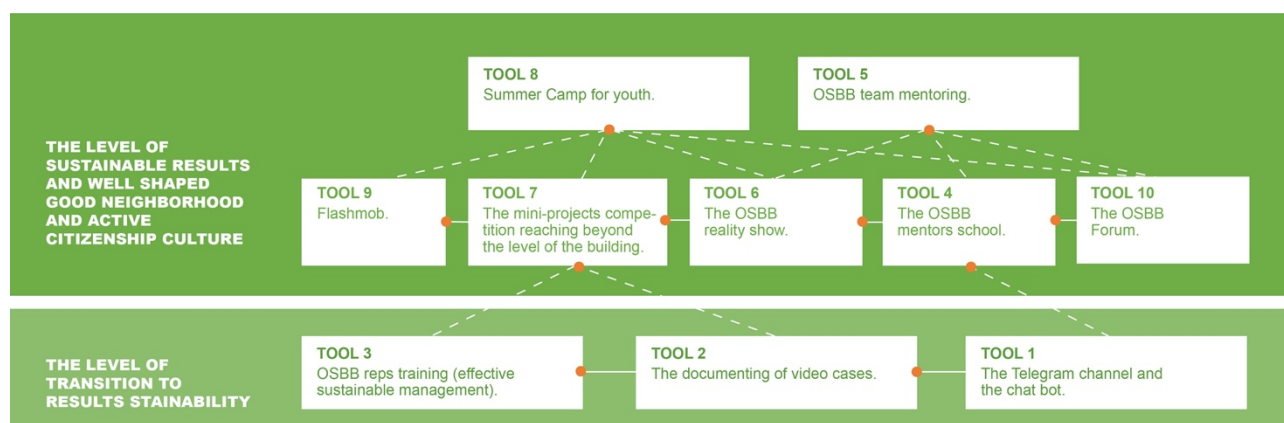
OSBB POPULARIZATION CAMPAIGN

Concrete tools, referred to above, make it possible to achieve an end goal and build the good neighbor culture and the culture of commited citizen involvement. However, it was for a reason that in each of the groups least attention was given to the **information and communication component**.

We proceed from the fact that any communications within this project should be consistent and aimed at the needed values to be built up gradually.

So, the information and communication concept envisages the following components:
Component 1. Communication campaign on values actualization.
Component 2. A multi-level awareness-raising campaign.
Component 3. Supporting information campaign.
Component 4. Offline campaign From OSBB to Your Town Creative Space.

Detailing here the content of each of the components:

> **-1- Communication campaign on values actualization.**
> **Purpose:** to turn the spotlight on the values of freedom, responsibility, commitment, involvement and proactivity via simple, accessible and modern tools, which age group specific.
> **Tools:**
> - **A series of project hashtags** that are used in all the activities, for the social media and become part of branding.
>   Possible hashtags:
>   - **#care_for_mine**
>   - #**starting_with_myself**
>   - #**being_responsible_is_trendy** [*be responsible_be trendy*]
>   - #**doing_it_myself**
>   It is important that the hashtags are not directly related to OSBB as a form of management, they make an appeal to individual responsibility and action via creating an image of these being trendy.
> - **Project branding**, envisaging the developing of a brandbook with a basic set of simple and eye-catching elements of style:
>   - OSBB movement logo in the Donetsk and Luhansk Oblasts
>   - Brand color scheme
>   - Branded products – for example, a sweatshirt, a jacket, a cap, an eco bag or some tools for building/landscape improvement
>   - Templates for posts visualization on social media and for project printed products.
>   **The key task of the tool is to make the face of the OSBB movement visually recognizable, at the same time making this movement up-to-date, stylish and curious both in form and content.**
> - **The videos** for the target audience convey how simple some things are where our responsibility shows and that initiative is not only punished, the option everybody seems to be so well aware of, but rather leads to change, success and contentedness.

It is suggested that three separate videos should be shot for different age groups– young people aged 16 – 25, young families aged 26 – 35, middle-aged people aged 36 – 50 and for the people of pre-pension and pension age – 51+.

Video length: up to 1 minute each.

Type: scripted

Format: social story aimed at values actualization

- **Social posters.** The storyline here concurs with the one of the videos both in content and in characters. So, the faces of the featured protagonists appear on the posters.

  It is suggested that a separate series of posters should be developed for each of the social groups, each series containing 5 key messages about values.

  The posters will use project hashtags.

Placements

- National TV channels –social ads quota
- Regional TV channels – social ads quota
- Citilights in all the target communities of the project (social ads quota)
- A billboard in all the target communities of the project (social ads quota)
- Offical websites of LG and designated executive authorities
- Social media – focus on top rated pages, groups, channels, which are not directly related to OSBB but have many subscribers and high engagement.
- Personal pages of influencers – opinion leaders in each of the age groups, which would launch the wave of support of the initiatives and also via social media
- Field-specific pages, groups, channels of OSBBs, AOSBBs, CSOs and CUs.

Timeline: over 6 months – an active phase with as many concurrent placements as can be, second half of the year – the passive phase: support on the social media.

-2- A multi-level awareness-raising campaign.

Purpose: ensure access to quality awareness raising and educational content for as wide target audience as can be **by means of the unified online platform**.

It becomes a single point of contact forMAB co-owners.

The portal 'Diia. Digital Education' could serve a prototype for this idea. 'Diia' is offering educational video courses for users with different levels of digital preparedness.

The core tool is the platform itself, the content of which is divided into the following types:

- the awareness raising content
- the educational content
- the informational content

TA level of preparedness	The awareness raising content	The educational content	The informational content
Low Key task: to inform	What is OSBB? Dispelling the myths and overcoming barriers OSBB-related benefits	Beginner content	
Medium Key task: to evoke interest	Detailing the benefits	Elementary content	OSBB cases
High Key task: to create an ambassador		Advanced content	OSBB cases, OSBB prospects, successful advocacy campaigns, Useful resources and links

Content types for the online platform:

■ The awareness raising content is fed in separate animated videos up to 1 min long.
One myth/barrier – 1 video
   - Myth 1: One can lose their subsidy if one becomes part of an OSBB.
   - Myth 2: OSBB is a one-way ticket
   - Myth 3: OSBB is about all in one go
   - Myth 4: OSBB is a costly endeavor + if we do not set up one, we relieve ourselves of responsibilities
   - Myth 5: They will take my flat for debts
   - Myth 6: OSBB is expensive and complicated

A separate animated video on the essence of OSB as a form of management.
A separate scripted video on OSBB for the 'young people' category.
Total: 7 animated videos and 1 scripted video.

■ The educational content consists of three series of videos. Each series contains up to 10 videos each of them being less than 10 min in length. No more than 30 videos in total.
Note, the authors of this research consider the practice of involving high profile trainers for the shoot of an educational video valuable, and think highly of an opportunity to use such an approach to training MAB co-owners.

It is important to adapt the image of a high profile speaker to the needs of our target audience. In this case, however, these have to be not only professional trainers, but also **media persons** that evoke a wish to inherit their manner and lifestyle and if it is connected with OSBB, it will result in a good mass effect from the standpoint of popularization of this movement.

Thus, this **tool has to achieve two goals – the marketing goal** (to establish interest, so that the audience 'buys' it) and **educational** (explaining the challenges in a simple, accessible language and disspel the myths).

The informational content comprises the platform-integrated information related to OSBB development:
   - grants;
   - competitions;
   - loan assistance programs that are posted on an a number of other platforms;
   - manuals;
   - specially prepared visualized designer cases (brought about by the proposed Group 2 activities) and
   - video-cases (brought about by the proposed Group 1 activities).

-3- Supporting information campaign. The campaign is oriented towards announcing and turning the spotlight on all the project activities and envisages the following tools to be used:

■ Consistent posting on social media (on the pages of LG, OSBBs, AOSBBs, CSOs) – not less than 1 account a week in each of the project localities. The style of posts is set out in the first component of this concept.

■ The updated information on LG websites (the result of the corresponding tools for Groups 2 and 3). To be done on the day-to-day basis.

■ Analytical accounts in field-specific print and online media related to OSBB capacity development. Not less than 1 account a quarter.

■ Project coordinators appear on regional channels. At least 1 media encounter a quarter.

■ Using image identifiers of USBB movement in the Donetsk and Luhansk Oblasts in all project offline activities (the workshops, the discussion platforms, the meetings, the Forum, the MAB activities on the level of a building, the community-level activities,

ect). Such identifiers are, for example, brandwalls and other branded products, set out under item 1 of this chapter.

-4- Offline campaign From OSBB to Your Town Creative Space.
This component of the communication concept envisages the **modernization of the standard approach towards presenting and covering OSBB**, **feeding it in not as a form of management but rather from the perspective of its consolidation potential and transition prospects that may reach beyond the urilities and housing spectrum.**

It is suggested that the urbanistic, art approach is combined with the industry specifics of the project target communities.

Each locality as part of this campaign is presented as a unique urbanistic art object for which a distinct key feature is determined. Those could be murals or creatively stylized recreation spots, graffiti or improved yards, playgrounds or traffic-free streets, partisan gardening, cycling infrastructure or many other ideas.
A working group elaborates the details and the art content of this idea. The work group consists of LG representatives for each of the target communities, board representatives of OSBBs, AOSBBs, CSOs, CUs, localities activists, urbanists and artists.
The bottomline is to determine a special feature that will be used as an element of the OSBB promo campaign.

Tools:
- **Offline meetings of the project creative group with MAB co-owners, OSBB representatives by place of residence, that is in the yards of MAB.** The meetings envisage informal spaces are to be improved for discussing and elaborating on creative ideas, in what ways the adjacent space can be made more attractive, functional and conmfortable. Such discussions are accompanied by visualization of creative group's proposals, bringing up the examples of other towns and countries, when the changes of urban space influenced the dynamics of different social issues. The mandatory element of this campaign component is a lively coverage of the working process by means of quality photography, dynamic videos, emotion and informality of atmoshphere, which has to become a showpiece of the component.
The elaborated ideas could become a basis for mini-projects or a foundation for other citizen initiatives.
The suggested number of meetings is 5 to 10, one per each target community over a year.
- **A separate website with the outlined purpose, tasks and values of the campaign.** The landing page format, as simple, up-to-date and valuable as can be. The styles of the online platform and this website have to be identical.
- **A separate page on social media** – FB and Instagram – for the campaign to ensure its best online effect.
- **Media encounters on national TV channels** of the representatives of the creative group and project coordinators. At least 1 encounter a quarter.
- **Launching a special media project** in aliance with a national online publication. The special project envisages preparing and posting a series of accounts related to the OSBB movement but fed as MAB co-owners personal stories, through emotion and personal change. Thus, those accounts will touch upon people and their lives rather than construction works and repairs.
- **Using image identifiers of USBB movement** in the Donetsk and Luhansk Oblasts in all project offline activities (the workshops, the discussion platforms, the meetings, the Forum, the MAB activities on the level of a building, the community-level activities,

ect). Such identifiers are, for example, brandwalls and other branded products, set out under item 1 of this chapter.

Placements:
- Social media
- LG websites
- National TV channels (not ads, media encounters on TOP 5 channels)
- National online media
- Personal webpage

Thus, the overall communication campaign is directed at the lauch of an information wave with OSBB-related content on several levels:
- the values level;
- the awareness level and
- the action level.

The activities set out in this Plan are interrelated and the realization of all the proposed ideas will not only make it possible to achieve the end goal of the project, but also to launch the self-reproduction processes which will continue to work in the post assistance period.

However, it is important to stress, that it does not mean that the Plan and Startegy are impossible to be splitted into separate components and impemented as parts. **It is highly important that the activities for all the transformation strategies are launched concurrently**, it is them that ensure the possibility of achieving consistent change. In other words, focusing purely on OSBB training without changing the attitude of LG towards the associations we will not be able to progress in the matters of dialoguing and effective communication. By taking due notice of the maintenance activities on the level of a building, we will not shape up the understanding of importance of situational individual (and conjoint, too) social issues activities on the community level. For that reason, as any other plan, the presented approach is sensitive to any prospecitive change, but with due preservance of balance of events that concern different target groups in the process of developing the OSBB as a tool for community consolidation.

GENERAL PERFORMANCE INDICATORS FOR THE ACTION PLAN

The consolidated action plan which sets out the activities to be implemented by month is given as a separate file in **Annex 1.**

The realization of the planned interventions will make it possible to:
- mobilize MAB co-owners on the building level and take active participation practices to the town level for replication;
- shape and retain self-advocacy skills at the level of the town, region and state;
- unlock self-organization potential of the communities, reinforcing the sustainability of the implemented initiatives;
- raise the level of civic culture of MAB co-owners.

Towards the indicated changes lead the **9 transformation strategies** that we determined. Different tools are recommended for each of the strategies. The performance indicators for the strategies are as follows:

Performance indicators for Transformation strategy 1: a multi-faceted information and communication media campaign.

1. A one-stop informational portal about OSBB is launched to perform informational, awareness raising, training and referential functions;
2. A special website and social media platforms are launched for the communication project 'From OSBB to Your Town Creative Space', which mainstreams a new view of one's place of residence from the standpoint of urban planning and an art approach to the construction;
3. At least 1 special media project of the national scale to support OSBB movement has been launched;
4. At least 4 media exposures on national channels with an average outreach of 150 000 viewers a broadcast;
5. At least 4 media exposures on regional channels with an average outreach of 1500 viewers a broadcast;
6. At least 4 accounts have been prepared for regional print media with an average outreach of 5000 readers;
7. The OSBB section has been updated in 10 Town Council websites (Groups 2 and 3);
8. The OSBB section has been added to Stanytsia Luhanska Village Council website (Group 3);
9. 31 cases of OSBB success stories have been visualized and posted on Town Council websites (Groups 2 and 3);
10. 10 video-cases featuring OSBB success in different spheres have been created and posted in the media space (Group 1);
11. A Telegram Channel has been launched with 1500 subscribers from the target group as of the end of the year;
12. A chat bot with 400 requests a month (as of the end of the year) has been launched;
13. A campaign to mainsteam key values and stimulate citizen activity has been implemented (social videos, social posters);
14. Consistent coverage of project activities in offline and online media is ensured;
15. A popularization campaign for the One-stop OSBB portal has been carried out;
16. A popularization campaign for residential space makeover has been implemented ('From OSBB to Your Town Creative Space').

All the things enlisted above made it possible to:
- enhance the key values of responsibility, freedom, commitment, involvement and proactivity and regularize the practices of their manifestation;
- increase the general level of awareness on specifics of OSBB as a form of builing management;
- expand the nucleus of the loyal category of MAB co-owners in the 15 project target communities up to OSBB as an effective form of management;
- dispel key myths about OSBB functioning and lower the influence of the negativity barrier in perceiving OSBB on the willingness to set up associations;
- raise the level of significance of small changes and the level of acknowledgement of their role in these changes among the associated OSBB co-owners;
- enhance the OSBB movement in the Donetsk and Luhansk Oblasts;
- stimulate the involvement of MAB co-owners at the level of the building and expand this involment beyond the place of their residence;
- raise the level of acknowledgement by MAB co-owners of their potential in self-advocacy and effective liaison when dealing with LG and other stakeholders.

Performance indicators for Transformation strategy 2: a multi-level awareness-raising campaign for MAB co-owners/OSBB board members.
1. Four consolidation workshops for OSBB chairpersons and associated MAB co-owners have been held (Druzhkivka), which resulted in 5 implemented initiatives, beyond the limits of one OSBB;
2. The competency level of 220 OSBB board representatives (from 66 OSBB) in towns of Group 1 (396 hours of training in total for 4 towns of Group 1);
3. 144 OSBB board representatives (from 50 OSBB) were trained in towns of Group 2 (324 hours of training in total for 9 towns of Group 2);
4. Not less than 9 applications have been submitted to participate in mini-projects competitions (Group 1);
5. Submitting not less than 9 applications to participate in mini-projects competitions (Group 2);
6. At least 9 diversification practices for the allocated OSBB funds have been introduced to each town of Group 2;
7. The indicators of MAB co-owners involvement into the implementation of OSBB projects have been raised by at least 10% (Group 1);
8. The level of satisfaction with the work of the OSBB board has increased by 10 % at the least (for each MAB, the representatives of which underwent the course) (Group 2);
9. The number of conflict situations between the OSBB board and the MAB co-owners has decreased; no less than one grant application per town has been submitted to participate in mini-grant competitions (Group 2).

All the things enlisted above made it possible to:
- raise the competency level of OSBB board members (three levels of training);
- enhance the openness and communication effectiveness between the board and the associated co-owners;
- enhance the effectiveness of conjoined efforts at the level of the associated MAB.

Performance indicators for Transformation strategy 3: a multi-level educational campaign for local governments.

1. Basic training on how to establish an OSBB was carried out for 13 LG representatives of Group 3 localities, which brought about the development of OSBB capacity building programs in each of the localities;
2. 9 hackathons have been held. As a result, LG development programs were put together (Group 2);
3. The competency level of 18 professionals of the OSBB designated departments in LG structure was raised (Group 2);
4. The liaison between LG and OSBB chairpersons has been improved, which manifests itself in 9 joint events carried out over the course of 3 months upon trainings completion in 9 localities of Group 2;
5. The practice of supporting initiative groups has been introduced which manifets itself in 9 events carried out for/with the initiative groups in 9 localities of Group 1;
6. 4 dialogue-meetings involving OSBB, LG and MC managers have been carried out with the general outreach of 40 people from the target groups determined.

All the things enlisted above made it possible to:
- enance the competency level in LG representatives of OSBB designated units;
- shape the awareness of benefits which the enhancement of OSBB movement in a locality may result in;
- mainstream the interest in joining efforts with OSBB movement representatives;
- enhance the level of preparedness for a dialogue with OSBBs, AOSBBs, CSOs and CUs;
- change the perception of one another of the parties of the dialogue: LG – OSBB – managing companies.

Performance indicators for Transformation strategy 4: expert consulting and mentoring for OSBBs and initiative groups.

1. Consultative support has been provided to 6 initiative groups (24 people in total) in the format of 4 offline meetings (48 hours) and online consultations (240 hours), which resulted in two initiative Groups starting the process of creating an OSBB (Group 3);
2. 2 pilot OSBBs have been set up under full scope mentor assistance (Group 3);
3. A mechanism of remoute consulting has been introduced;
4. Over the course of a year 1000 questions from OSBB and initiative groups have been addressed;
5. 14 mentors have been been prepared to provide assistance to OSBB in the target communities (100 hours of online training, 240 hours of online consultations for mentors);
6. Consistent OSBB support has been introduced to localities of Groups 3 and 2;
7. The mentoring of 14 initiative groups/OSBB (by the mentors trained as part of the Project) has been introduced to the target communities.

All the things enlisted above made it possible to:
- enhance the level of initiative related to starting an OSBB (initiative groups emerge, OSBBs have been set up) among localities of Group 3 and 2;
- bring down the number of requests placed with the field-specific institutions (CSOs, CUs, AOSBBs and LG) concerning standard operational OSBB matters, by introducing online advisory assistance;
- create basis for shaping a regional OSBB mentor community to unburden LG of having to handle small standard issues;
- introduce the mechanism of intermunicipal support of the OSBB movement;
- establish conditions for the synergy of action between two different subjects connected with OSBB development in the target communities;
- enhance the sustainability of development of OSBB movement.

Performance indicators for Transformation strategy 5: enhance the setting up of citizen associations (CSOs, CUs) and AOSBBs:

1. At least 1 CSO, CU, AOSBB ha been registered over the course of a year in 1 of the four localities (Group 2);
2. At least one joint event has been held over the course of 6 months following the online session on experience exchange.

All the things enlisted above made it possible to:

- shape the understanding of what the establishing and functioning of a CSO, a CU or an AOSBB gives;
- exchange OSBB advocacy experiences at the level of Project localities.

Performance indicators for Transformation strategy 6: OSBB experience exchange campain:

1. 7 study-trips to other regions of Ukraine have taken place (Group 2);
2. 7 OSBB development practices have been implemented on return from the study trip (Group 2);
3. 4 OSBBs have been set up in the real time (Group 1).

All the things enlisted above made it possible to:

- enhance the level of subject matter awareness of OSBB as a form of building management among the residents of the target communities (by showcasing);
- enhance loyalty towards OSBB by dispelling the myths (by showcasing);
- promote the exchange of good practice among OSBB form different regions of Ukraine;
- raise the value of the achieved results at the OSBB-level.

Performance indicators for Transformation strategy 7: age-specific mobilization campaign for multi-apartment building co-owners:

1. 4 communication workshops have been held, which resulted in the increased involvement of trained MAB co-owners on the level of their MAB (Group 3);
2. 16 landscape/building improvement initiatives have been implemented (2 localities of Group 3) with 144 MAB co-owners mobilized;
3. 18 landscape/building improvement initiatives have been implemented (3 localities of Group 2) with 144 MAB co-owners mobilized;
4. 5 OSBB projects have been implemeted on the level of individual buildings (Group 2);
5. 4 projects have been implemented, which reach beyond the level of one MAB and concern the changes on the locality level (Group 1);
6. 4 waves of activities related to social issues have been carried out for 36 OSBBs with up to 50% engagement in MAB co-owners over the course of a year (Group 2);
7. 2 waves of flashmobs for 105 OSBBs have been carried out with average engagement of MAB co-owners on the level of 30% (Group 1);
8. 4 waves of flashmobs for 36 OSBBs have been carried out with up to 50% engagement in MAB co-owners over the course of a year (Group 2);
9. 2 initiative groups have been identified to start an OSBB (3 localities of Group 2);
10. 3 initiative groups have been identified to start an OSBB (2 localities of Group 3);
11. The skills of design thinking for handling operational issues have been shaped in 40 young people aged 18 – 25;
12. 10 initiatives on the OSBB level are implemented by young people that have been trained as part of the Project (the initiatives concern civic participation and joint action) (Group 1).

All the things enlisted above made it possible to:

- shape / retain the sense of ownership via small actions leading to ignificant results;
- expand the involvement on the level of a building to involvement on the community level;
- extend the list of prospective activity forms and ensure their consistent implementation;

- enhance the level of involment of different age and gender groups;
- establish the basis for managers generation change on the level of a bulding (Group 1).

Performance indicators for Transformation strategy 8: a dialogue enhancement campaign between the OSBB movement representatives and LG:
1. 32 dialogues have been facilitated (4 per 8 localities of Group 2) between OSBB movement representatives and LG and a tool for effective liaison between these target groups on the level of settlements introduced;
2. The average of 10 persons from the target groups for each dialogue;
3. At least 8 issues related to OSBB development have been mainstreamed and resolved on the municipality level.

All the things enlisted above made it possible to:
- introduce an effective liaison mechanism for representatives of the OSBB movement and LG.

Performance indicators for Transformation strategy 9: lobbying for legislation change, advocating for MAB co-owners interests:
1. The Resolution of the Regional OSBB Forum has been introduced;
2. Experience exchange between 150 participants of the Regional OSBB Forum has taken place;
3. The Regional OSBB Council on the level of the Donetsk Oblast has been established;
4. 3 joint projects have been implemented by the participants of the Regional OSBB Forum, aimed at OSBB movement advocacy.

All the things enlisted above made it possible to:
- reinforce the position of the OSBB movement in the Donetsk and Luhansk Oblasts on the country level;
- unlock and showcase OSBB potential as a tool for community consolidation and better involvement;
- take the problems related to OSBB functioning and development to the level of the Oblast and country at large (lobbying via Oblast Councils and Associations).