

→ Effective management of sewerage system

Country Ukraine

Project title Modernization of Dzhankoy's sewage system

Twinning Municipality of Kampen (the Netherlands)

Municipality of Dzhankoy, State Administration of Dzhankoy Rayon, Council of Dzhankoy Rayon (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 64,286

Project objective

Create pre-conditions for a better service provision of the discharge of waste water and excess rainfall by exchanging knowledge, involve stakeholders and develop a global long term plan for the repair, restoration and improvement of the town's sewage system with involvement of system users.

Project summary

The project created a global plan for the rehabilitation, improvement, maintenance and operation of the sewage system together with its users. There were two pilot projects, one in the city and one in a village in the Dzhankoy area. The pilots provided clear forecasts for costs and user charges for the whole area.

Core information

The Dzhankoy district has a population of approximately 126,000, of which 38,000 live in the district capital, also named Dzhankoy. Dzhankoy city is a transport center. Main tasks of the municipality cover schooling, roads, drinking water supply, discharge and treatment of waste water and rainfall.

Problem analysis

Dzhankoy experienced an insufficient capacity of sewage system due to lack of funds for repair and modernization, and the absence of a long-term strategy for maintenance, restoration and modernization. The municipality lacked good communication with water users (citizens and organizations) and applied unclear tariff norms. Water supply and water disposal charges were applied with long time delays as a result of the complicated procedure and were thus not transparent. There was little integrated control over the resources themselves.

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Project implementation

Exchanges were organized between the Netherlands and Ukrainian partners which resulted in a global long-term strategy for sewage system modernization and the working plan 'Reconstruction of sewage water treatment facilities in Dzhankoy'. Water and sewage city services received the necessary office equipment for operational management of area resources. A platform of user groups was organized to hold regular dialogue on system improvement. Knowledge on the needs and problems of sewage system use were raised by training, feedback and communication with the population. The results of the project were distributed to the target group through brochures and newspapers.

Process management

During the process essential information was provided to the population of Dzhankoy city and to the staff of the water supply and sewage system. Feedback from consumers was incorporated in order to develop a large-scale strategic plan on modernization and restoration of the city sewage system. Recommendations on improving pricing policy for sewage services was provided. The project involved more than 100 staff of the water supply and disposal organizations and local government units.

Recommendations: do's and don'ts

- Ensure feedback from the target group(s) in the process optimization phases;
- Use a systematic approach to problem solving;
- The final purpose of any reform should be not local elimination of the current problem but to increase the quality of services.

→ Improved communication with and participation of water users

Country Ukraine

Project title Improvement of quality of service provision by Regional Water Administrations

Twinning Regional Water Authority Groot Salland (the Netherlands)
Dzhankoy Water Management Department, Krasnogvardeiskiy
Water Management Department (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 67,838

Project objective

Improve the water management department service by better communication with and participation of water users.

Project summary

The project improved the quality of services related to water supply, established a water service centre as front-office for water users, established a council for the main water communication platform of stakeholders, and implemented recommendations for tariff setting and planning of operation and maintenance.

Core information

The main activity of the water management department is to manage water and to supply water for irrigation of agricultural lands, and water legislation enforcement. The project was implemented with the Dzhankoy Water Management Department and the Krasnogvardeiskiy Water Management Department. Dzhankoy Water Management Department has a service area of 72,199 hectares, 69 pumping stations, and 202 km distribution canals. The length within the administration area of responsibility is 1350 km. The Krasnogvardeiskiy Water Management Department covers 45,400 hectares, 37 pumping stations and 253 km of distribution canals.

Problem analysis

The Water Management Departments of Dzhankoy and Krasnogvardeiskiy suffered under-financing for water management, especially for the maintenance of infrastructure, a lack of qualitative communication means and insufficient participation of water users in the process of service

provision. To solve these problems it was suggested to create a front-office for water users to broaden the services and to involve water users in water resources management. An information and service center as a front-office would be the first contact point for gathering information for water users on service provision and vice versa.

Project implementation

To manage the process, an information and service center was created as a separate structure with separate guidelines and personnel instructions. Information about the center was spread in mass media. A council of water users was established with representatives from each of the water users' group. A one week training course was held in the Netherlands for the specialists of the information and service center. Together with the Dutch partners the necessary equipment was bought for the center. The center functions on the basis of the one-desk principle, which saves time and reduces the costs of a water license and the number of permit documents for special purpose of water use. A major achievement in this regards was the delegation of the licensing for water use from the province to the water management departments, which saves a lot of traveling time for the applicants. During meetings of the water councils the urgent water management problems were discussed, including the pricing policy and plans for operations and maintenance.

Process management

The approval procedure for special water use was significantly simplified: the procedure was delegated to the water management departments and all necessary materials were prepared by the center. Information about construction works and hydrometric measurements is available. The meetings of the water council take place monthly, where management specialists together with water users work on planning, pricing, procedures, and plans for repair works in 2008.

Recommendations: do's and don'ts

- Know what service the client wants and make it available and affordable for everyone;
- A one-stop principle for clients is time-efficient for both parties;
- Use different information sources: face-to-face functions, telephone, e-mail, brochures, booklets;
- Improve internal and external communication.

→ Assistance to socially vulnerable people

Country Ukraine

Project title Better municipal management of social assistance to socially vulnerable people in Lviv

Trinning Municipality of The Hague (the Netherlands)
Municipality of Warsaw (Poland)
Municipality of Lviv (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 65,504

Project objective

Build up professional city system of services to the homeless.

Project summary

The project was conducted bringing new knowledge, vision, understanding, approaches and methods of solving the problem of homeless people in Lviv. Skills were gained on strategy of social policy development for the city personnel and co-operation was stimulated between the city authorities and public organizations for the benefit of solving the problem of homeless people.

Core information

Lviv, with a population 830,000 is an 'oblast' (district) and is the economic, educational and cultural center of western Ukraine. It resembles a museum with some 2,000 major historical, architectural and cultural monuments. Today it is a treasury of national ideas and culture.

Problem analysis

The severe winter of 2005/2006 in Ukraine underlined the scale of the problem of the homeless. More than 700 people died in Ukraine in this period due to the severe cold. The media gave attention to the issue: the homeless do not have access to social assistance if they are not in the possession of required documents, and many are not. This leads to a vicious circle of homeless people moving further away from society and further into their own world of problems. As the homeless are often left out from those people included in social protection programs, the municipality of Lviv wanted to address this issue.

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Project implementation

The project started with a situation analysis and by making the information on homeless people available to city authorities. Factors leading to the phenomenon and the successful methods of solving the problem were learned from the experienced Netherlands' municipalities of The Hague and Utrecht and the Polish municipality of Warsaw. Local authorities were trained to develop social strategies and assistance plans. A form of co-operation was defined and described with the municipality of Lviv and a public organization dealing with homeless people. The project targeted not only the staff of the municipality of Lviv by educating the staff with modern examples of addressing homeless people, but focused also on the public organizations by co-operating with city authorities.

Process management

The project contained three components to address the problem. First, knowledge was obtained of the problem and the target group and resources were made available. Second, a situation analysis in Lviv showed that the municipality of Lviv would have to solve the problem of homeless people, though the scale and specifics of the problem were not known. Third, co-operation with different organizations as NGOs was encouraged. NGOs developed programs to satisfy target group needs. Using their abilities in communal work and co-operation the authorities may increase the possibilities in providing services to this vulnerable population. Actions for promoting informal communications will also assist both sides.

Recommendations: do's and don'ts

- Co-operation between local authorities and NGOs is crucial;
- Conduct activities with representatives who have authority and political contacts;
- Learn new practices and create the possibility of new solutions.

→ Improved quality and awareness of services delivery

Country Ukraine

Project title Pechersk improves its services

Twinning Municipality of Hof van Twente (the Netherlands)
Pechersk District State Administration (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 69,976

Project objective

Improve the quality of services provided by the Pechersk District State Administration (District of Kyiv) to its district population.

Project summary

The project aimed at the improvement of services provided by the Pechersk District State Administration, and increasing awareness of the services available to the population. It was achieved through training, seminars and meetings for experience sharing with the involvement of personnel, publication of information bulletin that was freely distributed in the district.

Core information

Pechersk District State Administration, with a population of 126,000, has a historical and cultural character and evident tourism. The most distinguished historical and cultural location is Kyiv Pechersk Lavra. About 30% of Pechersk region's citizens are retired people.

Problem analysis

The Pechersk District State Administration was confronted with a citizenry that knew very little about the functioning of the municipality, the services provided, and town staff involved in improving municipal services. Pechersk District State Administration wanted to know how to organize the necessary improvements, improve services, and how to raise the quality of the services.

Project implementation

During the project an information bulletin was issued to inform the population about the structural institutions of Pechersk District State Administration, and their services. The bulletin also offered answers to

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most frequently asked questions (social assistance, permit documents, etc.), addressed to the Pechersk District State Administration. There was also a series of meetings held with Dutch colleagues during which the issues of the one-desk system, housing associations, social protection and medical services were discussed.

Process management

From the Ukrainian side 75 people were involved, working both for Pechersk District State Administration and other institutions in the region. All people participated in trainings and meetings organized by the Municipality of Hof van Twente for experience sharing. An information bulletin for the population of the region was issued and distributed.

Recommendations: do's and don'ts

- To increase efficiency of local governments, one can improve service provision by training and by introducing a one-desk system for all needed information.

→ Developing a municipal brochure and analyzing processes to establish a public center

Country Ukraine

Project title Raise awareness of citizens on service delivery of Romny

Trinning Municipality of Vlaardingen (the Netherlands)

Municipality of Moravská-Trebová (Czech Republic)

Municipality of Romny (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 69,241

Project objective

Increase the quality of information service provision.

Project summary

The project aimed at improving service delivery and information provision in the field of licenses for small businesses and reconstruction of houses for the handicapped. A municipal brochure on services was developed to raise citizen's awareness as to municipal services available and distributed free of charge to all citizens. An analysis on developing a public information centre was carried out and the process description of this centre has been defined.

Core information

The municipality of Romny, with a population of 46,000, is one of the industrial centers of Sumy Oblast. There are 13 industrial facilities of different kinds in the city area. It is one of the most ancient cities of the Ukraine with a history of many centuries. The city recently celebrated its 1,100 anniversary. With a rich historical and cultural legacy, it is an interesting place for tourists. It is in the historical and cultural Reserve of Ukraine named 'Posullya'.

Problem analysis

The supply of services to the citizens of Romny was insufficient and citizens lacked basic information about the municipal organization, procedures and regulations. Local civil servants and politicians also lacked knowledge about efficient and effective service provision in general, and specifically business licenses and house reconstruction for the handicapped. The municipality of Romny wanted modern solutions to these problems and decided to develop a municipal brochure on services for citizens.

Project implementation

First of all a poll was conducted to assess the service quality level. Research was carried out on the process of developing an information centre in Romny and a process description has been developed for establishing an information centre. A unified municipal brochure containing information on municipal services was developed. A total of 12,000 copies were printed and distributed among all households of Romny. Local media attention was used with an information page 'Romny - a city for citizens'. An instruction to local government authorities' personnel was developed and feedback from clients received. The project resulted in incorporating many new ideas into the system of service provision.

Process management

First a wide information campaign was conducted to overcome the problems. The campaign first of all aimed at raising awareness of citizens on the project. Training and seminars for personnel were conducted including round-table discussions. The project involved staff of structural units of the executive committee and other institutions and organizations of the city.

Recommendations: do's and don'ts

- Provide a thorough study of the main problem and discuss this in public;
- Do not draw conclusions without consulting public opinion;
- Do not take decisions that cannot be implemented;
- Develop concrete actions plan.

→ Optimization of water use with a water information centre

Country Ukraine

Project title Optimization of water use with a water information centre

Twinning Waterboard De Dommel (the Netherlands)

Salgir Water Management Department (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 66,075

Project objective

Improve communication between Salgir Water Management Department and its water users to 1) provide information about technical and economic aspects of water use (irrigation modes, licensing procedures, etc.) and 2) provide services of higher quality to water users, taking into full account their needs and wishes.

Project summary

Research on the need for information was performed, communications and involvement of water users in the inter-regional water management organization was improved, and the information center was improved and re-opened. The project improved the quality of water provision according to the irrigation needs.

Core information

Salgir WMD is in the districts of Simferopol, Alushta and Yalta, which cover an area of approximately 260,000 hectares. Irrigated land covers 20,000 hectares. Water consumers are agricultural companies of various types, municipal water providers, industrial facilities and water stock holders. Simferopol region has the country's highest number of artificial water reservoirs (252).

Problem analysis

Salgir WMD had a shortage of information on water users as to their needs and water usage, water pricing, procedures and permit approval etc. There was no integrated policy on limited water resources management. Salgir WMD decided to analyze in depth the needs of water users to provide an improved quality of services.

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Project implementation

To address the lack of information for water users and to contribute to an increased use of agricultural land, a water information centre was established that would be a platform for Salgir WMD and its water users. The needs of water users were analyzed and information put on the information center's website and brochures were printed. Information center staff were trained in web-design and English language. The functional capacities of the center were improved by using modern equipment and automated meteorological station. A long-term strategic plan for communication for Salgir WMD was developed as well as a business plan for the water information center. The project resulted in improved access to information for water users and 'assessment cards', in which visitors assess the quality of the service received.

Process management

The water information center has become a structural unit within Salgir WMD. The center is a key part of the whole. Water users of Salgir WMD are also often clients of the information center. A working group of representatives of the information center and Salgir WMD implemented the project.

Recommendations: do's and don'ts

- Involve people in the project management team who speak English, as the language barrier is a significant challenge in rapid preparation of documents and personal communication.

→ Improved water access in Crimea

Country Ukraine

Project title Towards improved access to water

Twinning Province of Noord Brabant (the Netherlands)

State Committee for Water Management of the Autonomous Republic of Crimea (Ukraine)

Project period 1 December 2006 to 30 September 2007

Project budget € 65,876

Project objective

Improved access to water for water users in Crimea by preparation of recommendations for the improvement of the water licensing procedure and an investigation and selection of international funds and investment possibilities for improved water management.

Project summary

The Province of Noord Brabant and the State Committee for Water Management of the Autonomous Republic of Crimea co-operated in formulating recommendations for improving the water licensing procedure. The water licensing procedures were improved by implementing a 'one-stop shop'. An analysis of international funds and investment possibilities to improve water recourse management in Crimea was made.

Core information

Crimea is an autonomous republic in the south of Ukraine dependent on agriculture, tourism, mining, fishing, and winemaking. The State Committee for Water Management (SCWM) is an authorized institution of the Ukrainian state executive authority in the field of use, protection and replenishment of water resources (according to the Water Code of Ukraine). Primary tasks include implementing state policy, designing and constructing water systems, managing the state water use account and state water cadastre, and co-ordinating licensing of water rights.

Problem analysis

In Crimea a water license is obligatory for farmers for the extraction of ground water or irrigation. Legislation in Ukraine's Water Code regulates national water rights. The analysis of the procedure for receiving water

rights from the perspective of farmers is complex, bureaucratic and expensive. The SWCM wanted to take measures to improve access to water resources for Ukrainian consumers as the analysis showed that although the license costs are little, there is limitation for water users with limited finances.

Project implementation

The project started with an analysis of the requests of water users through interviews and meetings. The water licensing procedure was analyzed by the SCWM from a water users' perspective and recommendations were based on this perspective. The recommendations resulted in a pilot project 'one stop shop' which was in a second stage introduced in all 14 regions of Crimea. Most important, it provided water users with the opportunity to initiate the request for a water resources license through the regional centers (about 50-200 km), thereby greatly reducing the time and effort needed to organize this. An internet site and a brochure improved the information on possibilities for water use, licensing and co-operation with the SCWM. Furthermore the province of Noord Brabant provided information about possible financial support within EU and the Netherlands for those projects that are dealing with water management and development of water administration.

Process management

The project resulted in a delegation of functions of the SCWM on permit co-ordination. Staff training was conducted. Specialists were involved to co-operate with the population to work out documents required to obtain permits on special water use. The legislative information was made available on the website and a booklet 'water administration of Crimea' was developed, which focuses on the issues of water management in Crimea.

Recommendations: do's and don'ts

- Involve the opinion of water users (by interviews, meetings, etc);
- Address the issue from the perspective of the users as to identify ways for improvement;
- Co-operate with facilitators who have knowledge and good understanding of the local situation and practices to achieve fruitful co-operation;
- Working together in projects dealing with water management, but with different institutions is very effective in terms of sharing costs and work load, but also contributes to an increased exchange of experiences between different institutions.