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COMMUNITY MOBILIZATION: UNDP APPROACH TOWARDS COMMUNITY SECURITY AND SOCIAL COHESION

Guidebook for community mobilizers



This guidebook is based on the practical experiences of community mobilization within the framework of the implementation of a number of Recovery and Peacebuilding Programme project initiatives, including the European Union-funded UNDP – UN Women Joint Initiative “Recovery of Governance and Reconciliation in the Conflict-Affected Areas of Ukraine” in 20 communities in the Donetsk and Luhansk Oblasts in 2016 and 2017.

In 2016, UNDP responded to the conflict in eastern Ukraine by establishing the Recovery and Peacebuilding Programme for the rapid provision of humanitarian and early recovery assistance and for laying the foundations for long-term recovery. The Programme’s main objectives include helping/facilitating economic recovery and restoration of key infrastructure facilities; promoting effective local governance and the implementation of decentralization reform; and contributing to the achievement of community security and social cohesion. Key to Programme implementation were community mobilization processes and results aimed at empowering vulnerable men and women and at achieving sustainable results in community security and social cohesion.

This guidebook will be particularly useful for public activists, members of non-governmental organizations, representatives of local self-government bodies and amalgamated territorial communities, social work specialists and staff members of international projects working with community mobilization challenges.

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FOREWORD

This guidebook is based on a generalization of United Nations Development Programme (UNDP) activities within the Recovery and Peacebuilding Programme, including the experiences of the European Union-funded Joint Initiative of UNDP and UN Women, “Recovery of Governance and Reconciliation in the Conflict-Affected Areas of Ukraine” in the Donetsk and Luhansk Oblasts.

In response to the ongoing situation in Ukraine, with a particular emphasis on conflict-affected communities, the Programme aims to implement a number of interconnected objectives, including expanding opportunities for decentralization; restoring and improving the quality of public service delivery; increasing public safety; expanding community mobilization and empowerment; and ensuring equal rights for men and women.¹

Community mobilization, key to programme implementation, aims at empowering vulnerable women and men and at achieving sustainable results in community security and social cohesion. Encouraging and empowering men and women to voice their opinions on local development, recovery planning and service provision to ensure community security are the most important elements of engagement and, ultimately, success. By mobilizing communities for empowerment and providing small grants, the programme supported local communities, particularly local community organizations, active citizen interest groups and women’s groups.

The authors hope that this guidebook will help readers working to mobilize communities, enhance their understanding of basic concepts, approaches and concepts underlying community mobilization; develop a general idea of the cycle of community mobilization and details of its step-by-step implementation; and develop a phased plan for community mobilization processes, taking into account community specifics and resources, programme objectives and capabilities and the sociopolitical context in which mobilization takes place.

This guidebook will be useful for public activists, members of non-governmental organizations, representatives of local self-government bodies and amalgamated territorial communities, social work specialists and staff members of international projects working with community mobilization challenges.

¹UNDP – UN Women Joint Proposal in regards to the Instrument Contributing to Stability and Peace (EU IcSP), Recovery of Governance and Reconciliation at the Conflict-Affected Areas of Ukraine

ACRONYMS AND ABBREVIATIONS

CSSC	Community security and social cohesion
ICF	International charity fund
NGO	Non-governmental organization
CSO	Civil society organization
UN	United Nations
UNDP	United Nations Development Programme
CSWG	Community security working group
OHCHR	Office of the United Nations High Commissioner for Human Rights
UNICEF	United Nations Children's Fund

1.1. COMMUNITY AND ITS RESOURCES

There are many reasons why people form communities and action groups: common threats, commonality of interests, locality, mutual support, availability or lack of resources and joint practical activities. Effectively planning to work with them entails knowing and understanding their naturally differing patterns of development and decay.

We can talk about the existence of different types of communities, including:

- ✦ A community may be united on the basis of common features (e.g. ethnicity, religion, culture, language);
- ✦ A community of common interests is based on the ability to share interests in common subjects, ideas and activities. Examples include business communities, scholarly communities and artistic communities;
- ✦ A community with shared needs is based on the need to share common concerns and needs. Examples include communities of people with disabilities, low-income people, war veterans and internally displaced persons; and
- ✦ A geographical/territorial community is based on a certain geographical area within which people live and have social interactions and a common psychological identity.²

Although the historical understanding of ‘community’ is related to belonging to a certain geographical area, the modern interpretation of this term, used for effective practice in community development and mobilization, is broader: “The community is a group of people who feel sufficient commonalities among themselves for any reason in order to have common aspirations, goals and institutions.”³ One purpose of a community is to improve the quality of life and self-esteem of its members and to meet their everyday needs. In order for a community to be this way rather than simply describe itself as such, it should have several key features, including:⁴

- ✦ **A common situation:** those belonging to the community have common features. This can be a place of residence, ethnicity, a religion or commonality of problems and needs;
- ✦ **A network of relationships:** communities can include all possible relationships between actors, groups and institutions (e.g. individuals and action groups, civil society organizations, police and local authorities). Establishing links between all stakeholders in the community is an important indicator of its capacity to develop;
- ✦ **Collective action:** people are aware of their common interest and are able to undertake joint action. This might be a small social initiative to clean a village pond or a large-scale infrastructure project for street lighting, requiring additional external resources; and
- ✦ **An established identity:** a person identifies with the community, feels emotional proximity to its members and shares its needs, interests and values.

²Petrenko T. V., et al. (2013). Social Work in Communities: Guidelines for Unsupervised Work. Kyiv: NAU (in Ukrainian).

³Altman D. (1994). Power and Community. Organizational and Cultural Responses to AIDS, London: Taylor and Francis.

⁴Semyhina T. V. (2004). Community Involvement: Practice and Politics. Kyiv: Publishing House “KM Academy” (in Ukrainian).

According to the Constitution of Ukraine, a ‘territorial community’ of villages, towns or cities is a primary entity of local self-governance, the main bearer of its functions and powers. ‘Territorial community’ is an officially used term and refers to a community of inhabitants of settlements united by common interests.

“Why is the NGO called this way? What patriotism means for you? – For me, it is important [for] Druzhkivka to develop. I arrived in the city right after graduating from the Institute, and before I had been interning here. I’ve been here for 25 years. Druzhkivka is a city where I want to live! Our city is beautiful, well-groomed, thriving, and I really want to do the best for the city so that it continues to evolve, so that people do not leave the city, and everyone has got a decent job.”

Interview with Tetiana Horbaniova, activist with the Patriots of Druzhkivka NGO

HISTORICAL REFERENCE

In the Ukrainian language, the term ‘community’ is etymologically rooted in two concepts: 1) a society, group or fraternity, and 2) a great object or pile. Its origin is also associated with the Old Slavonic ‘a heap, a hearth’. Rusyns, the ancestors of Ukrainians, gathered around the ‘hearth – community’ to discuss complex problems, resolve important issues and make common decisions.

Historically, the community has been a cell of local self-governance in Ukraine during the Cossacks era. The rise of community movement is associated with Mykhailo Drahomanov’s educational activities and his followers in the second half of the 19th century. In those days, units of the “Hromada” (i.e. “community”) society existed throughout Ukraine.

In the Soviet period, the institute of community, traditional for the Ukrainian society as a local self-governance entity, was eradicated and followed by Leninist collectivism with the slogan “family is a cell of society,” replacing Drahomanov’s “community, a molecule in the macrocosm of mankind.”

The current decentralization reform in Ukraine focuses on developing ‘capable communities’, communities in which “local sources of budget, infrastructure and human resources are sufficient to address challenges, prescribed by law or by local self-government bodies in the interests of residents of the communities.”⁵ Decentralization is all about vesting territorial communities with more resources and **mobilizing internal resources**.

In a broad sense, a community’s resources include everything that can be used to improve the quality of life.⁶ Each community has certain resources, including financial, material, administrative, spiritual, human, institutional, social, temporal and natural. Although some resources are easily identifiable and can be assessed, most are not. Networks of existing state social services, education and health facilities or law enforcement and justice bodies provide community members with certain obvious institutional resources.

⁵(2015) Creation of Capable Territorial Communities: a Handbook. 2nd ed. The Association of Ukrainian Cities within the USAID Dialogue project (2010-2015) (in Ukrainian).

⁶Community Tool Box. Available at: <http://ctb.ku.edu>

Resources are limited (e.g. clean drinking water or land resources) and often non-renewable (most often natural resources, such as coal or peat deposits, the exhaustion of which means the community may lose a revenue source).

Not all community members have equal access to its resources. For example, for people with disabilities who use wheelchairs, unaccommodating architecture often limits their access to educational institutions, libraries or health facilities.

A community's psychological, human and social resources are not as obvious as material or institutional resources, but play an equally important role because community mobilization requires the successful use of human resources; human resources enable an otherwise indifferent or passive citizen to participate in a common cause in some way.⁷

Psychological resources of the community

The psychological sense of a community that individuals identify with stems from the fact that communities serve as a source of satisfaction for important, individual psychosocial needs, such as belonging and affiliation, making connections with other people, and creating a sense of generation and of the past.

A community acts as a psychological resource if being affiliated with it provides a sense of emotional security, if a person feels free and influential in it, if he or she shares the values of others in this community and feels unity with them, or if there is a strong emotional connection, formed by common past and anticipated future experiences. For example, for anti-terrorist operation veterans, a powerful psychological resource is a community of fellows, because by belonging to it, the veteran feels more influential, protected and needed than, for example, in the local community.

For many, the local community in which a person was born and spent his or her childhood is a good psychological resource. Memories such as a happy childhood in the countryside, friends, fishing, forest, grandmother and grandfather or some kind of safety and serenity, give strength to recover, and, moreover, serve as a resource to meet existential needs in anchoring, establishing and renewing connections.⁸

"For the past 25 years, I had been a professor at university and I had been working as a surgeon. We can say that we had single-handedly built our lives and our home. Our job had provided us with a decent life and respect by residents of Donetsk. Before, every month we went to theatre. And now we have nothing left, we are forced to rent a small apartment. I even have to hide our dog from neighbours, because landlord minds the animals. It is difficult to be left with nothing in 50 years old. And the worst thing is that we are just short of sufficient time to start everything from the beginning." (Woman, 53 years old)

Leaving No One Behind. Analysis of Vulnerabilities of Women and Men in the Context of Decentralization in the Conflict-Affected Areas of Ukraine. UN Women Report, September 2017

⁷Semyhina T. V. (2004). Community Involvement: Practice and Politics. Kyiv: Publishing House "KM Academy" (in Ukrainian).

⁸Akymenko Y.F., Sylva T.I. (2017). How to Help Family of the War Veteran: a Guide for Social Workers and Psychologists. Chernihiv: Desna Polygraph (in Ukrainian).

Human resources of the community

People are the centrepiece and most valuable resource of any community. Any expensive technology or economic innovation is meaningful only in the context of human needs and opportunities since it is created by people and for people. Only people can transform the world around them. Therefore, any citizen is a potential community resource. Everyone has a skill or talent, and everyone can provide knowledge about the community and relationships with people they know. Further, everyone can provide elementary volunteer assistance, such as making phone calls, sealing envelopes or distributing information. This approach implies that everyone can be a driving force for community development if his or her skills, talents and virtues are properly used for community well-being.⁹

Whenever a person applies his or her skills, the community is strengthened and the person becomes more powerful. Strong communities are predominantly those that recognize, appreciate and mobilize the skills of local residents. Weak communities are those that do not employ the skills, abilities and talents of their representatives and members.¹⁰

FOLLOWING MOBILIZATION PRACTICE

“Everyone can contribute to preservation and popularisation of the history of Lymanshchyna”

In 2018, UNDP supported a project with the ‘Centre for Support of Civic Activity KryLa’ NGO to create the Touristic Lymanshchyna/Donechchyna tourist site in the Lyman amalgamated territorial community. The site includes thematic sections that use interactive data and visualizations to describe the territory’s cultural, natural, historical and excursion potential.

Yana Synytsia, project co-author and manager of domestic tourism, said, “We want to use this resource to show how attractive our community is, to collect the most important and interesting information about tourist attractions, vivid personalities, historical events, forgotten and preserved traditions. In the modern world, there are so many new technical means and tools. We will use these opportunities and try to make a clear and useful site. When I say ‘WE’, I mean a team of like-minded people, and I very much hope that everyone who loves this region appreciates it and wants it to be prosperous and peaceful. Each of us is making history nowadays. Let’s talk about it as much as possible! Not for reports, not just to check a box, but for ourselves, for our children and grandchildren, for those guests who will want to get to know us better.”¹¹



Green Tourism in Lyman Region¹¹

For community development purposes, categories might describe community members by **age** (e.g. children, youth, young families, pensioners); by **economic status** (e.g. small business owners, owners/investors of agricultural holdings, hired workers, the unemployed, labourers, military, the demobilized, people living on social payments); by **capability to influence other community members** (e.g. teachers, health professionals, social workers and psychologists, librarians and culture professionals, clerics, postmen, police and law enforcement officials, local self-government officials,

⁹Tkachuk A. F., and Datsyshyn M. (2016). Domestic and External Resources for Community Development or Why is Lack of Money not a Primary Community Problem? (Training Module). Kyiv: ICC “Legal Status” (in Ukrainian).

¹⁰John P. Kretzmann and John L. McKnight (2006). Community Development through Internal Resources. A Path to Opening and Mobilizing Community Assets, translated from English Kyiv: Chetverta Khvyliia (in Ukrainian).

¹¹Tsurkan V.V. Lyman to Get a Touristic Cultural and Historical Site, Supported by UNDP. Available at: <http://liman.city/read/rayon/2376/v-limane-poyavitsya-turisticheskij-kulturno-istoricheskij-sajt-pri-podderzhke-proon>

local council deputies, village heads); or by **interests** (e.g. hunters, fishermen, motorists, artists).

It is worth emphasizing the importance of people who traditionally belong to vulnerable categories and those who are on the margins of the community, including internally displaced persons, people living with HIV, people with disabilities, people living on social assistance, the elderly, youth, representatives of risk groups, people with artistic talents, single mothers, mothers with many children and female-headed households. The strongest communities are those that can recognize, mobilize and engage the talents of people on the margins.¹²

‘Vulnerability’ refers to the condition of the limited ability of women and men, girls and boys to fully enjoy their rights.¹³ Vulnerability is linked to fault lines, which are characteristics that formally divide society into criteria such as language, social status, income, age, etc. Fault lines can induce vulnerability in some groups, depending on the particular situation these groups are at. Generally, the characteristics of fault lines transform into vulnerability criteria and, subsequently, groups become characterized as vulnerable groups when we authoritatively find violations of these groups’ rights, and also in comparison with other groups.¹⁴ Vulnerability is not an absolute and depends on factors such as prevailing cultures, economics and politics. Therefore, there may be individuals or groups whose vulnerability may change from place to place (e.g. ethnic groups, the LGBT community, and religious minorities).

According to the Analysis of Vulnerabilities of Women and Men in the context of Decentralization in the Conflict-affected Areas of Ukraine (October 2016 – April 2017), carried out within the framework of the UNDP–UN Women Joint Programme ‘Recovery of Governance and Reconciliation in the Conflict-Affected Areas of Ukraine’, vulnerable groups in the Ukrainian communities of Donetsk and Luhansk oblasts include internally displaced persons, people with disabilities, people living with HIV/AIDS, the elderly and female-headed households.¹⁵ Being aware of various groups’ vulnerabilities improves understanding of the potential and actual cases of human rights violations that they may encounter (see Section 1.5 ‘From Targeting Needs of Citizens to Safeguarding Human Rights: A Change of Approach’ for better understanding of the human rights-based approach).

When communities maintain traditional outlooks that regard vulnerable groups as a burden, a problem or as having special status and restrictions, the community loses the human potential of its inhabitants. Instead, ensuring the active participation of vulnerable women and men in community development –absolutely essential for community mobilization – would avoid this gross inefficiency. Such a shift would be in accord with the key principle of the Sustainable Development Goals: “leave no one behind.”

Every person has the potential to participate in and contribute to community development. People mobilizing community development should aim to expand the list of possible participants (while not leaving anyone behind) and to develop methods for combining participants’ resources with the energy of other people, action groups, non-governmental organizations and state institutions.

Practices of interaction among community members, which were formed during the long historical process and which are now determinant of the community’s success or failure, are critically important for community development.¹⁶ The key here is social capital as a community resource.

The **social capital of the community** arises in interpersonal interactions, ensures the stability of the social system and thereby enhances personal human resources.

¹² John P. Kretzmann and John L. McKnight (2006). Community Development through Internal Resource: A Path to Opening and Mobilizing Community Assets, translated from English Kyiv: Chetverta Khvylya (in Ukrainian).

¹³ (2012) Report of the UN Special Rapporteur on Extreme Poverty and Human Rights, August.

¹⁴ (2017) Leaving No One Behind. Analysis of vulnerabilities of women and men in the context of decentralization in the conflict-affected areas of Ukraine. September

¹⁵ Ibid.

¹⁶ Tkachuk A. F., and Datsyshyn M. (2016). Domestic and External Resources for Community Development, or Why is Lack of Money not a Primary Community Problem? (Training Module). Kyiv: ICC “Legal Status” (in Ukrainian).

A Bilokurakynne District NGO of People with Disabilities of St. Luke (Luhansk oblast) is implementing the Advisory Office Justice project, supported by UNDP and funded by the Kingdom of the Netherlands and the EU.

The project raises community inhabitants' awareness of their rights and opportunities by providing legal and psychological counselling. The project primarily focuses on reaching members of the most vulnerable community groups: internally displaced persons, parents with many children, parents with children with disabilities, people with disabilities, pensioners and the unemployed.

Implemented in cooperation with the Starobilsk Local Centre for Free Secondary Legal Aid, the city's social service offices, local self-government bodies of Bilokurakynne Amalgamated Territorial Community and the district state administration, the project strengthens social links between the institutions and vulnerable population groups.

Social capital is considered to be an important factor for political stability, government efficiency and economic progress, because social capital is based on reciprocity and trust between people, the widespread use of voluntary associations and citizen involvement in politics to address community problems.¹⁷ Public interactions based on horizontal and vertical trust can be considered more valuable than economic resources because the main forms of social capital are networks, social norms and trust that has been institutionalized in social practices.¹⁸

Social capital allows the mobilization of additional resources of human relations based on trust and ties. A community's accumulation of social capital strengthens it, ensuring community cohesion. A larger radius of trust (the circle of individuals or social groups that are part of a single system of trust relations) results in more powerful social capital for the community and a wider range of 'qualitative' relations between people.

The accumulation of social capital strengthens communities, increases their sense of well-being and security, enriches the living environment of the community and improves quality of life, the subjective sense of social security and mental well-being.

The delivery of social capital becomes possible due to its conversion into other significant resources. The mechanisms by which social activities and social affairs give positive results to the community, such as better schools, faster economic development, lower crime rates and more effective governance, have a complex structure. For example, using social capital, you can get direct access to economic resources, increase your cultural capital through contacts with experts or put more accessible institutions in charge of service supply.

The institutional (organizational) resource includes state organizations and departments operating in the community, local authorities, non-governmental and charitable organizations and communal institutions. These organizations serve the needs of people, help solve their problems, create opportunities and ensure human rights are observed.

The community's powerful institutional resources are formal (non-governmental organizations) and informal associations of citizens, associations that include action groups, interest groups, sports clubs, amateur groups, religious groups and business associations.

¹⁷ Putnam R. D., R. Leonardi and R. Y. Nonetti (2001). Making Democracy Work: Civic Traditions in Modern Italy. Kyiv: Osnova.

¹⁸ Ibid.

It is important to recognize the potential of a locality's physical infrastructure, such as schools, hospitals, churches, libraries and clubs. Some places in the community may be a resource, such as a source of clean water, a landmark or a symbol. It can be public utilities that make life better for some or all community members, public transportation, preschools and cultural institutions. Another powerful institutional resource is a private business that provides jobs and supports the local economy. Even a derelict building can be a resource, for example as a shelter where the elderly can be accommodated.¹⁹

Organizational and institutional resources of rural communities or small cities are much smaller than those of oblast centres or large cities. In addition, access to organizational resources is sometimes limited due to corruption, indifference by officials, low awareness of citizens or excessive workload of employees of

relevant institutions and organizations (this often occurs under circumstances of redundancy or during an economic crisis).²⁰

Because people are at the heart of any community, mobilizing its resources becomes effective when inhabitants participate in the mobilization. For example, residents' direct involvement in identifying local development priorities has positive impacts on community life, since its members feel affiliated with these processes. Further, local authorities increase public trust by demonstrating the relevance of their decisions to the population's needs.

During mobilization, power is redistributed in the local community, community members are empowered and inspired to cooperate with authorities to take active action in solving their problems, and, consequently, inhabitants' rights and opportunities expand.

Understanding a community's internal resources opens up a wide range of opportunities in the process of its mobilization.

This entails an awareness of resources such as:

- 1. Psychological resources:** The community as a source of satisfaction of human beings' existential needs;
- 2. Human resources:** People's abilities and capacities;
- 3. Social capital resources:** Internal community trust and interactions;
- 4. Institutional resources:** Associations, non-governmental organizations and units of governmental departments operating in the community;
- 5. Material resources:** A community's physical and financial capital.

1.2. CONCEPT OF EMPOWERMENT: DYNAMICS OF POWER

In this guidebook, 'empowerment' means an extension of rights and opportunities as a result of redistributing power in the community.

Empowerment is what local community development begins with. It is a key element of community development, along with local self-governance and local-level service supply. Empowerment is a process of increasing the capacities of an individual or group of people (especially those most vulnerable, socially isolated and discriminated against) to express their needs and desires and translate them into concrete actions and results.

¹⁹Tkachuk A. F., and Datsyshyn M. (2016). Domestic and External Resources for Community Development or Why is Lack of Money not a Primary Community Problem? (Training Module). Kyiv: ICC "Legal Status" (in Ukrainian).

²⁰Akymenko Y.F., Syl'a T.I. (2017). How to Help the Family of the War Veteran: a Guide for Social Workers and Psychologists. Chernihiv: Desna Polygraph (in Ukrainian).

It is crucial for any intervention aimed at expanding the capacities of vulnerable women and men to understand the dynamics of power institutions. Power institutions not only influence but also dominate many instances of decision-making by local authorities and make vulnerability permanent. To understand these institutions, it is necessary first to understand how to define and demonstrate power.

‘Power’ can be defined as the degree of control over material, human, intellectual and financial resources enjoyed by different segments of society. The control of these resources becomes a source of individual and social power. Power as a phenomenon is not something absolute and indivisible, concentrated in one person or structure. Instead, it is relative and dynamically relevant to social, economic and political relations between individuals and groups. It is distributed unevenly; some individuals and groups have more control over sources of power, while others have less or no control at all. The degree of authority of an individual or group correlates with how many different kinds of resources they can obtain and control. In this case, different levels of power are supported because of social differences such as gender, age, class, ethnicity and race and through institutions such as family, religion, education, media and law.²¹

In the everyday consciousness of most Ukrainians, the word ‘power’ is associated with national- and local-level representatives of governmental institutions. Having and using power often means the ability of a person or group to force another person or group to carry out actions against their will. Power is typically identified with a particular position, an abundance of financial resources, the use of weapons and the aggressive position of a leader. Often, (ir)responsibility of the authorities, the orientation of its members to meet only their own interests, are mentioned.

The power model proposed by Joe Rowlands²² (1997) allows us to look at the nature of power from a different angle. In order to understand the concept of empowerment, Rowlands suggests considering four forms of power: ‘over’, ‘for’, ‘together’ and ‘inside’.

- ✦ **Power ‘over’** is a controlling force, an authority’s ability to influence the actions and opinions of others against their will. This category includes dominance, force, coercion, manipulation and abuse.
- ✦ **Power ‘for’** is a productive, generating force that creates new opportunities and operates without domination; it is an ability to act, including an ability to demand respect for one’s own rights.
- ✦ **Power ‘together’** characterizes the opportunities that appear in cooperation with others, in collective actions and in establishing partnerships. It is usually described as “force in unity.” This ‘force to act together’ is measured not by the number of participants involved but by the quality of the new form of allocated power.
- ✦ **Power ‘inside’** is seen as a spiritual force and originality inherent in every human being, based on self-acceptance and self-respect, which makes us truly unique and worthy to be respected by people. This acceptance of self and self-respect, in turn, implies respect and acceptance of equally unique other people. This power covers a sense of self identity, an understanding of one’s own rights and roles as a citizen, and involves self-awareness and confidence. All of these qualities can be a prerequisite for action. This type of power is often referred to as ‘inner strength’.

Power can be considered to have three dimensions: visible, invisible and hidden.

- ✦ **Visible power** is exercised through officials (e.g. prime minister, legislature, police, courts, mayors and local self-government bodies) that constitute the formal visible framework of the community.

²¹Forrester S. (2012). Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova.

²²Rowlands Joe (1997). Questioning Empowerment: Working with Women in Honduras. UK and Ireland: Oxfam.

- **Invisible power** includes processes, practices, cultural norms and customs that form people's understanding of their needs, roles, opportunities and consequences that prevent effective changes. The peculiarities of socialization of members of marginal groups predetermine the formation of their feelings of subordination, apathy, self-accusation and weakness, since crucial information is hidden or inaccessible to them.
- **Hidden power** is one of the main reasons why certain groups are excluded from decision-making by society and power rules, practices and institutions. These groups and their complaints become invisible because of intimidation and disinformation. Leaders of such groups are often labelled as offenders, problematic and unrepresentable persons. Many issues, such as domestic gender-based violence, are seen as private family matters and therefore not subject to interference by government institutions.²³

Thus, 'empowerment' means redistributing power and responsibility among traditional power institutions and groups in the community stereotypically considered incapable and weak because they have not had access to resources. Distributed, shared power in relationships is seen as a multi-vector social process that helps people gain control over their lives, be inspired and expand their rights and opportunities.

***Empowerment** is an approach, principle and methodology of working with a group or individuals, based on acknowledging and enhancing the role of each person in adoption and implementation of decisions concerning his/ her life.*

It is possible to distinguish three levels of empowerment: individual, social and political.

At the **individual** level, empowerment helps a person acquire the ability to control his or her own life by actualizing certain resources: strength and energy — to feel and use power within. In particular, at the emotional level, a sense of confidence in one's own strengths, saturation with energy, a certain elevation and inspiration arise. Cognitive-level changes include a reassessment of opportunities, the formation of positive thinking, revelation of potential and the manifestation of analytical abilities. The behavioural sphere of the personality is characterized by factors such as activity, aspiration to implement plans and specific actions, improvement of communication with others, development of new relationships and search for like-minded persons.²⁴ For the individual, in terms of a human rights-based approach, empowerment means recognizing the rights that you have and then holding the duty bearers of those rights accountable for upholding them and actively lobbying for those rights to be fulfilled.

The **social** level of empowerment involves activating human, social and institutional resources; creating groups and networks; strengthening social capital and building confidence through collective participation and joint activities, i.e. community mobilization.

The **political** level of empowerment involves using power to draw attention to the problems of the population's vulnerable groups. Its aim is to make the problems of ordinary people visible to those who have power and to show the benefits of cooperation to solve these problems. Advocacy is useful here, in the promotion of a particular case or idea, often accompanied by attempts to influence specific decisions by state institutions and policies. Advocacy acts as an instrument for reporting opinions from the grass-roots level, or ordinary citizens, to influential individuals and the power centre. Advocacy is primarily used by non-governmental organizations. It is also used by individuals interested in solving their community's problems or challenges, where local self-government staff often do not consider the political level of empowerment to be among their professional tasks and responsibilities.

²³Forrester S. (2012). Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova.

²⁴Kryvokon N. (2016) Social-Psychological Practices of Re-Socialisation of Combatants with Limited Physical Abilities. Materials of the Ukraine-Wide Academic Workshop on Integrated Rehabilitation of Anti-Terrorist Operation Participants with Functional Limitations (Kharkiv, October 23-24, 2016). Kyiv: Publishing House "Livi Bereh", p. 11-14.

Table 1.2.1. Three-level model of empowerment

1. Psychological (individual) level of empowerment:	<p>Power ‘inside’: <i>the ability of a person to have more power and control over the problems that affect his/her life</i></p> <ul style="list-style-type: none"> • Motivation for action and change • Increased confidence and competence • Development of self-efficacy • Self-sufficiency
2. Social (collective) level of empowerment:	<p>Power ‘together’: <i>collective processes aimed at community change, community mobilization and control (empowerment) over community resources through various forms of social influence</i></p> <ul style="list-style-type: none"> • Citizen associations, social cohesion of the community • Social capital, growth of trust • Collective participation, collective action • Mutual reinforcement due to group identity
3. Political level of empowerment:	<p>Power ‘for’ people: <i>redistribution of power and responsibility, influence on decision-making, activities aimed at making the problems of ordinary and vulnerable people visible to society and acting authorities</i></p> <ul style="list-style-type: none"> • Grass-roots initiatives, impact on legislation and policy decisions • ‘Bottom-up’ governance • Advocacy • Political participation and political actions

1.3. COMMUNITY MOBILIZATION AS A PROCESS AND RESULT

Each community is unique and has different resources, needs, networks of relationships and levels of civic participation. During the process of mobilization, people are organized around goals vital to improving living conditions and creating new opportunities. Given the range of possible issues to address (e.g. improved access to justice, public safety, the fight against gender-based violence, reducing poverty, health and sanitation, waste management and inclusive education), the methods and approaches for mobilization will be different.

This is why a single model for community mobilization is impossible. There is, however, a set of tools and principles that can be adapted and used within a specific community, tools that take into account its situation, goals, approaches and priorities. For example, self-help, mutual assistance and initiative groups established at the grass-roots level have proven to be effective instruments for community mobilization. Gradually increasing capacities through training and action, such groups are becoming strong enough to exercise political influence (a ‘bottom-up’ approach). Another successful tool is organizing the activities of working groups on community security, focusing on establishing cross-sectoral partnerships and bringing together as many stakeholders as possible in order to work together to address community security issues (a combination of bottom-up, top-down and horizontal link approaches).

Community mobilization is a process in which community members and other actors intensify community-based activities that are planned, implemented and evaluated in the long run by individual

members, groups and organizations based on the principles of citizen participation in order to improve community living standards. It is a powerful tool that can be used to empower women and vulnerable groups and to counteract human rights violations.²⁵

Community mobilization is a process of bringing together as many stakeholders as possible in the community to raise people's awareness of the need for a particular programme, help find resources and provide services and increase citizen participation in decision-making for sustainable development and self-sufficiency. Community empowerment is, in essence, the convergence of various sectors of the community and the establishment of partnerships to focus on finding ways to improve complex problems.²⁶

Community mobilization is aimed at empowering community members to take measures to promote change. It includes mobilizing the necessary resources, disseminating information and creating support networks, as well as establishing cooperation between the public, civic and private sectors of the community. It involves a wide range of community members to create and implement a shared vision: community partners implement an action plan by bringing together and using resources, including skills, funds and other assets.

"Ideally, a community has been mobilized when it has 'built-in' contacts with local authorities. It (community) can effectively address the authorities and seek shared ways to solve problems. Such community offers concrete ways to solve problems, in other words, sees the direction in which to move. The community knows what resources it needs and where to get them. It is characterized by a high degree of diversity, which adds efficiency in terms of synergy and interaction."

Nataliia Kraskivska, UNDP Community Mobilizer

Community mobilization processes require supportive attitudes and that certain capacities are available in the community. However, as a rule, such capacity does not exist (yet), and communities are not able to manifest their collective strength. Thus, communities need external support to:

- ✦ Self-organize, which helps to pool resources/efforts, reduce costs and take on self-sustaining matters;
- ✦ Identify leaders among community members. They should be experts, but not outsiders, who can direct efforts and reveal the potential of people;
- ✦ Identify and prioritize the opportunities and challenges that people want to address;
- ✦ Determine the technical capabilities of selected options or development needs;
- ✦ Ensure and promote the delivery of necessary resources to the community to realize opportunities and exercise rights; and
- ✦ Monitor, advocate and establish links with donor organizations (central, local administration, private sector, NGOs and external donors).²⁷

²⁵Forrester S. (2012). Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova.

²⁶Khasnabis C, Heinicke Motsch K, Achu K, et al (eds.) (2010). Community-Based Rehabilitation: CBR Guidelines. Geneva: WHO.

²⁷(2007) Decentralization and Effective Local Self-Government: a Manual for Officials of Local and Regional Authorities and Local Self-Government and Development Specialists. Kyiv: UNDP /MGSDP.

In community mobilization, it is very important that nobody remains aloof. Representatives of vulnerable groups and others should be directly involved in developing an effective response to problems. Community members should assume their responsibilities and be supported by others if necessary. Communities collectively make decisions and are responsible for the results of their activities. This achieves a redistribution of power relations and control over resources.

BOSNIA AND HERZEGOVINA: FOLLOWING FOREIGN PRACTICE

In 2015, social workers in Bosnia and Herzegovina discussed challenges to the social solidarity and sustainability of mobilization outcomes that disappear along with the problem that caused them. War in the country ended in 1995, yet stories of mobilizing Sarajevo residents in response to military aggression and overcoming the consequences of the city's four-year siege are relevant. In addition, colleagues from Bosnia and Herzegovina present numerous examples of mutual support and mutual assistance in response to the flood of 2014, despite national, linguistic and religious differences that constitute the ongoing social conflict in most of local communities. However, 20 years after the war, the society is experiencing a crisis of confidence, suffering from corruption, separation of power from human needs and problems, and cultural-religious diversity that serves to separate rather than foster dialogue and understanding.

'Reactive community mobilization' refers to activating social community resources in response to an acute social or environmental problem. 'Proactive mobilization' can refer to self-organization and the readiness of people to participate in civic activities on a daily basis to improve their territory, to transform the network of social relations, to influence decisions of acting authorities and generally to achieve positive changes in their lives.

As a rule, the results of reactive mobilization disappear along with the problem that caused it. In the case of proactive mobilization, social activity connects people to a common goal for the realization of lasting change in their lives and against the acute problem or external aggression.²⁸

Hence, community mobilization is successful when its tools and mechanisms work efficiently, maintaining a balanced proactive process. Community mobilization is not a one-time event or project. It is a long-term, cyclical process in which community capacity is developed. The cycle of the community mobilization process and its step-by-step implementation are outlined in Chapter 4 of this Guidebook.

"Our ideal goal in the process of community mobilization is a community of people who are aware of their civic stance, are competent enough to protect their rights and interests without external assistance, are actively involved in implementation, as well as establishment of local authorities. Speaking about the specifics of our project, the mobilized community benefit from full access to justice and a safe environment."

"I will also add that a mobilized community has steady results. The tools we have put in place, the working groups on community security, have remained alive and been independently acting at the community level. This sustainability depends, among other things, on the community's understanding of its role in decision-making."

Emil Korenev and Alina Lebedeva, UNDP Community Mobilizers

²⁸Syla T. (2015) 'Sustainable Development of Communities in the Socio-Psychological Dimension' in Lepskyi M. A. (ed.) Sustainable Human Development of Local Communities: Academic Papers of Partner Universities of the EU/UNDP project "Community Based Approach to Local Development" (in Ukrainian)

1.4. CITIZEN PARTICIPATION OR COMMUNITY MOBILIZATION? ²⁹

Community mobilization is a process in which activities are initiated by the community itself or by other people. It is planned, implemented and evaluated by individuals, groups and organizations in the community on the basis of participation and sustainability with a view to improve common living standards. Mobilization can be seen as a process that begins with a dialogue between community members aimed at determining the Who, What and How of solving problems, as well as providing opportunities for everyone to participate in decision-making that affects their lives. It is therefore important that the groups overcome their differences and meet on an equal basis to facilitate participatory decision-making processes.

The community mobilization process can be seen as a powerful tool for attracting women and vulnerable groups and as a means of community response to rights violations. Community mobilization can also be seen as a process that destroys the traditional monopoly on power of elite groups and individuals; it can provide tools for shared responsibility and the power that accompanies it.

Community mobilization is not a process that happens on its own or by chance; it requires well-organized and well-funded interventions. Chapter 3 of this Guidebook highlights how to provide institutional support and develop stakeholder relationships for successful interventions; Chapter 4 presents concrete steps for the mobilization process.

Although community mobilization involves empowering and extending the rights and opportunities of vulnerable individuals who cannot influence decision-making, it is not an organic ‘grass-roots’ phenomenon, but an intervention supported from the outside. However, it is important to emphasize that community mobilization is a process implemented by community members, that they are the people who plan and implement activities in this process and that they are responsible for the results of the activity.

It is important to understand that mobilization and enabling participation in governance processes are two interrelated but somewhat different processes. The differences, as well as the explanation of why it is important to understand them, are presented later in this section and in the comparative table.

The ability of citizens to elect officials and empower them to represent people’s interests is inseparable from other democratic principles necessary for effective governance, such as accountability and transparency. However, voting is not the only form of citizen participation. Complete list of tools that citizens and officials can use to increase public participation in policy development and related processes include public debates, meetings, campaigns, opinion polls, community councils and advisory committees, petitions, written appeals, hotlines, video boxes, electronic and online forums.

Citizen participation makes government structures closer to people. Among other things, it provides opportunities for citizens to influence policy goals and priorities, oversee actions of politicians and administrations and hold them accountable for their actions, express their point of view, share information, point out their needs and problems, be involved in decision-making processes, identify additional resources, monitor and evaluate results of policy implementation.

Consequently, a participatory approach in politics can contribute to a real shift from ‘management’ to ‘governance’, where ‘governance’ refers to a complete list of actors involved in the design and implementation of public policies. Thus, it becomes clear that governance relates to new institutional formations that have been transformed from existing forms of governance or have been created independent of the state, including different models of governance and coordination involving civic and private institutions and individuals. Decision-making with the participation of many parties contributes

²⁹Sub-sections 1.4 and 1.5 are set forth in the version by Forrester S.

to the coverage of key attributes of governance, reflected in current reforms for the decentralization of power.

This shift towards a participatory approach in governance creates a favourable environment for effective community mobilization in Ukraine. However, it is important to understand that ‘citizen participation’ and ‘community mobilization’ in decision-making are mutually complementary but not identical concepts. Citizen participation is usually directed by the agenda and plans of the public administration, and the main interactions take place between citizens and public authorities. In contrast, in the process of community mobilization, community members determine Why, When, and How they meet; interaction between community members constitutes the basis of primary relationships. These generalized differences are presented in the table below.

Table 1.4.1. Interrelated Concepts

Citizen Participation	Community Mobilization
<ul style="list-style-type: none">➤ A mandatory component of good governance➤ Mechanisms are most often related to the authorities’ agenda and are implemented through their programme cycle➤ The main interactions take place between citizens and authorities➤ Citizens can participate individually or as part of an organized civil society➤ Principles of equality and transparency are of paramount importance.	<ul style="list-style-type: none">➤ An additional component of good governance➤ Community members determine when, why and how they meet, and act on behalf of the group and based on group identity➤ Citizens form groups and develop external ties on behalf of the group and based on group identity➤ Principles of equality and transparency are of paramount importance

1.5. FROM TARGETING THE NEEDS OF CITIZENS TO SAFEGUARDING HUMAN RIGHTS: A CHANGE OF APPROACH

Another important challenge for those who are interested in community mobilization is the application of a human rights-based approach to development, which is substantially different from the traditional needs-based approach. A concept based on rights is a framework that integrates the norms, principles, standards and goals of the international human rights system into plans and development processes. Its features are the methods and practices that connect the human rights system and its inherent understanding of power and struggle with the development process. An approach based on the concept of human rights recognizes poverty as injustice and marginalization, discrimination and exploitation as the main causes of poverty. In this approach, poverty is never seen as the fault of an individual, and so solutions to this problem cannot be solely on an individual level. Nor does it link the burden of poverty and injustice with such abstract concepts as, for example, society or globalization. Complaints about human rights violations are always addressed to duty bearers.

Thus, the human rights-based concept centres on defining the root causes of poverty and empowering rights holders to demand compliance and duty bearers to fulfil their obligations. This is a difference from the traditional approach to needs-based development, which tends to focus on meeting the actual needs of the target group without addressing the fundamental root causes that perpetuate the poverty and vulnerability of the target group.

All human beings are **rights holders** under the Universal Declaration of Human Rights.

Duty bearers are those actors who have a particular obligation or responsibility to respect, promote and realize human rights and to abstain from human rights violations. The term is most commonly used to refer to State actors, but non-State actors can also be considered duty bearers.³⁰

FOLLOWING THE MOBILIZATION PRACTICE

In dealing with women survivors of Gender-based Violence, the difficulty is a lack of understanding by women of their rights, lack of understanding of the rights of children, and responsibility for their children. It is especially difficult to work when a woman is in a crisis, her consciousness is narrowed and she is driven by fear. There are not uncommon cases of sexual violence, when a woman does not want to declare an abuser to police. There was a case when a 15-year-old girl got an abortion and did not want to write any statements, fearing she would be abandoned by the abuser. Women are afraid, often self-accuse, not knowing their rights, as well as opportunities to protect themselves and bring abusers to justice.

Mobile violence emergency response units have been working for almost three years now ... and we consider an important result to be the activities of self-help groups, and sometimes also the creation of their own NGOs by women survivors of gender-based violence. The activities of these organizations and groups are just aimed at raising the awareness of women about their rights and opportunities. It works from the inside. It's one thing when a specialist talks about violence and calls on a woman to leave the aggressor and quite another when the woman, having broken the vicious circle of violence, says 'I am the same as you. I was in a similar situation, suffered from violence, ran outside with the children at night and hid, because he was running after me with an axe, but I overcame it. And you will be able to. That should not continue in this way'. The level of trust in this woman is much higher.'

Maryna Hlushchenko, project manager for 'Creation of the Centre for Temporary Stay for Women Suffering from Violence' (supported by UNDP), Donetsk Regional NGO 'League of Social Workers'

A human rights-based approach draws attention to a number of central characteristics of poverty and development and emphasizes the importance of ensuring that all stakeholders respect the universal principles of human rights:

- ✦ Recovery of the role of the state and governance as central elements of development by focusing on interrelationships between the state and its citizens in terms of responsibilities and rights. The human rights-based approach draws attention to the basic obligations of the state through a variety of representative institutions at the national and local levels to take care of its most vulnerable citizens, including those who are not able to independently protect their rights.

³⁰Gender Equality, UN Coherence and You. Glossary. – Available from: <https://www.unicef.org/gender/training/content/resources/Glossary.pdf>

- Recognition that poverty and its dangers are a violation of human rights and that poverty itself is the root cause of a number of human-rights violations. If the phenomena of poverty and danger are considered through the prism of justice, then attention is focused on the frequent imposition of both phenomena on people through vigorous discrimination and marginalization. Attention is also drawn to what was not done. Sometimes the most severe violations occur due to inactivity.
- Increasing recognition that poverty is more than economic needs; development focused on growth has to deal with more complex and fundamental causes of poverty, such as discrimination, exploitation and violence. It also ensures that poverty is viewed to a greater extent not as a consequence of individual circumstances or opportunities but is seen in the context of the structure of power and inequality at the local, national and global levels.

Table 1.5.1. Comparative Analysis of Key Characteristics of Needs-based and Human Rights-based Development

Needs-based Approach	Human Rights-based Approach
➤ Focus on immediate needs of the target group	➤ Focus on the rights that are violated or not being respected
➤ Target groups are often perceived as passive recipients	➤ Target groups are identified as actors and agents of change (rights holders)
➤ The degree of citizen participation in decision-making processes varies	➤ Citizen participation is key factor
➤ Human rights are not discussed openly/directly	➤ Participants are well acquainted with the concept of rights, as well as how to demand compliance and hold duty bearers accountable
➤ Results are often considered to be paramount in relation to the process	➤ The process is as important as results
➤ Competition for resources challenges solidarity	➤ Solidarity wins

Principles of a human rights-based approach:³¹

Equality and Non-Discrimination: Every person is equal to other people on the basis of innate dignity, which is inherent to every person. All people have human rights without any discrimination, irrespective of racial or ethnic origin, colour, gender, age, language, religious, political or other opinions, national or social origin, physical disability, size of property, place of birth or other characteristics.

Participation and Social Inclusion: Every person and all people have the right to active, free and purposeful participation and contribution to social, economic, social, cultural and political events in which human rights and fundamental freedoms can be realized.

Reporting and Rule of Law: States and other human rights defenders are responsible for the observance

³¹(2003) The human rights based approach to development cooperation towards a common understanding among UN agencies. Available at: <https://undg.org/document/the-human-rights-based-approach-to-development-cooperation-towards-a-common-understanding-among-un-agencies/>

of human rights. In this regard, they should take into account the laws and standards provided for by human rights instruments. In the event of non-fulfilment of these duties, those whose rights have been violated have the right to file a complaint with the competent court or other human rights bodies and demand appropriate reimbursement in accordance with the rules and procedures provided for by law.

FOLLOWING THE MOBILIZATION PRACTICE

Our project is aimed at providing free legal aid to communities located along the contact line. Having previous work experience in different communities (Kreminskyi, Popasnianskyi, Starobilskyi Raions), I can say that the contact line imposes greater uncertainty in their rights and freedoms, quality of life and safety. Restoring their rights and using them is essentially a security issue. If a person has the ability to protect his rights, then he feels safe. And if he understands that he cannot protect them, he feels he is in danger.

A very simple example – people live here, and have a hut (or some inheritance) in that territory, and that hut was occupied by the military, and they hold the property, household things, etc. And people can no longer get into this house, and this issue is not solved. Who is the duty bearer in this case? Where should help be sought? The police? In court? This challenge is absolutely not resolved and attention is not paid to it, but it is a direct violation of the socio-economic rights of people, and it is necessary to do something for the citizens of Ukraine to be able to self-protect in the legal framework of our state.

Ihor Orel, an anti-terrorist operation participant, the Head of NGO ‘Vybir’ (Severodonetsk, Luhansk Oblast), the project manager for ‘Integration of Free Legal Aid in Front-line Territorial Communities of Popasnianskyi Raion’ (supported by UNDP).

Therefore, this Guidebook presents a methodology of community mobilization for empowerment that enables interventions based on human rights and gender-sensitive approaches and is consistent with the ‘no one is left behind’ principle of the Sustainable Development Goals.

In accordance with international standards in the field of human rights, the methodology of community mobilization is aimed at eliminating inequality and discrimination; at targeted involvement of beneficiaries, including women’s organizations and other agents of change (e.g. men and boys); and at responding to the circumstances of the poorest and most excluded and vulnerable women, those who are faced with complex forms of discrimination.

The community mobilization methodology has proven its effectiveness in many countries and in conflict-affected communities. The reasonableness of any intervention depends on the ‘when’ and ‘where’ it takes place. The methodology’s effectiveness depends largely on understanding and taking into account the social, political, cultural, economic and historical contexts of the country and specific communities.

2.1. PUBLIC (IN)SECURITY AS A CONTEXT FOR COMMUNITY MOBILIZATION IN UKRAINE

Since March 2014, Ukraine has been experiencing armed conflict in the densely populated Luhansk and Donetsk Oblasts. This conflict has a political nature; it is also a conflict of values and meanings, which have serious social and economic consequences. At the same time, the conflict can be classified as an asymmetric ‘new war’, in which the parties use qualitatively new methods of combat, such as conflict not between regular armies, but, for example, involving militias and criminal gangs. Since war has not been officially declared, the media uses different terms to refer to the conflict, including the ‘armed conflict’, ‘Ukrainian-Russian war’, ‘hybrid warfare’ and ‘anti-terrorist operation’ (the former official term in Ukraine).³²

“What we see in Ukraine is a new generation of war, which erases the differences between the concepts of war and peace”, says US Army General Jack Quinn, Chairman of the Board of the Institute for the Study of War. According to this former soldier and expert on military issues, the characteristics of the new type of war taking place in Ukraine are “uncertainty, the use of puppet forces, hybrid weapons, powerful disinformation and psychological operations.”³³

The hybrid nature of the conflict manifests itself not only in the methods of warfare, but also in the complexity and multidimensionality of the factors, conditions and consequences of the conflict, which is localized territorially and continues to negatively affect the already complicated general situation in Ukraine.

Human losses

Between the beginning of the anti-terrorist operation in eastern Ukraine, and 15 August 2017, 34,766 conflict-related casualties were recorded among the civilian population, the Ukrainian military and members of armed groups as a result of the conflict (10,225 people were killed and 24,541 injured). According to the Office of the United Nations High Commissioner for Human Rights (OHCHR), at least 2,505 civilians have perished during the conflict; an estimated 7,000 to 9,000 civilians have been injured.³⁴

Material damage

As a result of the fighting, Ukraine lost not only part of Donbas, but also access to the coal resources needed for the operation of crucial services such as Ukrainian central heating and power plants and metallurgic plants, industrial enterprises of the once highly industrialized region and transport infrastructure. This, in turn, led to reductions in the export potential of Ukraine and to the need for coal imports. In addition, the destruction of industrial and infrastructure facilities have led to a decline in economic activity in certain districts of Donetsk and Luhansk oblasts.

³²Semyhina T., Husak N. (2015) ‘Armed Conflict in Ukraine and Social Work Response to it: What Strategies Should Be Used for Internally Displaced Persons?’ Social, Health, and Communication Studies Journal, Vol. 2, No 1.

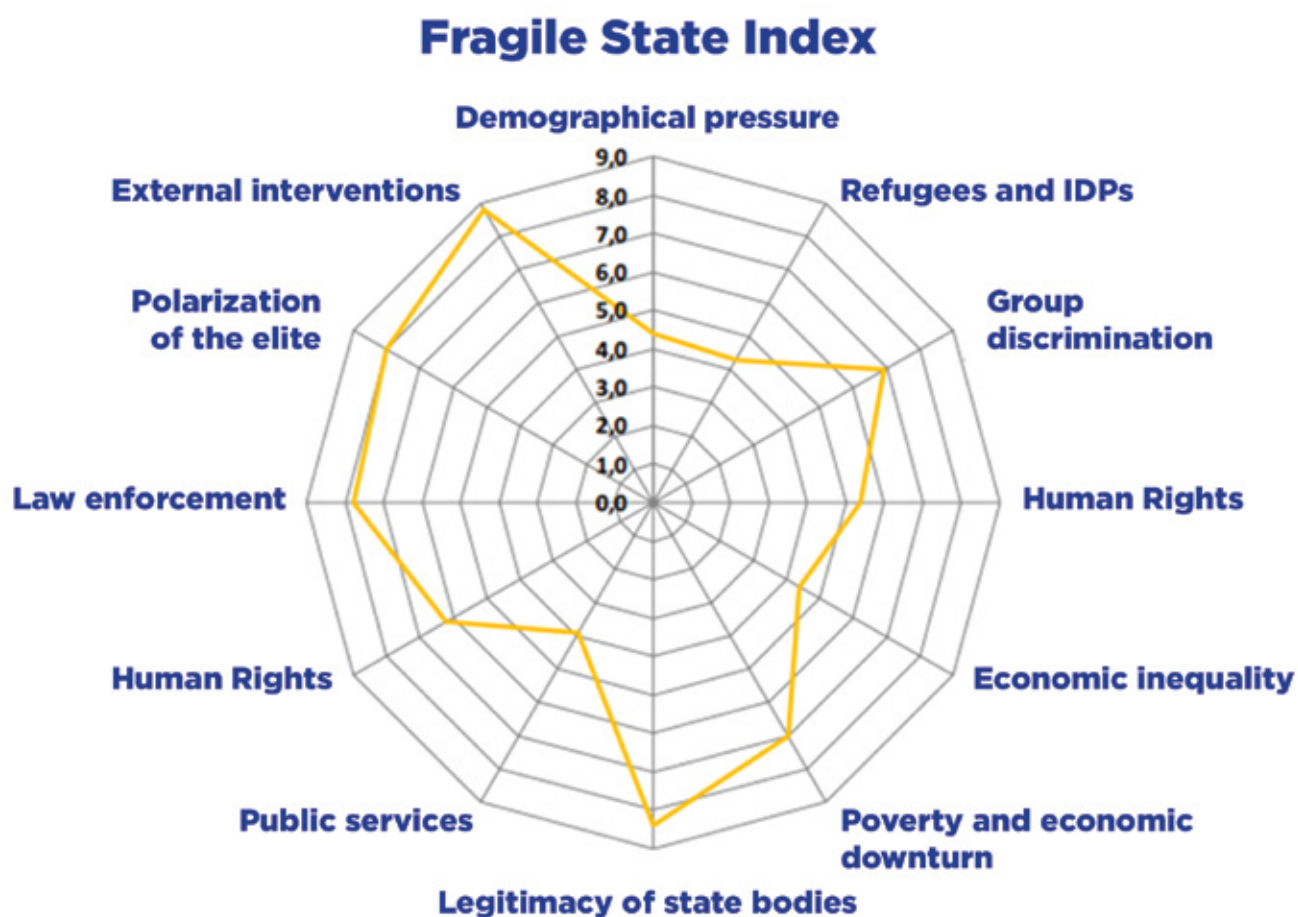
³³Tetiana Oharkova (2017) “Neither War nor Peace”: US Army General Jack Quinn on the Conflict in Ukraine, Hromadske TV Channel, October 23, 2017, 11:38. Available at: <https://hromadske.ua/posts/ani-viina-ani-myr-heneral-armii-ssha-dzhekkkin-pro-konflikt-v-krain>

³⁴(2017) Report on the Human Rights Situation in Ukraine, Office of the United Nations High Commissioner for Human Rights, May 16 - August 15, 2017.

Social tension

As a result of the armed conflict, Ukraine was ranked eighth worldwide in the number of internally displaced persons. The number of internally displaced persons in Ukraine varies according to the calculation methodology: almost 1.8 million, according to the Ministry of Social Policy; 1 million people according to the Interdepartmental Coordination Headquarters. Additional needs are imposed on Ukraine's limited resources by the extremely high proportion of unemployed, retired and disabled people among internally displaced person. Parallel t this, since the beginning of the conflict in Donbas, about 1 million Ukrainian citizens left for Russia, and another 34,000 to the EU.³⁵

Unfortunately, Ukraine is not unique in this regard. According to experts of the International Centre for Social Studies, conflicts often occur in fragile states.³⁶ According to the 2016 Fragile State Index, internal destabilization represents a real threat to more than 100 countries worldwide, where the total indicator of socio-economic and political security risks exceeds 70 points. Ukraine ranks 85th in terms of weakness and belongs to a group of countries with a high risk level (75.5 points). According to the rating, the weakness of Ukraine is primarily due to the lack of the rule of law, low legitimacy of state bodies, polarization of the elite, ineffective power-wielding agencies, economic instability and external political and socio-economic interventions.³⁷



The Fund of Peace

Diagram: Ukraine's performance in the Fragile State Index³⁶

³⁵(2016) Models and Price for Conflict Settlement in Donbas: International Experience and Ukrainian Realities, International Centre for Policy Studies. Available at: <http://fmd.kh.ua/wp-content/uploads/2017/02/donetsk3.pdf> (in Ukrainian).

³⁶Ibid.

³⁷(2016) Fragile States Index. Available at: <http://fsi.fundforpeace.org/>

Human rights

The human rights situation in Donetsk and Luhansk Oblasts has deteriorated on both sides of the conflict line due to violence related to the conflict and such violations as disappearances, illegal arrests and detention, abuse, war crimes and gender-based sexual violence.

Since January 2015, the movement of persons, vehicles and goods through the contact line has been regulated by the security services and takes place through several checkpoints, based on travel permits. The areas along these corridors are often mined, and long queues and limited technical facilities make crossing the line very difficult. As a result of the conflict, infrastructure was destroyed and access to gas, water and electricity was cut off. Schools and hospitals have become unusable or remained in the area uncontrolled by the government of Ukraine, necessitating travelling long distances, often to other cities or towns, in order to gain access to education and health facilities. The right to decent housing for many people is limited; there are no clear compensation mechanisms for lost or damaged housing.

People living in the conflict-affected areas in eastern Ukraine have a very limited right to decent work. Even those who are employed are poorer because of decreasing wages, inflation and overall growth in prices. It is estimated that poverty has increased dramatically.

Local elections in eastern Ukraine in 2015 were held in harsh conditions. For example, 122 towns along the contact line had to cancel elections over concerns about the safety of the population, resulting in an estimated 525,000 voters not being able to participate in local self-governance elections.³⁸

Gender-based Violence

The large concentration of military and paramilitary forces in eastern Ukraine, in particular near the contact line, has combined with the proliferation of weapons, poor compliance with the judicial system and impunity of criminals. These have increased the risk of gender-based violence, in particular in relation to women and girl internally displaced persons. Due to the low effectiveness of law enforcement and services in overcoming gender-based violence, survivors rarely ask for help. Even before the conflict, gender-based violence survivors had rarely reported crimes due to stigma, silence culture, imperfect response mechanisms, the ineffective legal system and the limited number of services for medical and psychological assistance. Women tend to resort to law enforcement only in cases where violence threatens life. In the context of the conflict, these problems have grown.

Internally displaced women face increased vulnerability violence in conflict situations, including humiliation, insults, intimidation, blackmail, verbal threats, physical violence, confiscation of money and property or official documents, forced unpaid work and obscene comments. A study conducted by the United Nations Population Fund (UNFPA) confirmed women's increased vulnerability to various forms of violence in conflict situations: the percentage of internally displaced women reporting at least one outbreak of domestic violence was three times higher than the percentage of local women who survived violence in host communities (15.2 percent versus 5.3 percent of respondents).

Although sexual violence has increased in the context of the conflict, there is still not enough evidence and data on this problem. In addition, lawyers, police, prosecutors and judges lack sufficient knowledge about how to properly document, investigate and deal with cases related to sexual violence in conflict situations. In addition, there is a shortage of forensic service representatives, which, in turn, complicates investigations into sexual violence in the context of the conflict. In 2016, OHCHR continued to record cases of sexual violence in the context of the conflict and gender-based violence: threats of rape and other forms of sexual violence are used as manifestations of mistreatment and abuse in the context of arbitrary or illegal detention of people in captivity, aimed both against men and women.³⁹

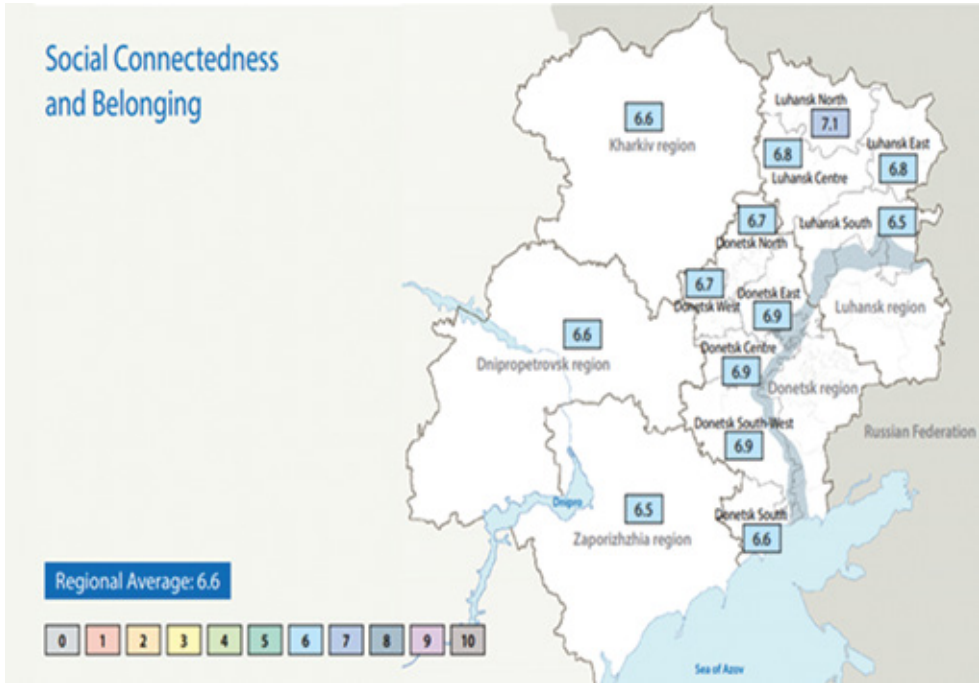
³⁸(2017) Leaving No One Behind. Analysis of vulnerabilities of women and men in the context of decentralization in the conflict-affected areas of Ukraine, UN Women Report, September

³⁹(2017) Leaving No One Behind. Analysis of vulnerabilities of women and men in the context of decentralization in the conflict-affected areas of Ukraine, UN Women Report, September

“The conflict in the east of Ukraine has had a direct and very negative impact on social cohesion, sustainability, the existence of sources of Sustenance and public security and the rule of law,” according to the recent Recovery and Peacebuilding Assessment, carried out by the European Union, the United Nations and the World Bank Group and approved by the Government of Ukraine. Change of place of residence, fear and an increasingly diminishing level of trust are widespread social problems and hardships of the population living in the conflict-affected areas. While social fragmentation, bias, regional disagreements and low levels of trust in authorities and institutions existed before the crisis started, they intensified due to the conflict, especially in Donbas.⁴⁰

For a better understanding of the context and more effective intervention planning, a comprehensive analytical assessment tool was developed by the Cyprus Centre for Sustainable Peace and Democratic Development and the United Nations Development Programme, with the financial support of the United States Agency for International Development (USAID). The **UN Integration and Reconciliation Index for Eastern Ukraine** is based on the methodology of the Social Integrity and Reconciliation Index (SCORE). The SCORE index has been in use worldwide and in European countries to help develop theoretically substantiated programmes that enhance social cohesion and promote the process of reconciliation.⁴¹

According to 2017 results of the Index, the overall indicator of social connectedness in the five eastern oblasts of Ukraine is above average at 6.6. Friendly relations with neighbours, social isolation and openness to different groups of society are features of the area.⁴² The level of non-violent citizen activity is very low in all eastern regions, with an average value of 0.3. According to results of the review, three main reasons for such a low level of citizen activity have been identified: the preservation of the widespread belief among the inhabitants of eastern Ukraine that the authorities do not involve citizens in decision-making processes and do not properly respond to the needs of citizens; a lack of information (citizens are not well informed of what decisions are taken by local councils and other local authorities); and people’s beliefs that social activity takes a lot of time.



The general indicator of Social Connectedness and Belonging in the five eastern regions of Ukraine (USE)⁴²

⁴⁰UNDP – UN Women Joint Proposal for the EU IcSP Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine

⁴¹For more details on the methodology see <http://use.scoreforpeace.org>.

⁴²Social Cohesion and Reconciliation (SCORE) Index for Eastern Ukraine, Social Connectedness and a Sense of Belonging. Available at https://use.scoreforpeace.org/files/publication/pub_file/11/SocialConnectednessAndBelonging_ENG.pdf

An analysis of the level of trust in authorities and social institutions makes it easier to understand people’s reluctance to participate in policy and decision-making processes. Although people tend to trust local authorities and social institutions much more than central authorities, their level of trust in local authorities is generally low. Low levels of trust in authorities discourages people from interacting with the institutions representing them and working for them.⁴³ This analysis suggests that although social cohesion is promoted by the proximity of neighbourly relations, in the broader institutional space of communities, people are not ready to be active, do not believe in their ability to influence decisions and do not feel the need for citizen participation.



The general indicator of Non-violent Active Civic Engagement in the five eastern regions of Ukraine (USE)⁴³

In addition, in the areas controlled by the Government of Ukraine, the pressure on local resources, service provision, livelihoods and management is increasing as the number of (and length of stay of) internally displaced persons increases. This is particularly acute given that an estimated two-thirds of the number of internally displaced persons being women and children. Women suffer disproportionately from the conflict, from persistent gender inequalities and discrimination to further strengthening of gender stereotypes, which depict men as defenders and heroes and women as responsible for care and support.⁴⁴

Describing the context of Ukrainian communities’ entails discussing not only problems and challenges created by the crisis, but also its opportunities. An important element of community mobilization is citizen awareness of the need to turn problems into opportunities. In the midst of crises and difficult situations, it is often possible to find resources to overcome them. For example, not all communities are aware that decentralization reform can bring development opportunities (e.g. institutional, resourceful, motivational and others). Increasing citizen awareness of this issue can boost and is boosting citizen activism.

⁴³Social Cohesion and Reconciliation (SCORE) Index for Eastern Ukraine, Tolerant and Socially Responsible Citizenship. Available at: https://use.scoreforpeace.org/files/publication/pub_file/14/Tolerant%20AndSociallyResponsibleCitizenship_ENG.pdf

⁴⁴(2017) Report on the Human Rights Situation in Ukraine, Office of the United Nations High Commissioner for Human Rights, May 16 - August 15.

“In general, the way we worked before the war and now are absolutely two different approaches. The war has greatly affected our entire professional community. What’s the difference? First of all, you constantly feel the need to develop your professional competence to be ready to face and be effective in this new complex situation, which has significantly worsened. Second, the system of values has radically changed. What was important prior to the war has downgraded in the list of priorities; instead, you strongly feel the importance of values such as life, health, mutual support, trust and love. The conflict has become the resource that has changed us all.”

Nataliia Shovkun, psychologist, moderator of a self-help group for women survivors of violence and member of the NGO Socio-Psychological Community Support, Sievierodonetsk, describing the experience of implementing a UNDP-supported project on preventing gender-based violence.

The Community Security and Social Cohesion approach introduces a methodology that is important for the recovery of peace, security and development, since it allows finding common, creative and effective solutions to help overcome Ukraine-specific obstacles, such as:

- ✦ Weak relations between the state and civil society;
- ✦ Security frameworks that are oriented predominantly at state interests;
- ✦ Lack of institutional resources and capabilities;
- ✦ Challenges to promoting true accountability;
- ✦ Lack of political will in security and justice reform;
- ✦ Low levels of active citizenship and involvement of citizens in solving issues related to security and justice;
- ✦ Tensions within and between communities, including marginalized groups;
- ✦ Lack of opportunities for decent work, profits and improvement of living conditions;
- ✦ Gender inequalities, related gender-based violence and dynamics of gender-based conflicts;
- ✦ The need to reintegrate ex-combatants into communities;
- ✦ The need for decentralization;
- ✦ The need for increased access to security and justice services while respecting values and accountability; and
- ✦ The need to anticipate tensions and security challenges to develop preventive and effective interventions against them.^{45,46}

2.2. STRENGTHENING SOCIAL COHESION MAKES COMMUNITIES MORE SECURE

Community security

Numerous studies and practical experiences have shown that many of the problems that make people perceive danger are not limited to issues dealt with by law enforcement agencies or the judiciary. The community-based security approach that UNDP uses in many situations does not differentiate between the causes of a lack of security, therefore allowing UNDP to respond to human security needs from citizens’ points of view at the local level.⁴⁷

Community security is a concept that puts into practice a human security, human development, peacekeeping and local level state building paradigm.⁴⁸ It is in line with the 2005 World Summit

⁴⁵ Bennett, W., et al. (2014). Community Security Handbook. Saferworld Report. p.6.

⁴⁶ (2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.13.

⁴⁷ (2017) Report “Security and Justice in Ukraine. Perspectives from Communities in Three Oblasts”, United Nations Development Programme, p.3.

Outcome Document, in which world leaders recognized that “development, peace, security and human rights are interconnected and mutually reinforcing.”⁴⁹

“For too long, the concept of security has been shaped by the potential for conflict between states. For too long, security has been equated with the threats to a country’s borders. For too long, nations have sought arms to protect their security. For most people today, a feeling of insecurity arises more from worries about daily life than from the dread of a cataclysmic world event. Job security, income security, health security, environmental security and security from crime — these are the emerging concerns of human security all over the world. This should not surprise us. The founders of the United Nations had always given equal importance to people’s security and to territorial security.”

UNDP, Human Development Report, 1994, p. 15

The modern concept of community security includes both personal and group security. Personal security, as stated in Human Development Report (1994), takes into account threats from the state (physical torture), threats from other states (war), threats from other groups of people (ethnic tension), threats from persons or gangs for other persons or gangs (crime, street violence), gender-based threats (rape, domestic violence), threats aimed at children on the basis of their vulnerability and dependency (ill-treatment of the child), and threats to personality (suicide, drug use).

In addition to focusing on personal security threats, the Community Security and Social Cohesion approach pays attention to making communities and their members ‘free from fear’. However, a more general, modern definition also takes into account a variety of activities that provide ‘freedom from hardship’. The meaning of the concept is laid down in the phrase itself: it is security as seen by people, the inhabitants of a specific community.

Some of the problems that concern people in the context of security, together with the proximity of hostilities and political instability, include theft and hooliganism, ineffective police work, lack of jobs and low profits, lack of street lighting, poor drinking water, homeless dogs and lack of space where children and youth can enjoy meaningful leisure. In distant rural communities, people do not have anyone to turn to in case of need, due to the acute shortage of police. Another important problem, often overlooked, but even more relevant, is the problem of domestic violence.

Community security is a people-centred approach to dealing with danger, integrating the concepts of human security, development and state-building.

According to findings of a survey by UNDP expert Heather Goldsmith, the most frequently cited major issues by people were: unemployment and poverty (in all oblasts these were identified as major issues by around 90 percent of respondents), followed by corruption and alcoholism. Issues more immediately related to the conflict, such as mines, shelling, conflict-related trauma or tensions between internally displaced persons and host communities were much lower on their list. In Donetsk Oblast, streetlights, street dogs and environmental pollution were all rated as higher concerns than shelling.

⁴⁸(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.13.

⁴⁹(2005) Resolution adopted by the General Assembly on 16 September 2005: 2005 World Summit Outcome. The General Assembly of the United Nations, p.2.

People perceive property crimes, not violence ones, as the most common. However, 83 percent of all victims of theft who reported the case to the police had their cases turned away by the justice system.

Despite legal reforms requiring the police to engage with the public, including through regular reports and consultations, the majority of people said that such meetings occur never or rarely. Women and poor people feel less safe in their communities or their homes at night.

UNDP Report “Security and Justice in Ukraine: Perspectives from Communities in Three Oblasts” (2017), p.10-11

The Community Security and Social Cohesion approach is aimed at strengthening capacities and empowering communities, local authorities and security and law enforcement agencies to work together to find common local solutions to the security challenges they face.

Another advantage of the concept of community security is that it fills the gaps between a focus on state interests and concepts oriented on individual interests. Its purpose is to develop effective states responsible to citizens for effective service provision. The focus is on the development of inclusive political processes that govern relations between the state and society.

In this way, the approach also allows for an impact on peacebuilding and state-building processes, for example, by up-streaming successful local-level results to regional or national reform processes.^{50,51}

Social cohesion

The concept of social cohesion has recently received considerable attention. Based on the protection of human rights and human dignity, the concept involves the active participation of the population in solving the actual problems of their life and in overcoming social exclusion and social disintegration (e.g. poverty, homelessness, orphanhood). Thus, social cohesion is of paramount importance for a modern society that is focusing on human rights and facing rapid and radical changes, complex transformations and crisis phenomena. In contrast, a lack of social cohesion leads to increased social tensions, violent crimes, minority attacks, human rights abuses, and, ultimately, violent conflict.⁵²

According to the Council of Europe, social cohesion is “the ability of a society to ensure the well-being of all its members, minimizing disparities in development and avoiding the marginalization of people. In this sense, the notion of social cohesion is in line with the idea of social solidarity, when people and their groups, understanding the nature of social well-being and being ready to act for it, are united for the sake of a common cause, identifying themselves as responsible members of this community.”⁵³

World Bank documents treat social cohesion as a situation in which a “group of people within a certain territory — a country — demonstrates the ability to cooperate, which in turn creates an institutional capacity for productive change. It is an opportunity to ensure, without losing individual differences, coordination, cooperation for realization of critically important goals.”⁵⁴

⁵⁰Bennett, W, et al. (2014). Community Security Handbook. Saferworld Report. p.3-4.

⁵¹(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.13.

⁵²Ibid., p.14.

⁵³(2008) Report of High-Level Task Force on Social Cohesion in the 21st Century: Towards an Active, Fair and Socially Cohesive Europe, 28 January 2008. Strasbourg: Council of Europe, p.14.

⁵⁴Ritzen, J., Woolcock, M. (2000). Social Cohesion, Public Policy and Economic Growth: Implications for Countries. Washington, DC: World Bank., p.9.

The variety of approaches used to explain social cohesion is reflected in the fairly large number of characteristics proposed to determine the availability or lack of social cohesion in a society or community, including the soundness of social relations between individuals, informal and formal groups and organizations; quality of life and general well-being; the stability of relations in the community or society; common values; a sense of common identity and belonging to a single community; interpersonal trust among community members and institutional trust in authorities and official institutions; level of social tolerance; and the degree of inequality and social exclusion.

Within the variety of approaches, two interrelated aspects are taken into account. First, social cohesion involves reducing inequality, imbalances and social exclusion. Second, it is important to strengthen social relations, interactions and ties.⁵⁵

The first aspect concerns regional differences, inequality of opportunities, disparities between population groups and aspects of social exclusion. These include, for example, regional differences in the state of the environment, socio-economic disproportions in rural and urban areas, limited access to justice in 'grey area' communities, inequality of opportunities for women and men in employment, inequality between the social strata in health field, the level of social exclusion from material wealth that determines poverty by income or the level of alienation of vulnerable segments of population. Consequently, the goal of inclusion is to provide equal opportunities for people with different social backgrounds, as well as to develop strategies for the involvement of alienated groups.

Following mobilization practice

'We are similar, but not equal'

My days are the same. And the library is currently the only accessible place for communication. I dream about a time when my hometown has incredible team spirit and everyone tries to help each other, communicate, proving that all people are equal. It seems that we do not exist at all, or between a healthy person and a person with a disability a huge wall of indifference rises up, since neither the streets nor transport are adapted to our needs. Even the creation of infrastructure capabilities is often reduced to simple formalities. This formality is a real barrier in society between healthy people and people with disabilities. We do not require anything special, just things elementary — an opportunity to live among people, to be in a society, to feel like people. Is it so much?



The picture of the participant of the children's drawing contest within the framework of the advocacy project in the city of Mykolaivka⁵⁶

Action group 'MEDIANNA', a winner of the social video contest within the framework of the UNDP-supported project 'Advocacy for Protection of Rights of People with Disabilities in Mykolaiv Amalgamated Territorial Community through Involvement in Active Community Decision-making' by NGO 'Virus v Ukrainu' ('Faith in Ukraine').⁵⁶

⁵⁵Berger-Schmitt R. (2000) Social Cohesion as an Aspect of the Quality in Societies: Concept and Measurement. EU Reporting Working Paper No. 14, Mannheim: Centre for Survey Research and Methodology, p. 4

⁵⁶"We Are Equal" video spot, directed by Action group "MEDIANNA", available at: <https://www.youtube.com/watch?v=RI4EInHYL14&feature=youtu.be>

The second component of social cohesion involves all aspects that form the social capital of society, including public interactions (available through informal communications in private networks and more formal communications in organizations and the public sphere) and access to and the quality of public and educational institutions, health care, working life, social security and political and legal systems.⁵⁷

To achieve social cohesion, two factors have to be interconnected and interdependent:

1. Social inclusion and equal opportunities: *reducing inequality, imbalances and social exclusion.*

2. Increasing social capital: *strengthening social relations, interaction and ties.*

Social capital is the invisible glue that keeps society together, even in complicated, tense times. Strengthening of social capital may involve:

- ✦ Supporting social networks that unite groups;
- ✦ Developing a common sense of belonging and a shared vision of the future;
- ✦ Emphasizing what different social groups have in common;
- ✦ Encouraging joint participation and the active involvement of people with different social backgrounds;
- ✦ Building trust;
- ✦ Establishing local institutions that work fairly;
- ✦ Cultivating respect and tolerance;
- ✦ Developing an understanding of others;
- ✦ Recognizing the value of diversity; and
- ✦ Increasing the ability of the state to respond to the needs of its citizens.

Building social cohesion is about establishing better relationships among people of different social backgrounds, particularly among those from emerging and established communities. An important area of social cohesion is helping individuals and groups find common strategies or a common position that they can use to work together.⁵⁸

Depending on the social network a person relies on, a distinction is made between bonding and bridging social capital. Bonding social capital is a resource of relationships of individuals with similar characteristics (family or friendly relations); bridging social capital is built on the basis of relations between different social groups (ties within the boundaries of civil society organizations and communities and formal ties). The development of bridging social internally displaced person networks in host communities is a priority factor for achieving successful social integration and for strengthening social cohesion.

Internally displaced persons often have more bonding than bridging social capital; social support for family networks becomes their main resource. Support from the relatives of internally displaced persons is important, but it limits their interaction with local communities and institutions, which is the main source of bridging social capital. Developing social ties with other internally displaced persons is a source of social and psychological support, but it has low potential in the context of, for example, access to the labour market. The development of bridging social networks of internally displaced persons in host communities is a priority factor for successful social integration.⁵⁹

⁵⁷Berger-Schmitt R. (2000) Social Cohesion as an Aspect of the Quality in Societies: Concept and Measurement. EUReporting Working Paper No. 14, Mannheim: Centre for Survey Research and Methodology.

⁵⁸(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.15.

⁵⁹Sereda, Y. V.(2015) 'Social Capital of Internally Displaced Persons as a Factor of Local Integration in Ukraine', Ukrainian Society, No. 3 (54). Available at: <http://www.ukr-socium.org.ua/Arhiv/Stati/US-3-2015ukr/29-41.pdf>

Interpersonal communication between internally displaced persons and host community residents, respect for local customs and traditions, and joint cultural and artistic activities are important components of socially integrating internally displaced persons. They are particularly important in Ukraine, where among the most common problems of integration is social tension between pro-Ukrainian-minded people of the host community and those settlers who were indifferent to the manifestations of separatism on the territory of Donbas.⁶⁰

The regional differences between internally displaced persons and host communities associated with language, cultural characteristic and political preferences may be exacerbated by the electoral rhetoric of radical political forces, which often deliberately reinforce mutual negative stereotypes. As a result, myths are produced about ‘two Ukraines’, ‘vatniks’ and ‘vyshyvannyks’, donor regions and consumer regions, etc.

The UNDP-initiated All-Ukrainian Social Campaign ‘We Need Each Other’ pursued the goals of strengthening integration and social cohesion in the communities of Ukraine and achieving mutual understanding. The Campaign aimed to eliminate the stereotypes and prejudices that have impeded the integration of 1.7 million internally displaced persons from the Donbas and Crimea.

We Need Each Other

“It is extremely important to circulate positive stories of interaction with internally displaced persons and debunk stereotypes about them. We hope this campaign helps bridge different communities forced to live together due to the conflict. It is about mothers, parents, sisters, brothers, children with the same hopes and desires as us, except they were forced to leave their homes and their lives behind by a turn of the fate. We all need to look for a solution to the problem of mass internal displacement in Ukraine by promoting tolerance, mutual respect, engagement and social cohesion. Internally displaced persons and receiving communities must work together at all levels: in public life, at work, online and offline, until equitable and long-term solutions to the crisis of population resettlement in Ukraine are found. We are sure this campaign will help make voices welcoming and accepting migrants louder, and will promote effective and positive interaction between internally displaced persons and host communities.”

Janthomas Hiemstra, Director of the United Nations Development Programme in Ukraine⁶¹

The support for and strengthening of social cohesion is based on the principles of equality of rights for all, without any discrimination; access to high-quality services for all; special attention to the needs of vulnerable members of society; refusal to discriminate against persons with special needs; and participation of each person in decision-making.

The promotion of community cohesion involves removing barriers and encouraging positive interactions between groups. Community cohesion is closely linked to integration, because it aims at building communities where people, interacting with others, have a conscious sense of belonging and comfort.

Community Security and Social Cohesion Approach

Community Security and Social Cohesion Approach (CSSC) is a multisectoral, programmatic approach that can be used to guide a wide range of UNDP and other institutions in crisis contexts. It promotes interconnected measures that enhance security and social cohesion at the civic and state levels in crisis contexts. Useful to both urban and rural communities, CSSC can be seen as a link between the reduction

⁶⁰Balakirieva O. M. (ed.) (2016) Internally Displaced Persons and Host Communities: Lessons for Effective Social adaptation and Integration: Academic Report. Kyiv: National Academy of Sciences of Ukraine, Institute of Economics and Forecasting, p. 93.

⁶¹#OneforOne: A National Campaign to Strengthen Dialogue and Social Cohesion in Ukrainian Communities. Available at:

<http://www.un.org.ua/ua/informatsiinyi-tsentr/news/3986-odynodnomu-natsionalna-kampaniia-spriamovana-na-zmitsnennia-dialohu-ta-sotsialnoizhurovanosti-v-hromadakh-ukrainy>

of armed violence, conflict prevention, demobilization, disarmament and reintegration, gender, governance, the rule of law, security sector reform and small-arms control.⁶²

DEFINING THE COMMUNITY SECURITY AND SOCIAL COHESION APPROACH

The Community Security and Social Cohesion (CSSC) approach is a programmatic approach that combines security and development. The approach brings together a wide range of state and civil society actors that identify the causes of insecurity; develop coordinated, appropriate community-based measures; and establish a supportive environment at the national level. The approach attaches particular importance to joint assessments, planning and accountability, and attempts to improve service delivery, to overcome social exclusion and to strengthen relationships between social groups and the foundations of democratic governance.

By involving civil society and the private sector in addressing security issues, CSSC promotes the unification of a wide range of state and non-state bodies and institutions on security and development, thus contributing to improving the relationship between the state and society.

This approach harmoniously combines the concepts of community security and social cohesion such that they complement and reinforce each other. If communities feel physically protected, then they are more likely to act more cohesively (and vice-versa). By combining these two aspects, UNDP programmes increase their probability of achieving sustainable impacts on local and regional social and security issues.

FOLLOWING WORKING EXPERIENCE

One of the centrepieces of community security is preventing and overcoming gender-based violence. This is why UNDP, together with UN Women and with EU financial support, within the framework of the Joint Initiative in Sloviansk, Donetsk Oblast, supported the project to establish a Centre for Social and Psychological Assistance to Persons Affected by Violence or Ill-Treatment. The Centre is a safe place where women survivors of gender-based violence can obtain the necessary psychological, social and legal support in order to restore internal resources and make decisions about the future. The opening of such a centre expands the opportunities for both survivors of violence and for the bodies and institutions (social, law enforcement, legal) that are responsible for responding to cases of violence against women.

The operation of the centre will be supported by UNFPA and funded by the UK Government in close cooperation with city and regional authorities, the Donetsk Centre of Social Services for the Family, Children and Youth, as well as non-governmental partners, in particular the League for Social Workers NGO, which initiated the Centre's establishment.

There is a close link between alienation and insecurity. Alienated people often feel that they have nothing to lose if they resort to violent actions.⁶³ Minorities will be more at risk if they are chased due to ethnicity, gender, culture or religion. Group differences in themselves are not enough to cause conflict, but social exclusion and horizontal inequality create a rich foundation for manifestations of violence. Key aspects of the social cohesion component include development of dialogue processes, collective dispute settlement instruments and elaboration of solutions to problems. This helps create conditions conducive to addressing social exclusion problems, which are often sources of danger.

⁶²(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.17.

⁶³(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.14

The context in which the approach is applied affects the consistency and content of measures implemented. For example, in a community where the initial assessment reveals that different social groups express very different views of the threats they face, the first step might be to support a dialogue process that develops a coherent view. In other contexts, however, urgent steps to improve community security may be needed before measures conducive to cohesive growth take place.

The CSSC approach is aimed at achieving change at all levels. It ensures coverage with successful local practices and achievements of other communities (geographical coverage). It also ensures coverage vertically, at the regional and national levels, through advocacy and by involving representatives of authorities in consultations and decision-making (political influence). In this sense, CSSC is not a classic ‘bottom-up’ approach, aimed exclusively at raising grass-roots activity. Instead, it is a wider cooperation tool that seeks to mobilize all available resources and overcome problems and obstacles at all levels.⁶⁴

A review of numerous successful and unsuccessful practices around the world proves that the combination of vertical responsibility (initiated both from the bottom by citizens and from above by authorities) and horizontal responsibility (between different sectors, organizations and institutions in one community) creates an amplifying effect and ensures the sustainability of change achieved through reform or intervention.

Community Security and Social Cohesion:

Key Ideas^{63,64}

- CSSC is a people-centred approach that deals with interconnected needs in peace-building, security and development.
- CSSC creates conditions under which stakeholders cooperate to address the causes, consequences and risks of conflict, violence or danger, enhancing the conditions for sustainable peace.
- The approach seeks to build positive relationships between communities, authorities and uniformed services by providing opportunities to identify security needs and plan joint responses.
- The approach gives communities the opportunity to be their own agents of change, empowering them to make accountable institutions designed to provide security services.
- Ensuring inclusiveness and community involvement are at the heart of the CSSC concept, so planned and implemented measures reflect the actual needs of people, including members of vulnerable groups.
- By ensuring more constructive contacts between ordinary people and public representatives (police and local authorities), CSSC seeks to improve the relationship between the state and society.
- Local, regional and national advocacy and engagement are key to spreading community-based approaches to policies and practices.
- Community security becomes possible when communities have ways to express their security needs, and at the same time, local authorities and responsible organizations have the capacity and resources to meet them.
- CSSC is not a ‘bottom-up’ classic approach, but instead seeks to strengthen horizontal and vertical accountability and responsibility.

⁶⁴Bennett, W., et al.(2014). Community Security Handbook. Saferworld Report. p. 6

«Our NGO 'School of Real Business' was created to exchange and share practical experiences with the community and to sustain businesses in areas close to the armed conflict. It's much harder for small and medium-sized business to survive there.

The most complicated thing in project implementation was to communicate with the authorities. At the same time, the success and difficulties of our project have been due to the involvement of the government, the community and business. And these three institutions encounter difficulties in communicating with each other, because they all live according to different laws. In business, everything is solved faster and easier. The community is emotional, not always constructive, but it has an impulse, and it is very important. The government has rational principles, but there is not always time to address specific issues of the community and areas of responsibility are allocated. This interaction is difficult to establish. It is good that UNDP has initiated the creation of the Local Development Forum and the Community Security Working Group – platforms for interaction between the government, business and the community.»

Yuliia Volodchenko, a member of the School of Real Business NGO, and project manager for Improvement of Safety through Lighting on Pedestrian Crossings in the City of Kramatorsk.

The CSSC approach is a response to the complex problems of crisis-related violence and insecurity, particularly in countries and communities facing a management crisis, crime or violence. Its main advantages include:

1. Ensuring interrelated activities and mobilizing resources to address security and development issues in the most integrated way, helping to move away from an isolated approach to development and programme implementation.
2. Overcoming both the causes and the consequences of insecurity, bringing together activities to provide urgent physical protection against political, economic and social factors of violence, such as alienation.
3. Making states more receptive to citizens' needs by supporting the development of inclusive political processes that govern the relations between the state and society.
4. Improving service supply and enabling users of services to hold service providers accountable.
5. Creating links between activities at the national and local levels, recognizing that many of the challenges posing a threat to community security require action to create a supportive environment at the national level.
6. Building social capital and confidence among different social groups.
7. Promoting the consolidation of common values and identities and interpersonal and intergroup relationships that bring communities together and make them more resistant to violence.⁶⁵

In addition to these advantages, the CSSC approach also supports and facilitates the mobilization of communities so that different communities and groups therein are more self-organized and therefore able to contribute to the dialogue processes. The capacity for the organized communities and groups to engage in dialogue is also a key aspect of the empowerment of the individuals involved. Thus, the mobilization process both contributes to the empowerment of the most vulnerable in the communities and to a more secure environment for all to live in.

⁶⁵Adapted from (2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.22.

3.1. THE IMPORTANT ROLE OF COMMUNITY MOBILIZERS

The effort to bring about change and improvement in the community requires intervention by individuals — known as community mobilizers — who ‘start where community begins’ and help sustain efforts over time to achieve the desired results. In particular, community mobilizers play a decisive role in activating and supporting joint actions and carrying out step-by-step implementation of action plan priorities.

Although the functional load of mobilizers may vary depending on approaches, project aims or community features, mobilizer activities include:

- ✦ Involving a wide range of community members of all ages, ethnic groups, organizations and social groups (such as women, parents, religious groups, ethnic minorities and internally displaced persons) that are affected by the problem and that are important for solving the problem or achieving the aim;
- ✦ Addressing on a targeted basis political leaders, public figures, the general public and other people who control resources in order to improve the political and social climate of cooperation — community mobilizers can play a decisive role in establishing inter-organizational ties;
- ✦ Recruiting and increasing of the critical mass of active citizens;
- ✦ Catalysing and enhancing the role of agents of change among partners that build collective effectiveness;
- ✦ Paying special attention to taking action and complying with action plans; and
- ✦ Increasing the value of new programmes, policies and practices to achieve the project mission.⁶⁶

The role of the mobilizer is to revitalize the community and motivate it for actions that lead to development and self-sufficiency.⁶⁷ More concretely, the roles of the mobilizer are to:

- ✦ Convene meetings and hold dialogues in order to:
 - Provide information and raise the awareness of all members about their rights and opportunities in the community; and
 - Organize the use of all resources (human and material) required for actions in the community.
- ✦ Encourage community members to participate in desired actions for its development;
- ✦ Participate in activities that promote community effectiveness and its potential, self-sustainability and development;
- ✦ Ensure that information is interpreted accurately and correctly;
- ✦ Actively counteract unreliable information, especially when it encourages unrealistic expectations and later can lead to disappointment and despair;
- ✦ Inspire and encourage community members by persuading them that they have the ability to develop themselves;
- ✦ Ensure that each decision on actions is the choice of the entire community, not just a few (strong) leaders;
- ✦ Ensure that less protected and vulnerable people are heard during community decision-making, including women, youth, people with disabilities, ethnic minorities and those who, for various reasons, are not entitled to vote;
- ✦ Promote and encourage community cohesion, unity of purpose, action;

⁶⁶Community Tool Box. Arranging for Community Mobilizers. Available at: <http://ctb.ku.edu/en/best-change-processes/arranging-for-community-mobilizers/overview>

⁶⁷Bartle, Phil. To Be a Mobilizer. Community Empowerment Collective. Available at: <http://cec.vcn.bc.ca/cmp/modules/mob-be.htm>

- Actively counteract division, superstition, fanaticism, racism, sexism, clanism, intercession and division into castes and classes;
- Meet with other mobilizers frequently in order to share experiences, jointly address common issues and improve social animation and community management skills; and
- Help leaders and members of the community acquire and develop management skills.

In implementing the above tasks, the community mobilizer is primarily a facilitator of change and not the change itself; the role of mobilizer is to assist the community itself to lead and make the changes happen. If the community itself does not take ownership over the change process, the change will not be sustained. Thus, community mobilizers have to carefully balance their activities so that they are supportive to the community, but not doing things instead of them.

Experience has shown that people with any kind of education can become effective community mobilizers. Their approaches, attitudes, behaviour patterns and motivations are far more important than the education they have or the skills they possess. Community mobilizers should have leadership skills and should be able to motivate people and build good and trustworthy relationships. They should be sympathetic to the development of the community and should want to participate in its life whenever and wherever acceptable to community members.

Self-Assessment Test: Can I Become a Successful Community Mobilizer?

Giving an open answer to the question will help you to identify your knowledge and skills:

- *Do I want to spend my time helping community members solve their own problems?*
- *Can I behave in such a way that people do not think I am boasting?*
- *Can I, while working in the community, avoid political debate?*
- *Can I support people to keep them interested?*
- *Do I want to work in such a way that people are able to say they did it on their own?*
- *Do I have enough elementary knowledge in agriculture, technology, construction, roads, hygiene, water supply or social work to help community members analyse their own problems?*
- *Do I have enough strength not to lose heart when many things will not be the way I expect?*

If the answers to these questions are positive, you have a good chance of becoming a successful mobilizer.⁶⁸

Purposeful work on mobilization and development of community capacities requires mobilization specialists to have certain skills, experience and understanding of the limits of their intervention. It is geared towards the following tasks:

- Ensuring that financial resources required for mobilization and management of the community are available;
- Training local leaders in the skills, approaches and behavioural patterns required for subsequent community mobilization;
- Coordinating community mobilization activities, enabling action groups/task forces to build networks and constructively engage with all stakeholders; and
- Reporting on mobilization progress to the community and other partners (for example, authorities and donors).

⁶⁸Bartle, Phil. To Be a Mobilizer. Community Empowerment Collective. Available at: <http://cec.vcn.bc.ca/cmp/modules/mob-be.htm>

Especially in the first stages, when the group determines its membership, ideology and objectives, it is extremely useful for it to have moral support, examples of successful similar groups and communication and conflict management training.

If at this stage the establishment of the group is motivated only by acquisition of material resources such as development grants or services, then it will attract people with similar interests and, accordingly, is unlikely to become viable.⁶⁹

Establishing trustworthy relationships with the community is key to successful mobilization. Building trustworthy relations with community members is one of the challenges faced by an external mobilization specialist. The solution to this challenge lies in regular contact with the

“Citizens’ relationship with the local authorities has fundamentally changed thanks to the participation and support of our reliable partner, UNDP. Before, people didn’t trust anyone, neither the authorities nor international organizations, but now, we have even ‘Hope’ [the NGO is called Hope of Vysoke] and trust.”

Olha Dykunets, member of the Community Security Working Group, Head of the NGO (Vysokivska Amalgamated Territorial Community, Zhytomyrska oblast).

“What do we encounter when we have just come to the community? People may have heard how it might be, but they do not understand mobilization tools and their capabilities. During meetings of the Working Groups on Community Security, we have the opportunity not only to identify challenges, but also to work together with representatives of the community, the authorities and the police to seek solutions and release capacities of communities.”

Following the interview with Alina Lebedeva, UNDP community mobilizer

community, demonstrated genuine interest in its development, an established safe environment and integrity.

Language is another important aspect of the mobilization process. Community mobilizers should communicate in the language of its members, which will significantly affect community involvement and trust.

Mobilization specialists play an important role in the early stages of community development. This role lasts until the local community leader capacities grow and the action group (or groups) become independent.

3.2. STAKEHOLDERS: EVERYONE IS A WINNER

Identifying all stakeholders is necessary in order to explain the roles and relationships between different institutions, organizations and individuals and how they can influence community mobilization at different levels. The following sections present a summary of some of the stakeholders whose real contributions and impacts will vary from community to community.

Local community organizations, action groups and self-help/mutual assistance groups

Community mobilization takes place around a variety of informal and formal groups created on the basis of common interests, needs, characteristics and expectations. Examples include self-help groups with a small number of participants, united by common problems, or larger, more complexly structured organizations created in the local community, either officially registered or not. With the help of mobilizers, these groups define their goals, rules of conduct and operation. Depending on needs, special

⁶⁹Dovbakh A. (2013) We are Strong. Capacity Mobilization and Building of Communities Vulnerable to HIV. Methodological Tutorial. Kyiv: ICF “International HIV/AIDS Alliance in Ukraine”

characteristics and expectations, groups can include only men or women or be mixed. Such action groups and local community organizations should be the main driving force in community mobilization.

Community security working groups

As noted in Chapter 2, in conflict-affected communities where civic activism is very low and local initiatives are weak, creating Community Security Working Groups that bring together active community members, non-governmental organizations, representatives of the authorities, police and law enforcement will ensure social cohesion and create a safe environment. These groups are empowered by the community to mobilize community security at the local level. Through these groups, the community collectively identifies security needs and finds ways to address them. It is important that the security working group is representative of the entire population and involves all stakeholders, including the most vulnerable groups, to ensure that it reflects the real needs and prospects of the community.

Partner NGOs

It is important that in their development and advocacy activities, all stakeholders involved in local-level mobilization (mobilizers, coordinators and local community groups) are supported by NGOs and/or other community programme partners working on community and local development issues. Further, all involved stakeholders should act in accordance with the principles of gender equality and a human rights-based approach. NGOs can conduct trainings, help with community-based research and networking, provide coordination support and can supply various resources needed to achieve the ultimate goal of mobilization. Coordinators from NGOs and/or community mobilization specialists carry out basic communications between communities, partner NGOs, donors and international programmes.

Local authorities and self-government bodies

Community mobilization is an aspect of improving local development planning and decision-making with limited resources. However, apart from other work on local-level development, this process will have limited impacts. To strengthen its impact and ensure that mobilization for empowerment of the most vulnerable groups takes place, this process must be fully integrated into local self-government planning, local authority capacity-building and local self-governance.

“The decentralization reform nowadays provides incredible opportunities for changing the quality of relations between the authorities and the community. If traditionally, authorities and the community are matched against to one another and the authorities are de facto separated from people, then in the amalgamated territorial community, when the content of decentralization processes is understood and shared by its members, the authorities become an integral part of the community, and the opposition disappears, giving way to true cooperation.”

Following the interview with Tetiana Lytvynova, social mobilization coordinator of the ICF Ukrainian Women’s Fund project

Therefore, it is extremely important for community mobilization specialists to coordinate their activities with those designed to support capacity-building of local self-government bodies. Local authorities should develop socio-economic development strategies based on the principles of non-discrimination, civic participation, transparency and accountability, taking into account gender approaches and emphasizing local socio-economic development priorities. It is worth coordinating local initiatives with international programmes that implement a human rights-based approach and with national and regional strategies (e.g. Ukraine-2020 Sustainable Development Strategy, regional and relevant sector development strategies).

It is very important that formal and informal groups of local communities, mobilizers, experts and partner NGOs intensify reform processes by interacting with local authorities through trainings for local authorities and local self-government bodies on mobilization and advocacy. Civil servants and the leadership of local self-government bodies should recognize and take into account that self-help groups, Community Security Working Groups, local community organizations and other informal groups created during mobilization are independent from the authorities.

Local development forums

Local development forums are initiatives that act as an advisory and consultative body, providing a platform for dialogue between representatives of authorities and citizens living in the community. Local development forums are important stakeholders in community mobilization and can be used as a platform for dialogue between authorities and local self-government bodies, law enforcement agencies, non-governmental and charitable associations representing vulnerable groups, active citizens and action groups, foundations, enterprises and organizations of different ownership forms.

Local development forum aims include creating the conditions to implement the sustainable development principles in the community with the active involvement of population groups and representatives from institutions, organizations and business entities. Local development forums also publicly discuss draft regulatory acts and decisions of local self-government bodies and promote the transparent exercise of powers by the amalgamated territorial community. Local development forums get local development projects implemented and ensure that public opinion is taken into account in decision-making on local development.⁷⁰

Other stakeholders: police, business entities, social services

The early stages of mobilization requires identifying other interested groups, such as police, business entities, entrepreneurs, social services and educational and cultural institutions. If necessary, local community groups and mobilizers will need to develop strategies for stakeholder interaction, especially with those who can propose ways to cooperate to achieve the ultimate goals of empowerment — or with those might hinder these goals.

External mobilization support programmes/national support mechanism

Although community mobilization is an upstream process, it does not start spontaneously; it requires an external stimulus, resources and capacity-building. The main impetus for the process is generally given by an NGO (however, the initiative may also come from the state or a local self-government body). At the regional and national levels, it is essential that an international support programme or a national programme that provides leadership, funding and coordination exists. At the community level, stakeholders interact with an external support programme or national instrument through mobilizers and community leaders.

Community mobilization: What is the common interest?

Mobilization is meant to engage all available resources to solve the problem. A stakeholder analysis can be helpful in analysing all of the bodies, institutions and people that are in some way related to the problem (see Chapter 6). The analysis helps determine who already supports or opposes the project, what organizations and individuals can engage in subsequent activities, what they can offer and what benefits they can realize from their involvement.

Business institutions might benefit from involvement through positive public relations exposure or by being community acknowledgement of their good work. For state bodies, mobilization often represents a solution to local problems at the lowest cost. Further, by involving different groups in the community mobilization contributes to the reduction of social tensions and, as a result, increases the population's

⁷⁰Standard Statute of the Forum on Local Development of the Amalgamated Territorial Community (draft.)

overall well-being. Interactions and cooperation with the local population helps the authorities keep abreast of community concerns and solve conflicts before they arise.

Work begins as soon as all stakeholders have been identified. Work includes awareness-raising, explaining benefits, motivating and receiving specific assistance or support from them. It is necessary to prepare for delays in reaching the necessary mutual understanding and cooperation. For example, there are people who view proposals related to societal changes with suspicion and mistrust and do not want to support such activities.

Other reasons for negative attitudes include a misunderstanding of the purpose of community mobilization or rejection of it; poor coordination or lack of activity; different visions for solving the problem; insufficient openness and transparency; different styles of behaviour and life experience; and poor communication (e.g. speaking unclearly, inaccurately).

“The next challenge associated with community mobilization is poor communication and the lack of understanding between local authorities and citizens. It sometimes seems that local authorities live their own lives, and they do not understand why it is needed to even inform the public about their activities. On the other hand, ordinary inhabitants of the community are reluctant to participate, because they think in the way as follows, ‘Why? We will not be heard anyway. We have no influence at all.’”

Zhanna Chmut, UNDP community mobilizer

When mobilizing, it is important that each stakeholder understands that in the long run, this process is beneficial to all parties. The implementation experiences of the community mobilization methodology in Ukraine and in Moldova suggest that there are some groups tend to oppose or withhold support for the project: representatives of local authorities and some local self-government bodies, community members and members of target groups can be very difficult to activate and bring on board. Local authorities’ reasons for opposition or non-support include perceptions that community mobilization is overly costly, that it is linked to additional work (e.g. additional paperwork or administrative duties or work outside normal business hours), that they will be responsible for prompt decision-making or that they will lose influence. For citizens, the ‘threats’ are associated with loss of time (which they could spend on a lucrative business), the need to make financial contributions, the risk of failing to bring the matter to a conclusion, useless effort and the long-term commitments of being involved.

When working with stakeholders, these cost risks cannot be ignored; it is very important to predict and calculate them. The complex problems of community security, the inclusion of the most vulnerable groups in decision-making and the socio-economic development of conflict-affected communities have no simple solutions. However, the costs are offset by positive results of community mobilization, which needs to be constantly and convincingly argued. The best way is to point to successes that mobilization has brought to other communities.

In order to overcome possible resistance to community mobilization and to help understand the relevance of equal participation and shared responsibility in decision-making, it is important to highlight and promote all benefits from the process of change. All stakeholders should see not only in theory but also in practice that in the end, everyone wins. The exchange of successful practices in community mobilization in Ukraine is key to the success of empowerment.

The following table summarizes the potential positive results of the process for authorities and self-governing institutions of the community and its ordinary members.⁷¹

Table 3.2.1. Benefits of Community Mobilization for Key Stakeholders

For local authorities and self-government bodies	For community residents
<ul style="list-style-type: none"> ➤ Solution to persistent problems associated with providing social services at the local level ➤ Reduced tension and frequency of conflicts in the community ➤ Better understanding of their duties in respect of fulfilling the rights of all women and men ➤ The attraction of external funding in addition to originally allocated budget funds ➤ Community volunteers support infrastructure ➤ The community increases its attractiveness for potential commercial activities 	<ul style="list-style-type: none"> ➤ Previously 'invisible' community members are empowered to offer solutions and cope with their implementation, protecting their rights and responsibilities ➤ Obtaining new and improving existing skills (for example, in development of applications, budget development, negotiations) and knowledge (about how the state administration operates, how to attract resources, etc.) ➤ Greater community cohesion leads to a reduction in tensions and conflicts and to better allocation of resources ➤ Improving local infrastructure while providing better social services leads to higher living standards

FOLLOWING MOBILIZATION PRACTICE

Example 1. An active member of the NGO Krasnorichenska Initsiatyva, Halyna Orydoroha (Krasnorichenske town, Luhansk Oblast), shares her experience involving young people in active decision-making at the community level

«The creation and active operation of the Krasnorichenske Youth Council, which currently cooperates with the deputy corps, is a real success; its representatives take part in meetings and submit their proposals and comments, influencing decision-making at the community level, including on financial issues.

We started with the implementation of the UNDP-supported project 'Institutional Support for Youth to Make an Impact in Krasnorichenske through Engagement in Active Community-Based Decision-Making'. After the project presentation, to which all willing young people aged 14 to 35 had been invited, we conducted a series of workshops called 'I am a Leader', after which the team was formed. We tried to reach out to everyone: the Youth Council's membership has included students in the 11th form, young mothers, internally displaced persons and working youth, and we are open to new members and ideas. The school is very helpful, the Chairman of Board is the school's Deputy Principal.

We are constantly developing, participating in seminars and workshops and experience-exchange visits. We analysed the existing problems in our community, looked for their causes and consequences and gathered ideas on how to improve the situation.

Since the very beginning, we have gotten a lot of support from the Head of the Amalgamated Territorial Community, who each time repeats, "We have the mind, and we have the experience, the background. And you, young people, have ideas, you are the future." He really likes us to present ideas.

Challenges? It was very difficult to engage youth, nobody wanted to do something on a voluntary basis, but now there is already interest, new people come to us saying, "I also want to

⁷¹Forrester S. (2012). Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova.

be with you.” People come because they see our achievements, implemented projects and initiatives, and because we are constantly sharing our plans and emerging opportunities on social networks. Now, for example, we are drafting the project Emergency Alert System, because not everyone in the community uses the Internet. We have decided it is also necessary to enhance security, and to inform people about what is happening in the community.



Action Group of the Krasnorichensk Community Youth Council.

Photo: UNDP Ukraine

On the other hand, we have a starosta in one of the villages of the amalgamated territorial community who actively opposes any initiatives by people, and she is categorically ‘against’ any projects. We could not convince her that active, efficient young people are a community advantage, not a problem. We hope that the elections will change the situation.»

Example 2. Mykhailo Karelin and Natalia Kraskivska, UNDP community mobilizers (Donetsk oblast) are speaking:

The Centre for Social and Psychological Assistance for Persons Suffering from Violence or Ill-treatment in Sloviansk, Donetsk Oblast is a temporary shelter for women, a safe place where women will be able to obtain the necessary psychological, social and legal support for the restoration of their own internal resources and making a decision about the future.

The Centre was opened thanks to the persistent activity of the Donetsk Regional non-governmental organization League of Social Workers, whose activists stressed for the first time the acute need for a shelter for women survivors of violence in the region at the Forum of Local Development.

Further discussion of the problem at the meeting of Community Security Working Group drew the attention of the local authorities to the problem. They provided the premises and agreed to co-finance its major renovation. “Local authorities’ recognition of the priority of the problem of violence against women is an important indicator of our activities within the component Community Security and Social Cohesion,” say UNDP community mobilization experts Mikhailo Karelin and Natalia Kraskivska.

The future operation of the Centre is going to be supported by the United Nations Population Fund and funded by the UK Government, in close cooperation with the city and regional authorities, the Donetsk Oblast Centre for Social Services for Family, Children and Youth, as well as non-governmental partners, in particular the Donetsk Regional non-governmental organization League of Social Workers.

The opening of such a centre expands the opportunities both for victims of violence and for bodies and services (social, law enforcement, legal) that are responsible for responding to cases of violence against women. In particular, the centre will provide

qualified social, psychological and legal assistance; integration into society and employment of women affected by gender-based violence; and the establishment of social ties.



The Centre for Social and Psychological Assistance for Persons Suffering from Violence or Ill-treatment in Sloviansk, Donetsk Oblast
Training on capacity-building for professionals working with women who are victims of violence.

Photo: UNDP Ukraine

4.1. UNDERSTANDING THE COMMUNITY MOBILIZATION CYCLE

Community mobilization is based on two inextricably intertwined elements: principles and process. Without principles, the process turns into a mere set of exercises and techniques. Without a process, it is impossible to apply the principles.⁷²

The following is a brief summary of the principles discussed in the previous conceptual chapters of the Guidebook:

1. Inclusiveness: Each member of the community, without exception, can participate in mobilization and has the right to be heard. It is especially important to involve representatives of the most vulnerable groups of the community. No racial, gender, sexual, religious, class, age or other social characteristics can be a hindrance to participation.

2. Empowerment: Teamwork makes people stronger. A person who does not have enough strength or influence to solve a problem alone can succeed by working with other people. Community mobilization aims to empower people to share experiences and to jointly address issues through their own resources and skills. Searching for a common idea can add an extra inspiration for a person to solve complex problems. Also important are the processes of redistributing power and responsibility.

3. Increase of potential resources: Community mobilization is based on the community's strengths and resources. It involves analysis and joint problem solving. The heart of the community is the human resource; everyone can help solve the problems they face with their skills, experience and knowledge. If the latter are lacking, capacity-building is possible through learning.

4. Consideration of the social context: Problems' causes often lie in social policy, the environment and the economic situation, so people's individual problems can be considered in the context of general problems of society. Every person has a large number of individual problems. Awareness of this can suppress a person and he or she may even have a sense of guilt. Community mobilization allows a person to free themselves from such negative self-perceptions, to understand his or her problems in a broader social context and to take certain steps with other people to solve them.

5. Facilitation of the process: community mobilization specialists act as mediators; they promote the process, and do not do the community's work for it. Their task is to interest people and help them decide on their own, be responsible for the possible outcome and be able to sustainably operate in the future with minimal external support.

6. Human rights-based approach: Everyone has rights, including the right to be heard, the right to solve problems and the right to take certain steps to resolve these problems. Everyone has the right to his or her own opinion and self-determination and nobody can impose his or her own stereotypes. Everyone has the right to participate in changes that affect his or her life. Duty bearers must fulfil their obligations to ensure that everyone's rights are upheld. Duty bearers must be held accountable for fulfilling these obligations and can neither divide nor discriminate between the rights.

7. Gender sensitivity: A gender-sensitive approach involves the use of gender prioritization as a process for assessing the consequences of any planned actions for women and men, including legislative norms,

⁷²Bezpalco O.V. 'Technologies of Community activation'. Development of Medical and Social Services for People with Disabilities in Tajikistan. Available at: http://elibrary.kubg.edu.ua/317/1/O_Bezpalco_%D0%A2%D0%90%D0%A1_2012_SP%26KO_IPSP.pdf

political decisions or programmes in all areas and at all levels. It aims to take into account the problems and experiences of women and men in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres so that women and men enjoy the same benefits and inequality is overcome. The ultimate goal is to achieve gender equality. The application of a gender-sensitive approach to community mobilization is essential in order to recognize, respond and implement the special needs, vulnerabilities and opportunities of men and women. Safeguarding women’s and girls’ rights and opportunities helps them gain power and control over their own lives. This process involves raising awareness, increasing self-confidence, expanding choice and increasing access to and control over resources, as well as actions aimed at transforming institutions and entities that strengthen and perpetuate gender discrimination and inequality.⁷³

8. Conflict sensitivity: A conflict-sensitive approach involves an understanding of the context of the conflict in which the intervention is taking place. The approach takes this context into account when planning and carrying out activities so as to minimize negative impacts that could in any way intensify or exacerbate the conflict in the community. Sensitivity to conflict is important because it:

- Ensures that the intervention does not exacerbate existing tensions, potentially causing more harm than good;
- Contributes to peacekeeping and helps to make development work more successful;
- Helps programmes become more sustainable and effective;
- Reduces the risk of closure of offices and projects due to conflicts/violence;
- Reduces insecurity for staff and beneficiaries; and
- Focuses on addressing the root causes of conflicts in order to reduce violence.⁷⁴

Community Mobilization Cycle

Community mobilization is a cyclical process; it is repeated every time on a new level, based on results achieved, experience gained and error analysis.

The community mobilization cycle is a set of activities undertaken by one or more mobilizers aimed at raising the level of community involvement in decision-making that affects its development, such as empowering the most vulnerable groups, expanding access to justice or increasing community security.

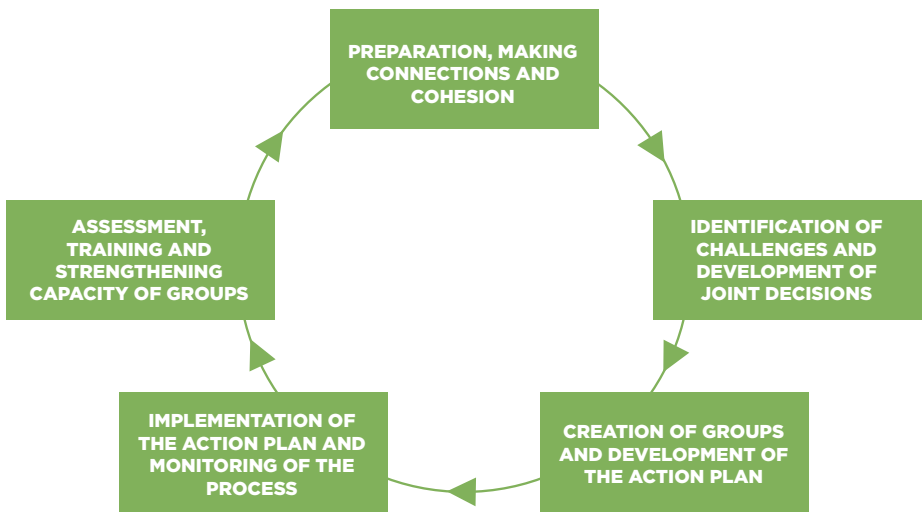


Figure 4.1.1. The Community Mobilization Cycle⁷⁵

⁷³(2017) Leaving No One Behind. Analysis of vulnerabilities of women and men in the context of decentralization in the conflict-affected areas of Ukraine, UN Women Report, September.
⁷⁴Bennett, W., et al. (2014). Community Security Handbook. Saferworld Report, p.12.
⁷⁵Forrester S. (2012). Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova, p.11

Step-by-step implementation of the community mobilization cycle will be different in each case, as it will depend on the sociopolitical context, timing, features of the selected community, available resources and content and objectives of the programme within which the mobilization approach is implemented.

Based on experience, there is no fixed time-frame for implementing the cycle; some cases will take six to nine months, others will take up to 24 months. Several factors affect the implementation time-frame, including:

- ✦ Living standards of community members and their economic needs;
- ✦ Level of community cohesion;
- ✦ Combination and characteristics of all the possibilities of mobilization and its risks;
- ✦ Level of community interest;
- ✦ Level of possible support from the mobilizers and other participants;
- ✦ Competence and interest of the mobilizers themselves;
- ✦ Types of priority problems and actions chosen by the community; and
- ✦ Natural disasters.

“At the basic level, the cycle begins with you, the mobilizer, engaging with the local authorities and other stakeholders to introduce the mobilization cycle. Then it is necessary to draw the attention of community members to the existing problems.

You need to warn people that they should not wait for you to solve all their problems and explain that communities have the capacity and resources to independently solve their problems. All you need is, above all, the desire to cooperate, as well as some of the organizational skills that can be learnt, and you will help them with that.

You create conditions for cohering members of the community, including representatives of all its sectors, considering all possible goals and actions, and choosing which ones to become a priority. Assistance will also be needed for building or strengthening the capacity of the existing executive committee/ project team/ working group. You help develop an action plan and design the project. At the same time, the people themselves implement the project in a manner in other words transparent and accountable so that monitoring and reporting on the work done take place. Your role is to support and inspire and not work for people.

Together with the community, you celebrate the completion of the project, and then help analyse the results.

At the end of the full cycle, communities feel stronger and more independent. Local initiating leaders emerge to take upon support of the cycle in the future, when mobilizers will gradually diminish their influence and presence. The cycle repeats again and again as necessary. When training and preparing communities for action, it is important to prepare them for a cycle, explaining that activities should not complete with the end of the project.”

Phil Bartle The Mobilization Intervention. Community Empowerment Collective. Available at: <http://cec.vcn.bc.ca/cmp/modules/mob-int.htm>

A community's positive response to mobilization efforts is determined by two main factors. First, representatives of authorities and local self-governments should express support for community mobilization and demonstrate an understanding of its goals. If this happens, the process is very likely to be successful. If support from authorities is unavailable, mobilization will be much more complex and require more resources (time, knowledge and effort). Second, communities that have already taken

actions linked to mobilizing citizens in some way and/or those that have actively participated in successful international projects or local NGOs initiatives are likely to be better prepared to start mobilization.

Consequently, empowerment is both a starting point for local development and (along with local self-governance and community-based services) integral to community mobilization; community mobilization cannot move forward without empowerment as a process and principle. Community mobilization is a process of increasing the abilities of a person or group (especially those who are most vulnerable, socially excluded and discriminated against) to make and express their choices, and then turn these choices into desired actions and results. It is also a process of cohesion and enhanced interaction among different segments and sectors in the community with a view towards finding a common response to the most complex issues of community security, recovery and peacebuilding in conflict-affected areas, gender equality and the facilitation and protection of human rights.

Based on the CSSC approach, UNDP initiatives are delivering community mobilization methodologies based on strengthened inter-sectoral cooperation between civil society, authorities, security service providers, businesses, social and cultural institutions and other stakeholders in the community through the creation of and operational support for CSWGs.

4.2. COMMUNITY MOBILIZATION PHASES UNDER THE COMMUNITY SECURITY AND SOCIAL COHESION APPROACH

As highlighted in Chapter 2, community mobilization to enhance security assumes a link between the development of social cohesion and uniting as many stakeholders as possible in the community. Under this approach, mobilization involves different community sectors and is aimed at establishing partnerships in order to find ways to mitigate complex problems.⁷⁶ This Chapter generalizes the experiences of community mobilization specialists of the CSSC component of the UNDP Recovery and Peacebuilding Programme and presents lessons learned from the community security approach applied in post-conflict communities in south-eastern Europe and worldwide.^{77, 78}



A study visit by members of the Working Group of Luhansk and Donetsk Oblasts to Uzhhorod: the attention focuses on the partnership-based interaction between the police and community.

Photo: UNDP Ukraine

⁷⁶Khasnabis C, Heinicke Motsch K, Achu K, et al (eds.) (2010). Community-Based Rehabilitation: CBR Guidelines. Geneva: WHO.

⁷⁷(2016) Creating Safer Communities. Lessons from South Eastern Europe. Balkan Youth Union, Centre for Security Studies, Forum for Civic Initiatives, Saferworld, December 2006.

⁷⁸Bennett, W., et al.(2014). Community Security Handbook. Saferworld Report. p. 45.

Figure 4.2.1.
Community Mobilization Phases within the Community Security
and Social Cohesion Approach



Phase 1. Selecting Communities to Participate in the Programme

The first successes are very important in advancing the approaches to community mobilization. Therefore, deciding where to start (i.e. identifying the communities and environments for interventions) should be based on pre-established criteria and clear goals and values. Further, the selection process should be transparent and fair.

Before the programme begins, it is imperative that community mobilization specialists make a competitive selection and create a detailed community profile (including its structure and key stakeholders, resources, causes of conflict and dangers and potential community attitudes towards outside interventions). SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis techniques, mapping and stakeholder analysis can be used to make informed decisions (see Annex A for more information about these tools).

Key Results to be Achieved in the First Phase

- Community selection criteria have been developed with due regard to programme objectives and context;
- A thorough and transparent competitive selection of communities is organized on the basis of analysis of all important factors;
- Communities have been selected to participate in the programme, partnership agreements have been signed, and agreements have been reached on facilitation by local authorities and self-government bodies.

Selection criteria for participating in mobilization include:

- ✦ Community members desire change and show this desire;
- ✦ There are common problems that unite citizens;
- ✦ The community has needs in security, but they are not so serious that lives are in danger;
- ✦ The potential for aggravating tensions or conflicts is minimal;
- ✦ Plans for community security mobilization will not be broken because of political or business interests (i.e. the community has no strong blockers of mobilization);
- ✦ Community members are not hostile to outsiders;
- ✦ The community is not hypersensitive and it can forgive mistakes;
- ✦ There is a potential for building trust among different groups in the community and between the community and authorities;
- ✦ Most influential stakeholders (representatives of authorities, local self-government bodies, businesses) support the project;
- ✦ There is a great chance that existing resources (including state and local budgets) will be used to finance community-based security initiatives;
- ✦ The community has encouraging experiences of participating in other projects ;
- ✦ Community security issues are within the remit of the project team;
- ✦ The community is implementing related projects (aimed at development, introduction of public police, reduction of crime rates, etc.), around which cooperation can be built;
- ✦ The project team already has experience of positive cooperation and is well regarded within the community;
- ✦ Progress can be achieved with limited resources; and
- ✦ The community has characteristics similar to others (i.e. the experience may be replicated in the future.

- *Decision-making on community selection should not be hasty or reckless, as it is easy to exacerbate tensions and dangers in conflict and post-conflict environments.*
- *Ensure effective, conflict-sensitive selection by consulting with all partners and creating a detailed analysis of strengths and weaknesses, opportunities and threats within a community.*
- *Community selection should be carried out transparently and openly on the basis of a joint decision of representatives of the programme, authorities, local self-government bodies and the public.*
- *The process should not exclude the most vulnerable communities, which are most conflict-affected.*

Phase 2. Identifying Local Partners and Building their Capabilities

After community selection, the next important step is to find local partners for programme implementation. Success requires partner support from local authorities, local self-government bodies and non-governmental organizations. Correctly selected partners are crucial for the successful implementation of mobilization programmes for community security. Partners should have a good sense of context and can ensure consistency of interests, which is often not the case with external experts. By having broad contacts, they provide the mobilization of more people, groups and institutions at different levels, and contribute to sustainability of results, serving as an element of institutional support for mobilization upon the completion of the programme initiative.

The search for partners is carried out through personal meetings with representatives of organizations and individuals and during large meetings (including meetings with village/city councils of amalgamated territorial communities, broad public events, and local development forums initiated by UNDP in partnership with local self-government bodies). Large gatherings provide the opportunity to identify capable and effective partners for community mobilization.

At this stage, it is also useful to map and analyse stakeholders (see Annex A) on the basis of research, using, for example, the 'snowball' technique, in which information about potential stakeholders and people is gradually collected from meeting to meeting through recommendations and information from currently participating stakeholders.

Often (especially in rural areas) it is difficult to find a highly experienced and powerful partner NGO capable of performing a complex variety of functions for community mobilization. In this case, decisions may be made regarding the involvement of the local self-government body as a partner (for example, an amalgamated territorial community that has demonstrated its effectiveness and capacity) or simultaneously cooperating with several partners, with distribution of tasks among them. Working with

Key Results to be Achieved in the Second Phase

- The list of tasks to be assigned to partners when mobilizing for community security and social cohesion has been determined;
- A thorough and transparent competitive selection of interested partners (NGOs or local self-government bodies), capable of fulfilling the planned tasks has been organized
- An assessment of the needs for capacity building/ training of responsible representatives of partner organizations has been conducted;
- Strengthening the capacities of local partners has been planned.

a network of partners can strengthen social cohesion and increase confidence, which will further positively influence community mobilization.

Partners in community mobilization may fill several roles, such as analysing the conflict; assessing community security; facilitating the implementation of the CSSC approach and designing a specific programme framework (with the community's participation); monitoring and evaluation; supporting the implementation of advocacy programmes and organizing and implementing specific activities. In this context, a key partnership should be with an organization able to integrate lawful security service providers (e.g. police, units of the Ministry for Emergency Situations), authorities, non-governmental organizations and community members. The partners themselves should reflect the diversity of the community so that they can communicate easily with men and women and representatives of all social groups within the community.

After partner selection, it is crucial to include in the programme training, capacity-building and community awareness-raising components in order to provide a shared vision of the CSSC approach, its principles and expected outcomes.

FOLLOWING MOBILIZATION PRACTICE

UNDP in Ukraine, in cooperation with UN Women, initiated six voluntary four-day cascade trainings in Donetsk and Luhansk oblasts on interactions between police and the population. The trainings covered gender-based violence, national and international law, reaction skills in gender-based violence cases, techniques for interviewing participants in criminal proceedings, work with vulnerable groups of populations and infectious diseases and police-to-people interaction on a partnership basis.

The target audience included police officers who are directly involved in daily implementation of the police-community interaction concept, such as district inspectors, police officers and patrol policemen. Participants in general were very receptive to and enthusiastic about this topic. At the same time, they were also worried about the current policies and practices of the Ukrainian police service and whether their leadership is aware of this topic – the interaction of police with the population. Participants were aware of the benefits of expected changes, but were still not sure about the practical implementation of these changes on the ground. One of the reasons was 'resistance to change' by the traditionalists among the police.⁷⁹



Training on Interaction between Police and the Public.

Photo: UNDP Ukraine⁷⁹

Training, experience exchange and capacity-building for the community and all involved partners should not end with the second phase. Throughout the entire process, meeting the community's needs for development and ensuring its acquisition of competencies are important components of community mobilization. Joint stakeholder training is particularly successful; through such training, all stakeholders learn how to develop a shared vision and interact in solving relevant community problems.

⁷⁹(2017) 'A summary of the Training Results on Interaction between the Police and Population', Report about Evaluation of Training Results, UNDP in Ukraine: Peacebuilding and Recovery Programme, Community Security and Social Cohesion Component, 31 August.

- *When selecting partners, it is important to note that some NGOs and local self-government bodies are purely technical tools created to represent the interests of political forces or business institutions. Selection should take into account entities ability to conduct an independent examination and act in the interests of the community and not just individual stakeholders.*
- *In the absence of a community-based partner organization, a decision may be made to create a new NGO, but this path should be chosen carefully as it jeopardizes potential results and sustainability due to the technical demands of this solution.*
- *Evidence suggests that project and financial management issues are among the most difficult for partners who do not have relevant experience. However, transparency in the use of funds and the ability to manage finances and to produce high-quality reports make significant contributions to empowerment. It is therefore very important to provide group members maximum support in order to strengthen their project-management and budgeting capacities.*

Phase 3. Creating and Starting Community Security Working Groups

The decision to create a community security working group (CSWG) may be made at a local development forum or initiated by the programme partner organization at a public council meeting. Group composition is important because through this instrument the community collectively identifies and addresses its security and development needs. Composition should be determined on the basis of regular consultations with local partners and community members and reviewed during stakeholder evaluation stakeholders in order to ensure the inclusiveness of community mobilization.

Properly forming and convening the CSWG is as important as the actions it ultimately performs. Creating a neutral space for dialogue between potentially segmented community sectors and between the community and security service providers will enable the CSWG to effectively identify problems and influence the dynamics of the conflict. Increasing the diversity of connections created through the CSWG increases the potential for developing social cohesion and trustworthy relationships between different community segments.

In forming and convening the CSWG, steps must be taken to avoid

exacerbating existing tensions or creating new conflicts. Although it is sometimes a difficult task, including police representatives and other community service providers in the working group is extremely important from the point of view of effective problem solving. It is even more difficult — but equally important in terms of community mobilization — to include marginalized and vulnerable groups, often with people with disabilities, internally displaced persons and representatives of national minorities (e.g. Roma).

Key Results to Be Achieved in the Third Phase

- A collegial decision has been made on the creation of the working group and its membership, assignments and powers;
- A secure space and agreed location has been identified for regular meetings of the working group and possible subgroups within it;
- The selected meeting location is conducive to members freely expressing their needs, choosing priorities and developing solutions;
- The working group has reached a consensus on its structure, work schedule, meeting schedule and planned activities for the nearest period.

Based on UNDP experiences in eastern Ukraine, the CSWG would benefit from the inclusion of representatives from the following community segments, depending on the specific community context (NB this list is non-exhaustive):

- **All social groups within the community, including the most vulnerable**, which will enable them to be heard when expressing their security needs.
- **Police** or other security service providers, such as the military, private security firms, border guards, neighbourhood or community wardens.
- **Local authorities and local self-government bodies** that can support CSWG decisions as part of broader strategies aimed at enhancing security in the region (for example, by incorporating it into local security strategies and crime prevention).
- **Educational, cultural, health care, social service facilities** and other social infrastructure institutions that take part in decision-making and address citizen needs by presenting their vision of community security priorities.
- **Non-governmental organizations**, which can help implement programmes, provide communities with access and disseminate the solutions of the CSWG to a wider audience.
- **Influential community leaders** who can help foster and encourage the participation of community members.
- **Donors** who will provide funding to community initiatives and ensure accountability and efficiency of local self-government bodies and security service providers, helping to develop civil society and supporting conflict prevention or post-conflict reconciliation.



Meeting of the Community Security Working Group (Luhansk oblast).

Photo: UNDP Ukraine

UNDP experiences in the Recovery and Peacebuilding Programme suggests the following list of tasks for the CSWG:⁸⁰

- Discuss police activities, identify current security issues and develop the most effective and appropriate strategies to address them;
- Conduct research and analyse the problems of vulnerable groups, gender-based violence survivors and other issues related to community security;
- Study and discuss statistical data on measures aimed at identifying, preventing and stopping criminal offences committed in the community;
- Develop and approve joint projects on interaction between the community and police;
- Support interactions between the police and members of the Bureau for Free Legal Aid;
- Conduct and coordinate public events to disseminate information on issues related to security and free legal aid;
- Make decisions on solving community problems and increasing the capacity of security service providers (e.g. police, state emergency service, state migration service, state border service and law enforcement agencies);
- Provide, to relevant state institutions and private-sector legal entities, elaborated recommendations on eliminating conditions of insecurity and enhancing the capacities of security service providers and the community;
- Assess and discuss the annual report of the territorial police department after publishing it online; and
- Participate in meetings organized by public authorities or local self-government bodies, representing community interests in security matters.

⁸⁰Draft Regulation for the Working Group on Community Security of the Local Development Forum. Community Security and Social Cohesion Component of Recovery and Peacebuilding programme, UNDP, Ukraine

South Ossetia: Agreed Roles of the Community Security Working Group

The community has agreed that the Community Security Working Group will:

- *Act as a focal point on community security issues between the community and programme partners; between individual members of the community; and between the community and security service providers;*
- *Serve as a support centre offered by the programme, which seeks to strengthen the community's ability to work on security issues through the CSWG by means of training, support and advice;*
- *Help organize (and possibly chair) meetings with security service providers;*
- *View, create and provide community security information;*
- *Represent the interests and priorities of all groups within the community, including vulnerable and excluded groups;*
- *Facilitate mobilization for community security, including conflict analysis, prioritization, action planning and evaluation;*
- *Monitor implementation of plans and evaluate performance; and*
- *Share experiences with other communities or working groups on community security.⁸¹*

One of the first joint tasks for the community security working group should be profiling the community to include historical and socio-economic backgrounds, socio-demographic information and the community's quantitative and qualitative composition. This profile should identify key vulnerable groups and stakeholders and, crucially, include information on community-based action groups and NGOs. In the following phases, the profile should be supplemented with highlighted key community security challenges as the community sees them and with the action plan developed by the working group (see Phase 4 and Annex A for more information about community profiles as a mobilization tool).

RISKS AND IMPORTANT ADVICE

- *It is very important that all interested sectors and groups in the community are represented in the Community Security Working Group. It is also important to maintain parity in relations, when, for example, the voice of a representative of authorities overrides all other opinions and visions. To this end, a mechanism of joint decision-making should be worked out on the basis of open or closed voting that takes into account the needs of the most vulnerable and small groups in the community.*
- *It is also unacceptable that one person makes unilateral statements or overgeneralizations, such as "for all" on behalf of the whole community, "as we all know," "no one will argue with the generally recognized fact," and "everyone understands that ..." Such impersonal expressions are often used to disguise unjustified statements in lobbying for the interests of narrowly focused groups. It is worthwhile to draft meeting rules that include the use of arguments based on the research, specific examples of life, photos and video evidence, etc.*
- *Another risk is the formation of excessive expectations. The most vulnerable communities often believe that if a representative of an international organization "from the outside" begins talking about community development, s/he is the person who will find a solution to the problem. Therefore, when drawing up a community profile, it is imperative to follow the human rights-based approach and emphasize that solutions must come from the community. Starting at the beginning of engagement with community members, mobilizers need to be sure that they act only as mediators and facilitators, not as active participants.*

⁸¹ Bennett, W., et al.(2014) Community Security Handbook. Saferworld Report, p.23.

Phase 4. Identifying Community Security Needs and Prioritization

In this phase, the community identifies and assesses issues that affect security (from the perspective of its members). Members of the CSWG, representatives of the general public and key stakeholders (including security service providers) should be involved in identifying sources of vulnerability. Evaluation methods include community profiles, oral and written surveys, online research in social networks, interviews with experts, focus group discussions and a combination of these tools (see Annex A for more information).

Focus group discussions have proven to be easy to use and reliable. There may be a need to engage in more in-depth discussions with specific groups or individuals, which should then be included in the integrated assessment of community problems. Such discussions are often a community's first opportunity to express its vision of community security issues. Mobilizers and responsible leaders should constantly monitor how discussion affects existing differences or causes of conflicts. At the end of the discussion, a list of the most pressing community security issues should be composed, and information about their causes should be collected.

Key Results to be Achieved in the Fourth Phase

- A methodology for assessing community problems in security and social cohesion has been developed;
- Representativeness of the assessment sampling, which should reflect the actual structure of the community (including members of the most vulnerable groups), has been ensured;
- A comprehensive analysis of community security problems and their causes has been carried out by combining different perspectives;
- Community problems and needs have been prioritized through general discussion;
- The community profile has been created, approved and publicized and its contents have been brought to the attention of the community, the authorities, the local government and all stakeholders.

Designing the assessment of community security needs in terms of content and tools depends on the nature of the programme and community context. For example, for one community, lack of interaction with the police is more relevant, while for another, a lack of street lights or petty theft conducted with impunity needs attention.

Determining the issues and tools to be used depends on the education levels of local residents and other stakeholders. Nevertheless, the common parts of the integrated assessment on community security needs can be clusters of questions presented in the box below. A joint discussion of

these areas will allow community members to exchange opinions on security issues among themselves and with representatives of designated institutions. It allows communities to understand and influence the underlying causes of danger rather than simply deal with surface-level problems.

Having identified problems, communities should prioritize their most pressing needs. This prioritization should reflect the shared interests of citizens and security service providers. This process is extremely sensitive, as it can exacerbate existing negative sentiments, so the role of mobilizers is to contribute to the identification of priorities by strongly emphasizing participants' shared interests. Such a shared identification of priorities can be a sound basis for future community security decision-making processes.



Discussion of problems and priority setting by residents of the Donetsk oblast.

Photo: UNDP Ukraine

Assessment of Community Security and Social Cohesion Needs⁸²

Clarifying the background

What historical, political, economic, social, cultural, demographic and environmental conditions determine the general background of this community?

Identifying security problems

How safe is your community? What are the biggest three threats to the protection and security of your community? What are specific security threats you encounter? How do you feel about women and children's security? Are there specific threats faced by ethnic minorities or members of an individual political group? Can you identify safe and dangerous places in your community? How easy is it to get weapons? Do you and your community have access to water, land and food? How many cases of violence have you seen personally during the last year?

Analysis of causes of security problems

What are the immediate causes of insecurity that contribute to conflict? What are the deeper causes of insecurity at different levels?

Service supply

What state institutions provide security and justice services in your community? What is the quality of these services? Who protects and defends you in your community? Who solves conflicts? How much are state institutions responsive to community needs? How much do you trust the police in investigating crimes in your community? How much do you trust the judiciary? What level of access to justice do community members benefit from? Is justice delivered to people differently depending on their gender, age, ethnicity or income?

Collective efficiency

If you witnessed a case of violence, would you report it and, if so, to whom? How likely is it that other members of your community would do something to enhance community security? Who or what is the driving force behind peace and security in your community? To which social bodies or institutions do you belong to?

Cohesion

Is your area a place where people with different social backgrounds live in harmony? What are the factors that prevent people from living in harmony? Are people and groups in your community unanimous in their opinions regarding which challenges your community faces and how they should be resolved? Do you feel a sense of belonging to your community? What unites or divides your community?

The community profile should reflect the community-needs assessment findings. The profile must be drawn up by the community working group in close cooperation with the mobilizer in a standardized form as a short but informative working document, and be practical in nature. It can be used by all stakeholders both when developing a local development plan and in the field, when monitoring and evaluating changes related to the observance of human rights. It should include a standardized analysis of gender equality and human rights issues as well as the views and positions of community members themselves, especially those of the most vulnerable groups.

⁸²(2009) Community Security and Social Cohesion: Towards a UNDP Approach. Bureau for Crisis Prevention and Recovery, United Nations Development Programme, December, p.33.

The final document should contain quantitative and qualitative data formed on a participative basis. Community profiling should be conducted so that community members feel interested and responsible for participating in the process (i.e. they understand that this is not just another formal document). Community members must recognize the importance of making decisions based on data that reflects real needs as identified by the community and the importance of using relevant indicators to measure progress.

Along with statistical data analysis, interviews and surveys at this stage, it is expedient to involve the members of the CSWG in participatory methods such as community mapping, SWOT analysis, stakeholder analysis, problem trees, tree of goals, Venn diagrams, etc. (see Annex A for details on tools).

RISKS AND IMPORTANT ADVICE

- *It is very important that information collection is carried out with the immediate participation of representatives of the target group and as transparently as possible. Participants should be fully aware of the data collection objectives and should feel comfortable. Any recording must be agreed upon, and at the end of the interview/meeting, the participants should be allowed to review the notes. All respondents should also know that the results of data collection are the common property of all programme participants and will be presented and discussed at the next phase of mobilization. Confidentially provided information cannot be disclosed.*
- *Community security challenges require complex, intricate, resource-intensive solutions, without quick or obvious results. There is thus a high risk of loss of initiative resulting from awareness of the difficulty of the tasks to be performed. Therefore, when setting priorities it is important to maintain a realistic approach and perhaps split complex tasks into a few simple ones, moving forward in small steps, with a greater degree of confidence and empowerment at each stage.*
- *Sociocultural attitudes make some topics difficult for strangers to discuss (e.g. domestic violence or mental health problems related to military service). Therefore, attaining the broadest and most candid responses entails using a combination of assessment methods (such as group/individual and oral/written questions or anonymous surveys) that ensure the confidentiality of views and ideas put forward.*

Phase 5. Prioritizing and Developing an Action Plan

Taking place during the action planning phase, prioritization is the process by which community members, local authorities, security/justice staff and other stakeholders formulate goals and actions and assign roles and responsibilities to address the security issues they consider the most important. The CSWG's development of a document that clearly outlines an action plan for realistic and achievable measures that will lead to visible results is a shared responsibility. Communities themselves determine the criteria for defining successful change. The action plan should be clear and accessible to all stakeholders and reflect common, shared views of representatives from different segments of the community. The action plan belongs to the community; the plan must rely on existing opportunities and resources and its implementation is subject to accountability to the community.

The action plan should include information about activity implementation with time-frames and a clear division of responsibilities among partners and stakeholders. There are virtually no limits on the range of possible activities if they are feasible given the capabilities and resources available to stakeholders and their networks: advocacy projects, dialogues, events, promotions, trainings and infrastructure work are just a few options.

Gradually, action plans should provide for higher levels of impact by relying on the various strengths, networks and capabilities of CSWG members and other key stakeholders. For example, other NGOs, civic groups and civic society organizations, business entities or government branches should be involved in order to influence the causes of vulnerability as a way to ensure the full implementation of the community security and social cohesion approach.

Key Results to be Achieved in the Fifth Phase

- The action plan as developed by the community security working group is consistent with the common vision and includes at least the following:
 - A clear formulation of the problem;
 - Coordinated steps to address the problem;
 - Allocated tasks between particular performers;
 - Goals and indicators of success; and
 - A time-frame and deadlines for implementation supervision.
- The plan action is realistic, achievable and mainly based on the community's internal resources.

Activity planning is also the first step in monitoring and evaluation. As part of the community action plan, all stakeholders should agree on the criteria for success and should establish concrete indicators to be regularly monitored.

RISKS AND IMPORTANT ADVICE

- *The most important criterion for a good action plan is the community's capacity to implement it. Therefore, planning should coincide with the real capabilities of the community security working group and social cohesion. Especially in contexts where capacities are weak, it is necessary to start with small initiatives based on local resources, emphasizing results that can be achieved through joint, concerted actions by the community itself. Simply targeting donor funds will not create the required mobilization effect.*
- *It is also important to maintain a balance between simple tasks that are easy to achieve quickly with limited resources and complex tasks that require several stages and significant expenditures, including donor funds. The former supports the motivation of the community through their fast results, while the latter reveals the strength of cohesion and determines the sustainability of the results.*

Phase 6. Implementing the Action Plan and Supporting Project Initiatives

Transitioning from planning to action can be a daunting task for communities, especially at first. As stakeholders assume a share of collective responsibility for improving security, time should be taken into account as they acclimate to an unfamiliar situation. Continuous involvement of partners and regular monitoring of activities and results can help create and maintain momentum for the full implementation of what has been planned.

The action plan provides a roadmap for the community and serves as a quasi-contract that obliges the community, authorities and security service providers to work together. The roadmap assumes small steps that gradually lead to the accumulation of experience in solving security problems.

Community members must initiate practical measures to address the challenges they have identified. To maintain momentum, it is useful for working groups to meet regularly and report on their activities and results and coordinate their next steps.

It is extremely important for representatives of authorities, the police and other security services to participate, thus demonstrating their commitment to mobilization and ensuring the support of their

respective institutions within the community.

Co-financing is a very important aspect of project support. For example, an important CSWG achievement would be an agreement with local authorities on co-financing project initiatives. Further, if the programme provides for a grant component, a competition of project initiatives may be announced, with its priorities matching specific objectives of the action plan (programme).

Because the main roles in designing and implementing project initiatives belong to action groups or civil society organizations, the active intervention of mobilizers and programme coordinators should be gradually reduced and ultimately limited to consultation and support. Evidence suggests that initiative/action groups may need additional training in project design and management, advocacy and monitoring and evaluation (see phase 7).

The likelihood of success of community mobilization is indicated by the path that action groups and civil society organizations take in developing and implementing donor-supported projects, the group's independence in implementing project objectives and its self-organization capacity. This is supplemented by additional activities and initiatives carried out through mobilized internal resources.

Mobilizers should provide encouragement and constructive criticism, reminding members of action groups that their success and organizational development will depend on the several factors, including their ability to put to use the experience gained during main project implementation when developing future activities; the availability of necessary knowledge and skills for mobilizing resources for future activities; and group cohesion and the involvement of all members in the process, which will enable everyone to benefit from the development and implementation of activities.

At this phase, CSWG and project teams may need support and supervision from more experienced consultants, partner NGO representatives or external community mobilization experts. This support will help the group remain motivated and act more effectively.

Promoting transparency through the public exchange of action plans, project results and financial reporting can contribute to building wider public and institutional confidence in CSWG performance.

Key Results to be Achieved in the Sixth Phase

- The community has been incrementally implementing the action plan, increasing its capacity with each subsequent project;
- The working groups on community security regularly meet to monitor how plans are implemented and to formulate and consider new public initiatives;
- The competition for project initiatives (if a budget is available) is based on the priority needs of a specific community and takes place within the framework of the action plan;
- The action plan is implemented with the close cooperation of all stakeholders and is gradually involving new partners, thereby strengthening and expanding the community's partnership network.

FOLLOWING MOBILIZATION PRACTICE

Head of Bilokurakyn District NGO of People with Disabilities ‘St. Luke’ (Luhansk Oblast) Viacheslav Kivshar shares his experience implementing the UNDP-supported Advisory Office Justice project.

“Our region is predominantly agricultural. It has 13,500 inhabitants, including 3,500 internally displaced persons; there are 5,100 people over 65 years old, 840 unemployed people, 1,100 people with disabilities. This is a large number of people who need legal and psychological help.

The purpose of our project was to bring justice closer to the people, to highlight the hidden problems of people with disabilities and to start a dialogue with the authorities. We provide legal, methodological and psychological assistance. To bring justice closer to the people, we have consulted vulnerable people at the office of the non-governmental organization. In cooperation with the Centre for Free Secondary Legal Aid, which we've signed a memorandum on cooperation with, we hold joint meetings and appointments, including visits. We organize round tables for people with disabilities, explain the current legislation and their rights and share our experience and achievements.

We also facilitate the dialogue of people with disabilities with authorities in a non-standard way – through sports. At our events, we bring together families with children with disabilities, as well as those whose children are healthy, and conduct sports activities, during which we explain their rights and responsibilities. In addition, we invite representatives of all social services to these events. Civil servants and people with disabilities compete jointly. In this way, the line between the official and the person with a disability disappears. People representing the authorities understand people with disabilities better and dialogue starts.



Inclusive sports competitions organized by the Sviatytelia Luki (Saint Luke) NGO. Bilokurakine, Luhansk oblast.

Photo: UNDP Ukraine

How do we understand 'justice'? We have provided over 100 consultations in one year, held joint events and round tables, with the results published in the local mass media and social networks. We make the problems of vulnerable people visible to the authorities and the community, and thus bring justice closer to the people."

RISKS AND IMPORTANT ADVICE

- *Although the phases of needs assessment, planning and vigorous efforts to make change happen are discrete, in practice the process will not proceed linearly and not without challenges. It is necessary to be prepared for unexpected obstacles (for example, inflation or personnel changes, lack of equipment, complexity of bureaucratic procedures, falling behind schedule) and be flexible in solving them.*
- *The most prominent risk at this phase is that any activity can fail through lack of resources, inadequate planning or lack of technical knowledge or skills. But only those who do nothing do not fail. At such moments, the task of the mobilizer is to work on errors together with group members to learn important lessons for the future and to become stronger.*
- *Another possible time-related problem is citizen demotivation. If time runs out and problems remain unresolved, there is a risk of frustration and loss of activity. In this regard, the deliberate understanding (which should have been formed during the capacity-building phase) that complex problems do not have simple, fast solutions will be helpful. Emphasizing the role of small but important successes at each phase and the role of the community itself in achieving these changes helps bolster people's motivation.*

Phase 7. Monitoring and Evaluation: Reviewing the Changes Achieved

It is difficult to overestimate the importance of monitoring and evaluation for the mobilization cycle: they provide an opportunity not only to understand how well what was projected has been achieved, but also to make and analyse lessons from success — and failure — stories, which are equally important to further activities. This phase also allows you to reappraise capacities that have increased during the period, to think about new and more complex tasks and to facilitate approaches and lessons learned from other communities that could be brought to the regional and national levels. All stakeholders and beneficiaries should participate in monitoring and evaluation activities.

Regular community-based monitoring and evaluation of changes and an examination of what works is at the heart of mobilization. At each phase it is w to leave time and pay attention to how the community will monitor changes and measure success.

Activity indicators should answer the question: what does following the plan mean? In particular, how do we know that:

- ✦ The activity or task has been completed?
- ✦ The task has been executed well, at the proper level?
- ✦ What was scheduled has been delivered on time?
- ✦ Activities were carried out without going over budget?
- ✦ Everyone who wanted to take part had the opportunity to?

Communities work with partner organizations to determine their own priorities, prepare an action plan and develop a vision of goals and changes they want to achieve. An equally important task is to help shape adequate ways to evaluate their own activities and understand the success criteria.

It is important that evaluation takes into account quantitative and qualitative indicators; visible, specific results; and invisible results that relate more to changes in attitudes and the nature of relationships. Evaluation should consider:

- ✦ **Direct changes** related to visible, specific things, such as street lighting in hazardous areas, established security stops, a more effective way of patrolling or launching a public patrol or setting up video surveillance cameras at school. The key idea is tangible, clear, easy-to-measure results of activities;
- ✦ **Changes in community perceptions**, capacities and opportunities, its level of cohesion, its role in decision-making, and its willingness and readiness to act further to expand its sphere of influence;

Key Results to be Achieved in the Seventh Phase

- All partners have adopted a clear monitoring and evaluation framework that allows measuring relevance and timeliness of results against projections;
- At each phase, a system of indicators has been developed to determine if the community is moving towards its intended goals;
- The Community security working group and Social Cohesion reports to the community on the progress of the plan implementation and results;
- Joint quantitative and qualitative assessments and analysis of the achieved changes have been carried out.



Reporting on the progress of the implementation of the action plan (Luhansk Oblast).

Photo: UNDP Ukraine

Inclusion processes, whereby the problems of vulnerable and unobtrusive groups such as internally displaced women, elderly people, people with disabilities or youth at risk are intensified and become visible;

- ✦ **Changes in relationships**, such as conflict resolution within or between communities (e.g. relations between the internally displaced person community and locals); fundamental changes in relations between citizens and authorities and improvement of mutual understanding between the police, military and the community. Key to the CSSC approach, these relationships are important to understanding what has changed and to the ability to consolidate this change in order to achieve sustainable outcomes;
- ✦ **Changes in operating routines**, behaviour of persons responsible for providing security services, representatives of authorities and citizens themselves and awareness of shared responsibility for community security;
- ✦ **Changes in how the community feels overall and how it perceives the environment in which it lives**, including asking questions such as: Do people feel safer? Are there fewer offences? How many people trust the authorities? Are the authorities more responsive to citizen appeals? Do the parties involved (local authorities, citizens, police) really have a partnership?
- ✦ **Changes in gender relations** and the creation of a safer environment in order to deal with complex problems, such as gender-based violence (for example, where there used to be forced silence, there can now be debate, or the existence of the problem has been recognized).⁸³

Following the interview with participants of the Regional Forum on Community Security and Social Cohesion in Donetsk and Luhansk Oblasts:

“The operational success of the community security working group is the establishment of a dialogue between the community and the local police. A policeman regularly appears at meetings, he reports, answers questions and hears people’s problems. So, legal mechanisms are really working.” A member of the community security working group (Bilovodsk city, Luhansk Oblast)

“There was a qualitative change in relations with local authorities. Previously, we invited representatives of authorities to take part in our events, and now they invite us. This is our success at this phase.” An initiator of the advocacy project on the rights of people with disabilities (Mykolaivka, Donetsk Oblast)

RISKS AND IMPORTANT ADVICE

- *Monitoring and evaluation are often not given sufficient attention because communities perceive it as an external evaluation of its own activities or as an activity that is only needed by donors and external experts for formal reporting.*
- *It is important to realize that regular monitoring, evaluation and reporting to the community on the progress of plan performance is an important factor in the success of the intervention because it provides transparency and accountability for mobilization. This influences confidence in the operations of the community security working group and social cohesion. Moreover, participatory monitoring and evaluation (with the community’s involvement wherever possible) is a reliable way to support motivation for participation and redistribution of authority and responsibility in the community.*
- *It is important to observe the principle of “no harm” in monitoring and evaluation activities because received and disclosed negative information can ruin intricately established partnerships or strengthen community conflicts.*
- *When collecting, analysing and presenting the data, it is necessary to strive for a balanced*

⁸³ Adapted from: Bennett, W., et al.(2014) Community Security Handbook. Saferworld Report, p.38

representation of all potentially vulnerable or marginalized groups. It is necessary to pay attention to public differences and inequities associated with gender, age, ethnicity, sexual orientation, physical and intellectual abilities, religion or socio-economic status.

Phase 8. Celebrating Successes and Disseminating Experiences

Following the successful implementation of the project or action plan, there are extremely important measures aimed at summarizing and reflecting on performance and achievements and celebrating successes. Such events encourage people to work, strengthen the sense of community cohesion and support motivation and mobilization. Additionally, acknowledging achievements contributes to sustainability and allows those who played leading roles for the first time to be aware and proud of their contributions.

Final events and festive ceremonies present opportunities to publicize programme or project successes (for example, by inviting media representatives, senior officials or representatives of neighbouring communities), to raise community awareness of empowerment and to reconfirm the legitimacy and feasibility of community participation in solving security problems. Activities at this phase can include press conferences, presentations and round tables, workshops on experience exchange, conferences, forums, open spaces, street interactions and festive promotions.

Key Results to Be Achieved in the Eighth Phase

- Final events and festive ceremonies are inclusive, open, ensure participation of all partners and stakeholders, enhance motivation of participants and encourage mobilization performance to be continued and expanded;
- Working groups on community security and initiative project teams from different communities exchange experiences, discuss problems, present their achievements at joint activities and disseminate their experience via social networks and the media;
- The community is aware of its results, built its capacities, is open to experience exchanges, communicates with mass media and encourages mobilization in neighbouring communities.

Festive ceremonies are good opportunities to express gratitude to partners, to the most active participants, to sponsors and to everyone who, at different phases, helped implement the plan, programme or project. Demonstrating solidarity with community members at this phase is an important stimulating factor to encourage the planning and implementation of further steps at a qualitatively new level.

“The Forum brought together representatives of various sectors in the community: local authorities, mass media, law enforcement agencies, civic activists (members of both newly created action groups and experienced non-governmental organizations), different in age, profession, gender, as well as awareness of their capabilities in community development. This diversity of participants, on the one hand, caused some difficulties in organizing the forum because it required the organizers to be sensitive to possible conflicts, special needs, and individual visions. At the same time, the diversity and inclusiveness of the group has become a powerful resource that has demonstrated the power of interaction and coordination, and each viewpoint needs to be taken into account when it comes to complex problems of community safety and social cohesion.

A large number of positive practices presented by the programme partners in various fields of operations generated considerable interest, created platforms for experience exchange, provided a lively dialogue. The participation of residents from different regions of Ukraine (West, Centre, East) in the Forum has reinforced the core idea of social cohesion for peace and mutual understanding, and also contributed to the annihilation of stereotypes of residents from different regions of Ukraine in relation to each other.”

Analytical report on the results of the Regional Forum on Community Security and Social Cohesion in Donetsk and Luhansk Oblasts (November 27-29, 2017 in Sviatohirsk)

Dissemination and experience exchange are integral parts of the cyclical process of community mobilization at each of its phases. Organizing visits to partner communities and visiting communities in other regions with good community policing practices and involving marginalized and vulnerable groups in development has proven to be a credible tool for expanding outlooks, breaking stereotypes, increasing tolerance and enhancing participation.

Exchange visits not only facilitate the exchange of successful practices, but also bring together their participants, reinforcing the motivation for further community work. Mutual visits of members of the CSWG in Luhansk, Donetsk and Zhytomyr Oblasts have shown that despite people's different social backgrounds, they have similar problems, and, as a result, their experiences overcoming these problems have been useful to the others.

RISKS AND IMPORTANT ADVICE

- *It is important that in the final events/ celebrations everyone has the opportunity to speak to share their experiences or achievements, to ask questions or to make suggestions on future plans. Attention should be focused on the community and its achievements rather than on officials or experts whose participation is important, but not the main point.*
- *To ensure that changes made are sustainable, it is important to emphasize that mobilizing communities is a cyclical process and that the end of one cycle is simultaneously a start of the next. The community begins a new cycle, being at a qualitatively new level of its capabilities, and therefore, the tasks can be more challenging and complex.*
- *It is very important that community mobilization is supported both from the outside by external experts and from the inside by local leaders who, using mobilization tools, will be supporting the process after programme completion. Hence, strengthening the capacities of local leaders, their training, delegation of authority and emphasizing their key role in community mobilization is an important aspect of disseminating community mobilization experiences.*

5.1. DRUZHKIVKA: PEOPLE'S PROBLEMS ARE THE CORE OF COMMUNITY SECURITY

Historical and socio-economic background.

Some say that a Cossack tower built by settlers once stood where these rivers meet. The first mention of Druzhkivka is in a document from 1781. According to one legend, the founder of the city was the Cossack Druzhko, who established a Cossack post on the territory of Oleksiievo-Druzhkivka sometime around the first half of the seventeenth century.⁸⁴



Official Emblem of Druzhkivka



Monument to Cossack Druzhko⁸⁴

At first glance, Druzhkivka is a small city, but actually its area is 4,653 hectares. Druzhkivka has 280 streets. Each district of the city, Yakovlivka, Havrylivka, Donskyi, Surovo, Molokovo, Toretskyi and others has its own unique look. This uniqueness is reflected in the flag and emblem of the city. The golden background of the shield symbolizes the wealth of grasslands, strength, loyalty and perseverance in achieving goals. The pitchfork-like shape of the blue cross symbolizes the meeting of the two rivers near the city. The two Cossack spears and the oval shield, a tribute to the glorious past of the city, indicate that there was a Cossack post here in ancient times. The red of the shield symbolizes love, courage and bravery. The image of storks suggests happiness and hope for inhabitants of the city. The branches of the briar adorn the emblem indicate because this plant grows in large numbers in the city and around it.⁸⁴

Druzhkivka is a diversified city with more than 300 small- and medium-sized enterprises and about seven large industrial facilities that produce a variety of goods, including mechanized fixings for purification in coal mines, electric locomotives for mines, mine railcars, fasteners and rail fasteners, modern gas cookers and porcelain products. The machine-building and mining industries play a leading role in the local economy. The city is surrounded by land rich in reserves of unique refractory clay, which is in high demand by foreign manufacturers.⁸⁵

The city's population is about 70,000 people, and there are 9,980 internally displaced persons (including 1,428 children) from the occupied territory of Ukraine and areas of the Anti-Terrorist Operation (now the Joint Forces operation).

In 2014, Druzhkivka, despite its being located in the geographical centre of the conflict, avoided clashes (unlike neighbouring cities Sloviansk and Kramatorsk) due to the high self-organization of local activists.⁸⁶

⁸⁴More about the history of the city see the official website of Druzhkivka City Council. Available at: <https://druisp.org.ua/misto/istoriya-mista>

⁸⁵For more information on the socio-economic infrastructure of the city see the official website of Druzhkivka City Council:

<https://druisp.org.ua/misto/pasport-mista>

⁸⁶'How Druzhkivka has not turned into a second Sloviansk'. Available at: <http://druzhko.org/2014/07/23/kak-druzhkovka-ne-stala-vtorym-slavyanskom/>

Creation and performance of the community security working group

The first meeting of the CSWG took place in June 2017. Its 32 members include representatives of local authorities and self-government bodies, the education and health-care sectors, municipal and social services of the city, non-governmental organizations, police and free legal aid centres. CSWG meetings are open to all; further, it follows good practices by inviting experts on various issues. However, decision-making power belongs only to members, with the group's composition approved by the Local Development Forum and reviewed once a year.



The first official meeting of the Community Security Working Group in Druzhkivka.

Photo: UNDP Ukraine

"We learned about the activities of the community security working group from the website of the city council, saw how its meetings were conducted and observed what issues were being considered. When we [the activists of the NGO Ukraina Mozhlyvosti, Ukraine of Opportunities] realized that we had the capacity, we decided to join the group. I am a journalist and earlier worked for the Internet publication 'Khalva', which was very critical of our government. There were fears it would be an obstacle to constructive communication. However, this has not been the case. It is very important that the authorities realize that working together with the public is necessary, that we are not a 'hound of the Baskervilles', but in fact are partners.

Today, the community security working group gives NGOs direct access to the authorities and officials, including the 'top managers' of our city, and it's possible to understand the direction in which the city is developing and also effectively influence this process.

This group lacks representatives of business, both small and medium-sized. They could also participate in co-financing local initiatives. We need to think about how to attract them"

**Interview with Svitlana Aghajanian,
A member of the community security working group in Druzhkivka**

By the decision of the Local Development Forum of Druzhkivka, the CSWG meets as necessary, but not less than once every two months. The agenda includes issues such as reviewing results of information collection on identifying dangerous places; developing a list of urgent needs for the creation of safe living conditions in the city; announcing grant competitions; considering project initiatives proposed by citizens; discussing the cooperation of the national police with the working group on security issues of the Local Development Forum of Druzhkivka on juvenile justice issues; and discussing conducting a security audit in schools in Druzhkivka and elsewhere.

Minutes of the meeting of the Community Security Working Group of Druzhkivka

There is a tram stop together with a pedestrian crossing near the building of the Department of Social Protection of the Druzhkivka City Council. Alongside there is a place for parking cars. With the projected opening of the Centre for Administrative Services, there will be more traffic.

As the Department gets many visitors, including visually-impaired, hearing-impaired and disabled people with wheelchairs, it is very difficult to cross this road, because Mashynobudivnykiv Street has heavy traffic and people stand and wait for a long time. To enable safe movement so that people with disabilities can cross the street freely and slowly, we need to install a modern pedestrian traffic light at this stop, equipped with special sound equipment for people with visual impairment and access buttons for people with disabilities on wheelchairs; and also install a speed bump at the crossing in order to ensure the safe movement of pedestrians and keep people safe.

The approximate cost of a modern traffic light for pedestrians equipped with special sound equipment for people with visual impairment is 22,000 UAH; the cost of a high-quality speed bump is about 20-25,000 UAH.

Through cooperation with UNDP, members of the CSWG have many opportunities to develop their own capabilities, including through workshops on Project Management, Interaction of Police and Community on a Partnership Basis, Advocacy as a Tool to Influence Empowerment and Opportunities, Warning and Prevention of Gender-based Violence.

Priority needs of the community. As a result of a community-based needs assessment through surveys, focus groups and ranking of challenges together with UNDP mobilizers, the most acute community security issues have been identified as follows: ⁸⁷

Problem	Ranking
Employment	1
Problems with power, gas and water supply <ul style="list-style-type: none"> • Only the central streets are lit. Others remain unilluminated, which complicates movement and creates a big problem for people's sense of safety • There is a problem with water supply, which is only available at certain times of the day 	2
Implementation of energy-saving measures <ul style="list-style-type: none"> • Such measures are needed in all social institutions 	3
State of safety in schools and kindergartens is satisfactory <ul style="list-style-type: none"> • Schools and kindergartens need to be repaired 	4
Smoking/ alcohol /drug addiction/violence issues <ul style="list-style-type: none"> • Residents of Druzhkivka have repeatedly reported the illegal sale of alcohol to adolescents at retail outlets, as well as the sale of alcohol to children 13 and 14 years old at bars 	5

⁸⁷ Analytical Report on the Focus Group Study on Local Development and Security Issues in Druzhkivska Community. UNDP Project "Recovery of Governance and Reconciliation at the Conflict-Affected Areas of Ukraine", April-June 2017

Problem	Ranking
Familiarity with the state of crime in the community <ul style="list-style-type: none"> Focus group participants stated that none of the community members knows their neighbourhood police inspector or his contacts. The website of the police in Druzhkivka has no information about contacts or the hours that neighbourhood police inspectors are available to receive citizens or what services they are authorized to provide. There are only addresses of neighbourhood police inspectorates and a timetable for the reception hours of police management. When necessary, citizens contact the police at 102. 	6
Health-care facilities <ul style="list-style-type: none"> There is a need to repair hospital premises and to purchase new equipment 	7
Conditions for development and environment of children and youth <ul style="list-style-type: none"> Inhabitants of the community have noted the need to take measures to create a recreation area for inhabitants of the city. It is proposed to clean the river near the park. A project to restore the park for culture and recreation has been developed. There are two rivers, but there is no good beach because the sanitary station does not provide the necessary permission. 	8
Social infrastructure <ul style="list-style-type: none"> Lamps and lighting near main social infrastructure institutions are required. 	9
Problems with fire safety or emergency rescue service <ul style="list-style-type: none"> There are fire ladders for firefighting on the 8th and 9th floors of buildings 	10

Support for project initiatives. At the first meeting of the working group, a decision was made to support the project of the State Enterprise Patrioty Druzhkivky (Patriots of Druzhkivka), developed in close cooperation with the Communal Enterprise Misksvitlo, to establish autonomous outdoor lighting of pedestrian crossings and transport stops in Druzhkivka, which corresponds to community priorities. The project involves lighting for pedestrian crossings, stops, road sections near hospitals, the employment centre, the Social Protection Department and other social facilities. The project has received funding through the UNDP grant competition Community-Based Public Security and Justice.

It was also decided to install lightboxes with important information for citizens from the city's social services and security service providers in order to increase public awareness of community security. Designated services and non-governmental organizations were invited to design the first awareness-raising posters. The idea was supported and funded by the city authorities.

The benefits of the green tariff for electricity were also discussed. It will be necessary to analyse the experience of the western regions of Ukraine, since, as noted by CSWG members, 'Donetskoblenergo' is not developing this issue yet, and the city of Druzhkivka could become a pioneer in this area.

Another supported project was the ‘Clean Water – Safe Life’ initiative of the NGO Ukraina Mozhlyvostei (Ukraine of Opportunities), which allowed enabled the establishment of water purification systems in eight city schools, including two joint school-kindergartens. The Druzhkivka City Council expressed its readiness to co-finance the repair and arrangement of drinking points (replacement of tile and repair and installation of wash basins for drinking). The project affected 3,345 children, which is more than 70 percent of the total number of students in Druzhkivka.



Fountains with clean drinking water in schools in Druzhkivka.

Photo: UNDP Ukraine



Signing the Grant Agreement between the NGO Ukraina Mozhlyvostei (Ukraine of Opportunities) and UNDP. Sustainable Development Goal 6 - Clean water and sanitation for all.

Photo: UNDP Ukraine

“The idea of the project ‘Clean Water – Safe Life’ was born a year ago. When we attended schools, we saw that children drink water from the tap, the quality and purity of which is at least questionable. Then we decided to submit an application to a small security-oriented grant competition. It was a comprehensive project supported by the local community. For its mutual approval, we presented the project at a meeting of the community security working group. The project was implemented thanks to the UNDP grant of 170 thousand, with 33 thousand having been allocated from the local budget of Druzhkivka City Council. For the funds received, boilers, cleaning systems, tiles, washbasins were bought. Also, this amount included mechanical works related to the installation and adjustment of equipment. Due to the fact that in the city water is often cut off because of accidents, reservoirs for water were installed in schools that had never been before.

In the three years I’ve been involved in community activity in Druzhkivka, I’ve seen

people gradually become more mobilized. For instance, some projects related to equipping drinking fountains were assumed by the schools themselves in the course of this project.

Following the interview with activist of NGO ‘Ukraina Mozhlyvostei’ Svitlana Aghajanian

These small steps by Druzhkivka residents have already yielded tangible results. People have abandoned angry demands and unconstructive criticism in favour of joint actions. The authorities sensed this change of mood and responded positively to community initiatives, beginning to support them not only with words of encouragement and permission, but also funding. Local business leaders are waking up as well; for example, the reconstruction of the space in front of a former club that is now popular among young people is their doing.

“All of this shows people that it is possible to change their lives, environment and attitudes towards what is happening around them in small steps,” says Svitlana Aghajanian. “Results inspire people and make them believe that many initiatives do not need much funding to get implemented.”⁸⁸

5.2. MYKOLAIVKA: THE CITY OF EQUAL OPPORTUNITIES

Historical and socio-economic background.

Mykolaivka is a city in Donetsk Oblast. Since 2016, it has been the centre of the Mykolaivska Urban Amalgamated Territorial Community. The population of the city is 14,900 people.



Official emblem of Mykolaivka



Slovianska Thermoelectric Power Station, Mykolaivka⁸⁶

The social infrastructure consists of four general-education schools, three pre-school educational institutions, a cultural centre and a school of arts, children’s and adult libraries, a clinic, a hospital and a dental clinic.

The town’s core enterprise is the Slovianska Thermoelectric Power Station. Agriculture in the city is poorly developed. The main sources of income for men and women (many of them work in Sloviansk or at state-financed organizations in Mykolaivka) are wages, private entrepreneurship, social benefits and pensions.

Mykolaivka was founded in the first half of the 18th century. It was the property of an oboznyi (Cossack officer) of the Izumskyi regiment, Danylo Bystritsky. The river flowing into Siverskyi Donets was very turbulent and heavily eroded ravines and hills made of red clay. It gave the name Chervonyi Byk (Red Bull) to the river and settlement.

Chervonyi Byk turned into a large industrial settlement, then into a village. According to legend, a settler found an icon depicting St. Nikolaos the Wonderworker. A chapel was built in the village and the icon was placed there. After some time, Chervonyi Byk was renamed Mykolaivka, after the chapel of St. Nikolaos the Wonderworker.

During the war in eastern Ukraine, Mykolaivka was in the centre of the armed conflict. During fighting to relieve the city, six militant strongholds and ammunition depots were destroyed; terrorist sniper points were located in high buildings. After the liberation of the city in July 2014, more than 50 terrorists were taken prisoners, some of whom were in the local hospital. More than 150 local residents were hiding in the basement of the local cultural centre. The area is still being demined by detonation.⁸⁹

Priority needs of the community

Local community mobilizer Kseniia Rodionova initiated the creation of several self-help women’s groups in the amalgamated territorial community. At that time, she got acquainted with Kateryna Lytvynenko, the leader of the Our Action self-help group.

⁸⁸Trapeznikova, D (2018). ‘Wide Awake in Surovomu. How the Energy of Local Residents is Changing Druzhkivka’, Day, January 26. Available at: <https://day.kyiv.ua/uk/article/cuspilstvo/nesplyachi-u-surovomu>

⁸⁹(2014) ATO forces liberated Mykolayivka. There are dead. Ukrayinska Pravda (Ukrainian Truth). 03.07.2014.

According to young women, the workshops, seminars, forums and other events they attended during a Joint UNDP-UN Women initiative, especially activities for self-help-group capacity development, and the constant support they got from the coordinator of the ICF Ukrainian Women's Fund Tetiana Lytvynova have significantly advanced their understanding of local problems and possible ways to solve them.

The challenge of the (non) accessibility of the city for people with disabilities had previously worried the volunteers. Kseniia, a mother of three, saw the problems of children with disabilities in her work as a schoolteacher. Katerina had relatives and acquaintances, members of the self-help group, who were raising children with disabilities and facing daily limitations. But when they began to take a new look at this topic, they were stunned by the large number of people with disabilities in their city: between 7 and 10 percent of the total population, while the average in Ukraine was 3 percent.

The local authorities preferred not to notice the challenge; they only maintained statistics on the number of people and children with disabilities. Their attitude was "don't raise the issue, let them stay at home."

The idea of an advocacy campaign originated at a UNDP-funded workshop on project development. The women did not dare to legally register their NGO for a long time because they had no experience in this regard. However, supported by UNDP mobilizers (morally and practically) and relying on the experience of Mariupol, where a city infrastructure programme had been successfully implemented, in July 2017 they registered the Viru v Ukrainu (I Believe in Ukraine) NGO, drew up a project application and received funding to launch an advocacy campaign — a first in the city of Mykolaivka.



Exhibition of children's drawings. Increasing tolerance for people with disabilities begins at school.

Photo: UNDP Ukraine

"Our goal was to involve people with disabilities in the Mykolaivska Amalgamated Territorial Community in community decision-making, to make them fully participate in public life and protect their constitutional rights. The priority aim of increased social activity of people with disabilities in the Mykolaivska Amalgamated Territorial Community was implemented well: people with disabilities, parents raising children with disabilities, united and started to communicate and form common plans. In particular, on the basis of focus groups, key concerns of people with disabilities were identified.

Next, we organized a communication training session, where mothers of children with disabilities were taught how to hold a constructive dialogue with local self-government bodies. This was preparation for a round table with the authorities where we presented the results of the focus groups. The main result of this stage was the authorities seeing the problem and being shocked.

To increase community tolerance towards people with disabilities, we organized a drawing competition at schools; the action group of schoolchildren 'Medi@nna' made a video that attracted attention to the real state of affairs; people around began to think about something besides their own personal problems.

In addition to the advocacy measures, we began to organize a soap-bubble festive day for children (with a total budget of only 300 UAH, as the organizers of the show held it for free), but, when we searched for a venue, it turned out there was no hall in the city that would be accessible and suitable for such an inclusive event. The authorities responded and helped organize the festive day in the Hall of the Cultural Centre. In addition, they established contact with charitable organizations, provided several children with wheelchairs they desperately needed and attended the holiday.”

Kateryna Lytvynenko, the project manager

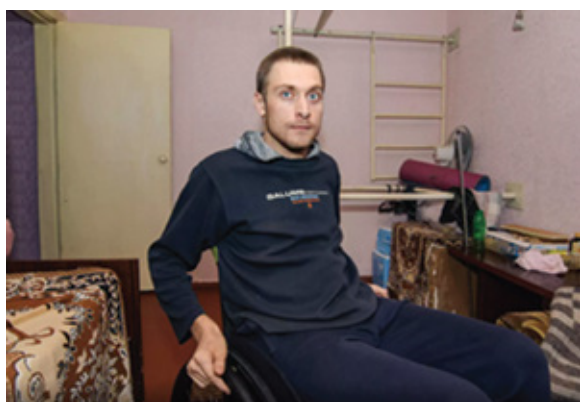


Event for children with disabilities. The only accessible room in the community is the entrance hall of the House of Culture.

Photo: UNDP Ukraine

Another aim, establishing a multi-sectoral task force to develop the programme Mykolaivka is a City of Equal Opportunities, turned out to be rather complicated and ambitious, as a local self-government body was not prepared to implement these plans. Nevertheless, activists are satisfied with the results: a development strategy and plan of socio-economic development of the Amalgamated Territorial Community have incorporated clauses that provide for an increase in access for people with disabilities across the city the creation of an inclusive class (500,000 UAH from the local budget), the creation of an inclusive group in a kindergarten (200,000 UAH from the local budget), the acquisition of a mobile ramp ladder (100,000 UAH from the local budget) and design documentation for repair of pavements has been developed. In addition, the sports complex, which was already almost in service and did not take into account the needs of people with disabilities, was re-equipped (with completely rebuilt toilets and showers) in order to ensure its inclusiveness.

The affiliation of Viru v Ukrainu (Believe in Ukraine) representatives and of people with disabilities themselves with the CSWG was a crucial component of these achievements; these activists are now actively working on establishing the Accessibility Committee in order to actively participate in the harmonization of their city.



Dmytro Kovaliov, a participant in the advocacy project in the city of Mykolaivka⁹⁰

For example, Dmytro Kovaliov, a 31-year-old project participant rarely goes anywhere due to limited mobility and unaccommodating local infrastructure. Now he has the opportunity to voice his concerns to the local authorities through participation in the NGO (including at meetings of the community security working group) “It is at most possible to get to the hospital from home, and that’s it. For example, a ramp near the bank was established, but it’s impossible to get to the ramp itself because of the high edges. This issue has never been raised until now,” said Dima.⁹⁰

According to Kseniia and Kateryna, another important achievement was the fact that three NGO activists joined the Coordination Gender Council of the Mykolaivska Amalgamated Territorial Community.

These active women say confidently, “We succeeded by participating in the Joint UNDP-UN Women Initiative, which allowed us to look at the problems of our community and our role in solving them from a different angle. There is still a lot of work before us, but we have seen the horizons and now know where to go.”

⁹⁰(2017) Finally We Were Listened To. Volunteers from Mykolaivka to Have Created a Non-Government Organization to Better Protect the Interests of Local People with Disabilities, UNDP Ukraine, December 14. Available at: <https://undpukraine.exposure.co/post-264841>

PARTICIPATORY METHODS AND TOOLS FOR MOBILIZATION

Community mobilization is based on the use of participatory tools and methods — practices based on community participation.

Participatory methods are aimed at developing ideas that reflect the views of the broadest possible circle of community representatives. In this way, a certain activity or project will potentially bring about positive changes in the life of the entire community as well as of each of its representatives/communities. Participatory methods involve focusing not on the material end product (e.g. festival, restored lighting, water pipeline or repaired playground), but rather on understanding, communicating, discussing and joint decision-making. The expected result in this case is the establishment of strong links between individual inhabitants of a certain territory and their becoming aware of shared interests and skills in joint actions.

An important result of participatory methods is an increase that individual inhabitants of the settlement, district or city have in the sense of belonging to each other and jointly to the community. The participation of more people allows the creation and implementation of large-scale plans, even if you do not have many resources.

In practice, there are multiple cases where inhabitants' opinions were so different that it was extremely difficult to find shared ground. The population of any locality consists of people who differ in age, income level, professional engagement, health, gender identity, lifestyle and many other criteria. Personal experience often leads to the formation of a certain point of view or values different from those of others. Having different visions and the risk of conflicts is an integral part of community participation/participatory methods.

Nevertheless, the more residents feel that they are part of the community and can realize their needs and abilities within it, the greater the resource it has. In all participatory projects, thoughtful facilitation and moderation are important. They structure negotiations in such a way that the difference of views becomes an opportunity for community development and does not create a destructive cycle of conflict. When there are tense dynamics in the community, it is important that the facilitation be carried out by a neutral person who is trusted by all involved parties,⁹¹ such as a community mobilizer.

This part of the guidebook briefly describes some participatory methods and tools for qualitative data collection that have proven themselves in the work of community mobilizers at various phases, as well as references to methodological literature for in-depth familiarization with the methodology of their application. This list is not exhaustive, but it can serve as a starting point in the development of community mobilization competencies.

⁹¹(2016) Methodology of Community Involvement in Spatial Development of Cities "Laboratory of Urban Space", 2013-2016

Tools for quality data collection

Interviews and observations

Informal interviews are aimed at obtaining information. The informal interview provides an opportunity to investigate the views, experiences and values of the respondent, asking questions as they arise. Both selection of respondents and types of questions should be sensitive to conflict and gender.

Semi-structured interviews are interviews that use a predefined list of questions covering the main topics. Open questions are used in a flexible sequence, which gives the interviewer flexibility and the ability to take into account contextual features, gender considerations and sensitivity to the conflict. They also allow asking additional questions on topics of particular interest.

Focus groups have become increasingly popular in Ukraine as one of the most efficient and effective ways to collect and analyse social information. Implementing this method involves forming one or several discussion groups (usually consisting of 10 to 12 people, sometimes five to eight) and discussing the problem with them in order to understand it more deeply and to find the best ways to solve it. In this respect, participants focus on one specific important aspect of the problem. Focus-group discussion of the problem is often much more productive than finding out opinions about it by through individual questioning and interviewing. This method allows you to identify not only people's views, but also their motivation, experience, feelings and expectations. Using the focus group method, the researcher has an opportunity to get answers not only to the question "What do people think about a particular issue?" but also "Why do they think so?" It is important to decide in advance how information will be documented during a focus group, for example, recording on a Dictaphone in agreement with group members or taking shorthand notes.⁹²

For more information, please see:

1. Focus Group Methodology. Available at: <http://www.vspu.edu.ua/faculty/histor/documents/pr7.pdf>
2. (2012) Community Mobilisation for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova, p. 88-89. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilisation-for-empowerment-of-vulnerable-women-and-men>
3. Syl'a T. I., Skoryk T. V., Akymenko Y. F., Kolenichenko T. I. Social Integration of National Socialism Victims into the Community: a Guidance, Chernihiv: Desna Poligraph, p. 42-47. Available at: https://www.academia.edu/28065979/Social_Integration_of_Nazist_Victims_to_the_Community.pdf

A community survey is one of the most common methods of obtaining information. It involves asking people special questions, the answers to which allow you to get the information you need. The peculiarities of the survey include its large scale, which is due to the specific aims it addresses. The survey is designed according to its goals and can be oral, written, questionnaire-based, wide-scale or aimed at experts. It can be done online through social networks, by telephone or by using a door-to-door technique.

Regardless of method, it is necessary to ensure that the text of the questionnaire is understandable and accessible to all members of the community, and that the sampling is representative — that it reflects the views of various groups in the community, including the most vulnerable, and not just, for example, educators or employees of local self-government bodies.

Overt observation involves observing the everyday lives of beneficiaries. The observer either resides in the community, or observation notes are recorded by community members. Overt observation can be conducted through a 'tour of the community', where the observer moves along a pre-scheduled route while observing and engaging in informal conversations with people on the street.

⁹²Syl'a T. I., Skoryk T. V., Akymenko Y. F., Kolenichenko T. I. Social Integration of National Socialism Victims into the Community: a Guidance, Chernihiv: Desna Poligraph, p. 42

Participatory tools

Community mapping involves creating a schematic representation of the territory to identify sites and types of resources used by the community or problems of the community as its inhabitants see them. The analysis of maps, photographs and drawings made by ordinary people provides information about how they perceive living and social spaces, as well as the challenges of accessing particular institutions and the social vulnerability of certain groups in the community. This method is valuable in the context of identifying and mobilizing community resources.

For more information, please see:

1. Minkin, Y. Antoshchuk, G. Demel (2017) Mapping Communities in Ukraine: A Practical Guide. Kyiv: the Ukrainian Library Association and Fundacja Rozwoju Społeczeństwa Informacyjnego. Available at: <http://platforma-msb.org/wp-content/uploads/2017/10/Community-mapping-toolkit-ilovepdf-compressed.pdf>
2. Active Citizens: Global Connections and Local Actions: A Guide for the Facilitator. British Council. Available at: http://www.britishcouncil.org.ua/sites/default/files/ac_toolkit_19th_aug_2014_final_version_ukr_2015_2.pdf/

A **Community Profile** is a document that forms a detailed look at the target community. It is defined as a study conducted by mobilizers, coordinators and action group members with the participation of the community in which information is collected. Data analysis helps identify possible gaps in areas such as equality, management models and problems in the field of observance of human rights. This phase also creates opportunities for raising the awareness of inhabitants about what community mobilization and its benefits are.

It is important to note that the community profile cannot be replaced by official statistics or programme documents of local authorities and local self-government bodies. They must, of course, be taken into account when forming an overall picture, but the contribution of the community itself and its vision are of paramount importance. When creating a document, it is compulsory to involve local residents, representatives of local authorities and other stakeholders in developing a common shared vision. The purposes of a community profile include:

- ✦ Examining the demographic, historical, social, physical, economic and environmental characteristics of the community together with local authorities. This can help identify the needs of the community, its capacity for further development and the limitations that can hinder it;
- ✦ Analysing groups within the community that are united by the general characteristics of vulnerability; and
- ✦ Involving community members in profiling, especially in terms of identifying key community issues and needs, since the profile is created for and in partnership with community members.

The community profile is intended to answer the following questions:

- ✦ What are the main demographic characteristics of the community: the total population, its structure (sex, age, etc.), ethnic composition, migration of men and women, types of households (e.g. large families, single mothers/parents, elderly people/children, heads of families)?
- ✦ What vulnerable groups live in the community, and what human rights issues make them vulnerable? How many of them are there, and how are they distributed over the territory? What are the living conditions of men and women representing vulnerable groups of the population?
- ✦ What are manifestations of gender inequality, and what are the gender issues in the community as a whole, and among vulnerable groups in particular?
- ✦ What is the community's social profile?
- ✦ What are the main causes of identified human rights and vulnerability problems? It is also important to take into account the origins of power in the community; power structure; social norms and traditions rooted in the community that do not allow women and men who represent vulnerable groups to participate in the development process, make decisions or try to address their problems and meet their needs.

The timing of community profiling will vary depending on the size of the community, the number of people involved in research and other factors (one to two weeks or even more if necessary). It is important to understand that this process is labour-intensive and it is necessary to schedule enough time for all the necessary interviews, dialogues and coordination meetings, including:

- ✦ Meetings with representatives of authorities, local self-government bodies and other state institutions (such as social welfare departments and health-care facilities) that provide services to members of the community and have data necessary for community profiling;
- ✦ Meetings with representatives of non-governmental organizations working with members of the community, in particular with women (e.g. women's NGOs, associations of parents raising children with disabilities);
- ✦ Discussions in focus groups or interviews with community members. In some communities, it may be necessary to organize additional individual women's and men's groups to better understand the gender contradictions;
- ✦ Meeting with residents and visiting at home to collect specific information in households and check data from other sources. Such activities should include brief, informal interviews with individuals from the most vulnerable groups of the population, especially women. This can be done within the framework of a 'community tour' or through informal neighbouring meetings;
- ✦ Drawing up community social maps or Venn diagrams, or using other, similar methods of direct involvement of the target group in collecting data that facilitates the collection and reporting of existing problems from the point of view of community members themselves, especially the most vulnerable women and men. Such data helps to explain the causes of human rights problems and show the structure of power within communities.

The scope and replenishment of the community profile depends on the goals and objectives of the programme/project, available time and human resources, the level of preparation of the task force working on its creation. The scope of the document varies from three to 50 pages. Experience shows that documents three to ten pages in length are easiest to use.

For more information, please see:

1. (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>
2. Toolname: Community Profiling. The World Bank. Available at: http://siteresources.worldbank.org/EXTTOPPSISOU/Resources/1424002-1185304794278/4026035-1185375653056/4028835-1185375678936/2_Community_profile.pdf

A **timeline** illustrates key events in the life of a person, household, community or organization over a period of time in the past or projected future. The method is useful both at the phase of planning activities and at the phase of their evaluation.

For more information, please see:

1. . (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>

A **Venn Diagram** reflects institutions, resources or problems in the form of circles of varying sizes, reflecting the nature of logical interconnections, for example, between a community or family and institutions that affect it.

The community profile may include the following sections:

1	Methodology	<ul style="list-style-type: none"> • Background for analysis and key issues • Applied methods and tools • Task force membership for profiling • Information about sampling and how it was organized • Timing for data collection • Description of challenging situations that arose in the course of the profiling
2	Results	<p>2.1. General community description:</p> <ul style="list-style-type: none"> • Historical background, important for understanding the current situation • General sociodemographic data • Geographical location • Physical description of the community • Material infrastructure • Any characteristics of the community that make it unique (both positive and negative characteristics) <p>2.2. Economic profile, available resources:</p> <ul style="list-style-type: none"> • Social and economic infrastructure • Local labour market • Main sources of income of community members <p>2.3. Vulnerable groups:</p> <ul style="list-style-type: none"> • Quantitative statistics broken down by gender • Findings of qualitative research, if available <p>2.4. Key stakeholders when mobilizing the community:</p> <ul style="list-style-type: none"> • Local self-government bodies • Main organizations providing security services • Information about availability and area of competence of non-governmental organizations • Representatives of small and medium-sized business
3	Community development challenges and prospects	<p>3.1. Situation with respect to human rights</p> <ul style="list-style-type: none"> • Summarized findings (expert interviews, local mass media content analysis, focus groups, surveys, etc.). <p>3.2. Social mapping of the community (depending on the priority objectives of the programme/project)</p> <ul style="list-style-type: none"> • Map of problems/community security resources • Map of the most vulnerable households in the community • Map of community resources in support of internally displaced persons <p>3.3. Basic needs:</p> <ul style="list-style-type: none"> • A list of problems mentioned by community members during interviews, focus groups, surveys or other communication when collecting data <p>3.4. Possible and desirable initiatives</p> <ul style="list-style-type: none"> • The community's vision of the way in which positive changes can be achieved • Ideas for initiatives and projects
4	Conclusion	<p>Brief conclusion, about one-half to one page, coordinated with mobilizers and experts. It includes recommendations that can be used by community members when analysing and prioritizing problems at subsequent phases.</p>

For more information, please see:

1. (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>

A **flowchart** is a visual tool for monitoring the movement of resources or modifications of phenomena and processes in order to study the effects of a project or another modification. People, institutions, resources and others are represented as a diagram, while the arrows indicate the movement or connection between the subjects/ objects.

Testimony is a story told from the first person about the attitude to a particular situation or project and the experience gained in this regard.

Stakeholder analysis is a method that helps identify key stakeholders, analysing their interests and possible impact on the content of the project and its implementation; identifying explicit or potential conflicts between the interests of different stakeholders; evaluating the possibility of reconciling the interests of stakeholders and establishing relationships between them; and identifying modes of participation of each of the stakeholders at each phase of the project cycle and the risks associated with each stakeholder.

For more information, please see:

1. (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>
2. Dovbakh A. (2013) We Are Strong. Capacity Mobilization and Building of Communities Vulnerable to HIV. Methodological Tutorial. Kyiv: ICF 'International HIV/AIDS Alliance in Ukraine'. Available at: http://www.aidsalliance.org.ua/ru/library/our/2013/mob_preview.pdf

Problem Tree / Objective Tree. This method illustrates the connections between a number of complex problems or relationships by incorporating them in a circle of interrelated factors. It is used to link different issues or factors that can help in resolving institutional problems; to help identify causes underlying a particular institutional problem (root causes); to establish causal relationships; and to distinguish the causes and consequences of the problem in order to make it clear which should be targeted.

For more information, please see:

1. (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>
2. Dovbakh A. (2013) We are Strong. Capacity Mobilization and Building of Communities Vulnerable to HIV. Methodological Tutorial. Kyiv: ICF 'International HIV/AIDS Alliance in Ukraine'. Available at: http://www.aidsalliance.org.ua/ru/library/our/2013/mob_preview.pdf
3. Active Citizens: Global Connections and Local Actions: A Guide for the Facilitator. British Council. Available at: http://www.britishcouncil.org.ua/sites/default/files/ac_toolkit_19th_aug_2014_final_version_ukr_2015_2.pdf/

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) helps make an analysis of the internal and external conditions an important component of strategic planning. Internal environmental factors can be classified as strengths and weaknesses, and external ones as opportunities or threats.

For more information, please see:

1. (2012) Community Mobilization for Empowerment of Vulnerable Groups of Women and Men. Guidance, UNDP – UN Women Joint Programme for Integrated Local Development, Moldova. Available at: <http://eca.unwomen.org/ru/digital-library/publications/2012/03/guide-community-mobilization-for-empowerment-of-vulnerable-women-and-men>
2. Active Citizens: Global Connections and Local Actions: A Guide for the Facilitator. British Council. Available at: http://www.britishcouncil.org.ua/sites/default/files/ac_toolkit_19th_aug_2014_final_version_ukr_2015_2.pdf/

Sampling methods for qualitative data collection⁹³

Selection based on the ‘snowball’ principle involves choosing the main respondent, who in turn provides additional leads.

Selection based on relevant criteria follows the principle of aiming for the largest range of data by selecting people with the most diverse list of responsibilities or those in different situations.

Selection based on quotas or proportions is carried out in order to include representatives of all social groups in proportion to their importance in the social system, which allows their partial correlation to be measured.

Random selection involves choosing the respondent randomly (or with the help of tables of random sampling values)

⁹³(2012) Community Mobilization for Empowerment of Vulnerable Women and Men: Guidebook. UN Women/UNDP Joint Integrated Local Development Programme in Moldova, Moldova

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NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

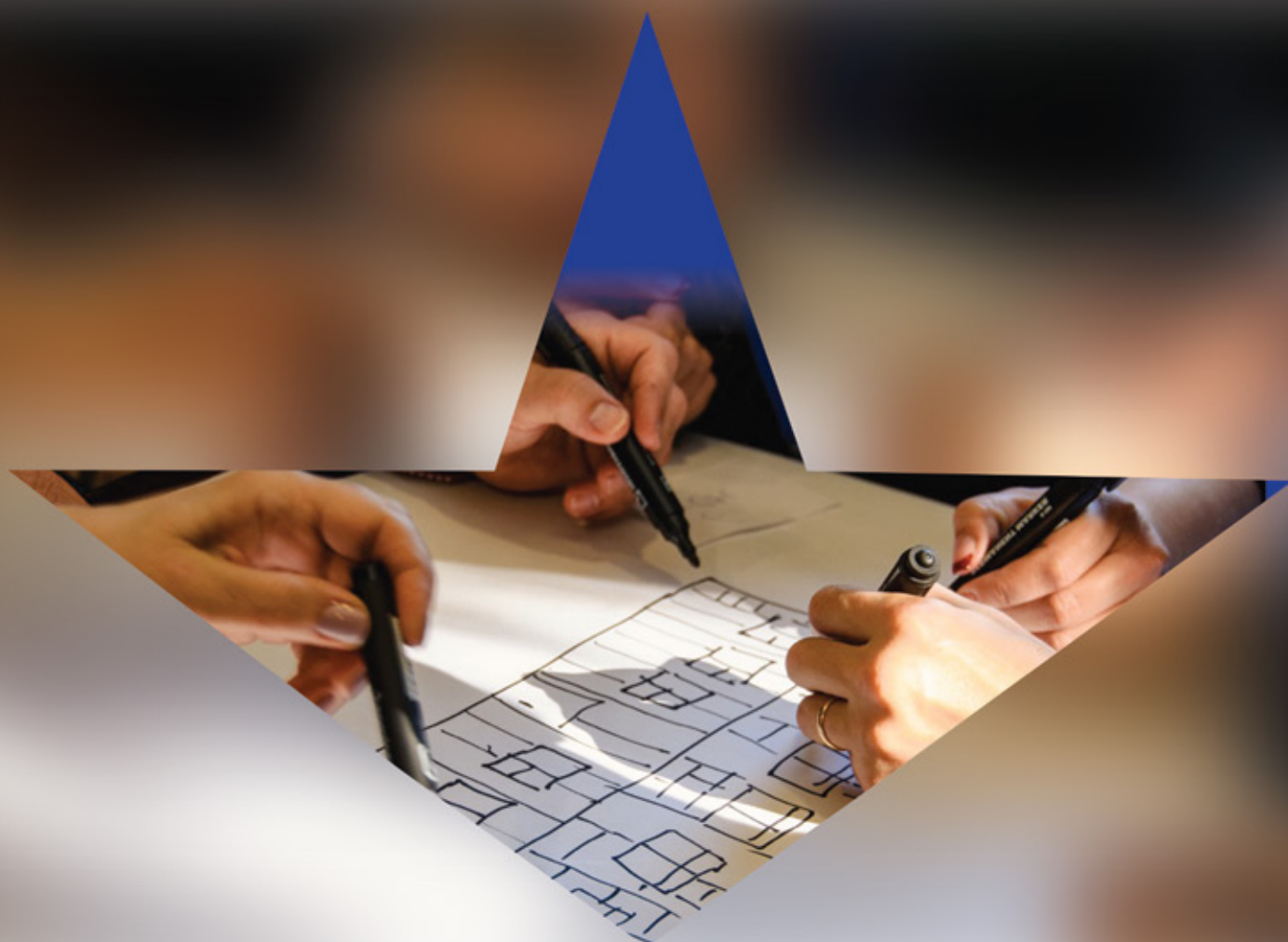


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