



Best Practices and Recommendations

GENDER INITIATIVES OF CITIES AND COMMUNITIES IN UKRAINE



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From April 2015 to December 2020, the Federation of Canadian Municipalities, with the financial support of Global Affairs Canada, is implementing the Partnership for Local Economic Development and Democratic Governance Project (PLEDDG), a technical assistance project aimed at strengthening Ukraine's municipal sector, ensuring effective democratic governance, and fostering municipal economic development.

The special focus of this activity is on increasing the role of women in local governments, their active participation in economic development processes, and the reduction of gender inequality in access to economic resources and public goods. Equal participation of women and men in urban development is key to economic growth, increased security, and prosperity both for society in general and for each person in particular. Relevant activities are implemented through strategic planning, support for small- and medium-sized businesses, and through inter-municipal cooperation.

In 2017–2019, the PLEDDG and the Association of Ukrainian Cities jointly conducted two nationwide competitions to finance short-term gender initiatives aimed at promoting women's participation in local economic development. Financial support was provided to a total of 15 initiatives varying in size, format, and duration. The one aspect that was common to all of them was increasing women's participation in municipal life.

This publication has been prepared to reflect the key factors, outcomes, and achievements of gender initiatives in Ukrainian cities. The information provided in the publication will help create and implement similar practices in your city, town, village, or amalgamated territorial community. We hope that the information gathered here will become a source of inspiration and a foundation for many new ideas on the path to achieving gender equality and therefore prosperity.

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CITIES AND COMMUNITIES
IN UKRAINE**

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1

IMPLEMENTATION OF GENDER INITIATIVES AS A PREREQUISITE FOR THE ECONOMIC DEVELOPMENT OF LOCAL COMMUNITIES

Gender equality

is a phenomenon that reflects the fair treatment of both women and men. This involves consideration of historical issues and overcoming social obstacles that prevent women and men from existing on equal terms. The ideal of gender equality means that women and men enjoy equal social status, equal conditions to exercise their rights, as well as equal opportunities to contribute to and benefit from national and local political, economic, and social development. At the same time, the very concept of gender does not negate but, rather, reflects differences in the roles, behavior, and mental and emotional characteristics of men and women.

The experience of several countries over many decades has shown that gender inequality impedes social development, reduces productivity, slows economic growth, and harms the wellbeing of cities, regions, and their communities. This is why achieving gender equality has long been a central indicator of the development and purposeful policy of many countries around the world.

In sharing the principles of the global community and an understanding of gender equality as a prerequisite for achieving sustainable development and creating conditions for the all-round development of human potential, Ukraine annually introduces more and more qualitative changes and innovations in gender policy. These are based on generally recognized international norms enshrined in the Declaration of Human Rights,¹ the Convention on the Political Rights of Women,² the Convention on the Elimination of All Forms of Discrimination against Women,³ and other key documents.

However, Ukrainian society is still far from achieving equality between men and women in socioeconomic terms. Ukraine ranked 65th out of 149 countries in the world in 2018 and 61st out of 144 countries in 2017 by the gender gap, and the parity estimate was 70.8%. This is evidenced by the Global Gender Gap Report 2018,⁴ which examined four key indicators: economic participation and opportunities, educational attainment, health and life expectancy, and the political rights of both men and women. At the same time, Ukraine has achieved the greatest progress in overcoming economic (5.6%) and political (5.7%) gaps over the past 12 years.

Despite the fact that women have constituted 53–54% of Ukraine's total population since 1971,⁵ they are disproportionately represented in government and business and on average earn 24% less than men.⁶ Women have limited access to political decision making: the higher the level of government the lower the proportion of women.⁷ This political imbalance, of course, is partly due to gender stereotypes, according to which politics is a male sphere. However, it is also causally linked to the imbalance of socio-economic resources in society.

In society, a common myth is that the reason for the gender pay gap is that women are paid less in similar positions. However, this is not entirely true. This disproportion is caused not by direct discrimination at the wage-setting stage, but by horizontal and vertical stratification of the labor market: women are more likely to work in low-paid sectors of the economy and in lower positions. The lowest proportion of women is found in the transport, construction, industrial, and energy sectors. According to a study⁸ by the World Bank, the percentage of Ukrainian manufacturing enterprises that are predominantly women-owned is less than 13%.

¹ https://zakon.rada.gov.ua/laws/show/995_015

² https://zakon.rada.gov.ua/laws/show/995_156

³ https://zakon.rada.gov.ua/laws/show/995_207

⁴ http://www3.weforum.org/docs/WEF_GGGR_2018.pdf

⁵ <https://data.worldbank.org/country/ukraine?view=chart>

⁶ https://ukrstat.org/uk/operativ/menu/gender/gender_dok/2018/pracia/ryn_pr_2018.htm

⁷ <https://www.prostir.ua/?news=analiz-de-mohrafichnoji-struktury-mistsevyh-rad-2015>

⁸ <http://www.enterprise-surveys.org/data/exploreconomies/2013/ukraine>

Increasing the number of women at the highest levels of political institutions contributes to increasing their numbers at all levels and stimulates democratic processes in society as a whole. The World Bank has noted that the narrowing of the gender gap itself has been the “driving force of economic growth in Europe over the past decade.”

Ignoring the need to ensure equal rights for women and men hinders the economic development of Ukraine and the world. A study by the McKinsey Global Institute⁹ reveals that if women were to achieve full equality in the labor market, global GDP would increase by 26% year-to-year, reaching USD 28 trillion in 2025.

⁹ <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>

The issue of gender equality is particularly relevant for Ukraine in the context of decentralization. The reform has given local communities broader authority, and already they are independently identifying areas of economic and social development, studying the needs of different groups of residents (both men and women), and responding to them. Gender differences and inequalities should be understood and considered when analyzing and planning local economic development. The availability of a basic gender analysis of the territory contributes to the implementation of effective actions to eliminate the disproportion. Effective tools for gender analysis include research into the accessibility of services for women and men, gender-sensitive strategic planning, and gender budgeting, which require the use of gender-disaggregated data. This makes it possible to consider the differences in the needs of women and men and better meet them by implementing local programs.

Fundamental to sustainable community development is women's awareness of their rights and opportunities. Women invest more directly in their families and the communities where they live, which surely contributes to their economic development. The involvement of women in decision making is a step towards more effective organization of society. Obviously, considering women's experiences in various fields will ultimately be beneficial to all. Therefore, stereotypes about the role of women should be overcome, and effective and innovative mechanisms for involving them in local economic development should be implemented.

2

SECRETS OF SUCCESS:
THE BEST PRACTICES
OF UKRAINIAN CITIES
AND COMMUNITIES

This section provides a detailed description of the top ten gender initiatives and tips to help implement such projects successfully. Depending on their purpose, we divided the initiatives into three thematic blocks:

1. Developing women's entrepreneurship
2. Cooperation with local governments
3. Outreach activities

We are convinced that the experience of involving women in the local economic development of ten Ukrainian cities will be useful to you.

Scan the QR code to access the materials and documents that were developed as part of the initiatives.



2.1.

DEVELOPING

WOMEN'S

ENTREPRENEURSHIP



Increasing women's activity in the economic life of the Chernivtsi community through self-employment

Chernivtsi

The purpose of the initiative was to ensure women's active participation in local economic development and integration into the labor market by supporting the production and sale of handmade products.

Who implemented: NGO "People's Aid Ukraine"

Duration: August 2017–January 2018

Context:

For women raising two or more children while on maternity leave, single mothers, low-income women, and internally displaced persons (IDPs), the production and sale of handmade goods are the optimal — and sometimes the only — opportunity for self-employment and revenue generation. Because of their preoccupation with everyday chores and the need to devote most of their time to the household, women are not always competitive in the free labor market. In order to ensure self-employment through the production of handmade items, women need support. In their own words, the best format is training in business planning, personal business development, marketing, and online promotion and sales.

In 2014, the NGO "People's Aid Ukraine" launched the sociocultural platform "Chernivtsi Fortel," aimed at supporting women involved in the production of handicrafts.

What was done:

- A public discussion on the possibilities for integrating women into the labor market and securing self-employment through the manufacture of handmade products was held in the hall of the Chernivtsi City Council.
- The training programs "Business Planning and Marketing Fundamentals" and "Brand Development and Product Promotion on Online Resources" were developed.
- Two training groups of 30 women were formed. Each group attended two two-day training sessions based on a specially designed program as part of the project.
- The "Handmade Marketing" group was created on Facebook in order to assist, advise, and support handcrafters.
- An open marketplace for the presentation and sale of handmade products was launched; the presentation of works at public events and their sale online were organized.
- A presentation event was organized as part of the FortelFest Festival, 7–8 October 2017, and the celebration of Chernivtsi City Day.



ANASTASIA BERIDZE
Executive Director of NGO
“People’s Aid Ukraine”

- An open discussion on “The Role of Women in the Development of the Chernivtsi Community” was held.
- The successful experience of female Chernivtsi handcrafters was presented.

The results of the initiative:

- 60 women and their families improved their economic and social status through the training and consultation programs.
- 50% of the project participants increased their revenues through the sale of handmade products.
- The FortelUA Craft Hub was launched in May 2018 in order to support women in self-employment, professional development, and economic empowerment through the development of handmade brands. It hosts educational events, workshops, and master classes.
- 250 women from Chernivtsi and other regions of Ukraine joined the project’s training and consultation activities.
- A women’s action group was empowered. These are women who produce handmade objects and are ready to develop this sector in Chernivtsi as a tool for self-employment for other women.

“Over the course of the project and in the period since its completion, more than 60 women involved in training and project activities have improved the economic status of their families by developing their own brands and selling handmade products. In addition, the city’s festivals and fairs have improved the tourist image of the city.”



Success factors:

1. Cohesion of the community of women united by the idea of economic development through the promotion of their own handicrafts.
2. Good reputation of the NGO and other women’s willingness to join the community.
3. Prior experience of implementing gender initiatives and the high-caliber selection of experts.



For best results, you need to:

- Research your target audience, focusing on the needs, values, interests, and aspirations of its members.
- Pay considerable attention to project planning and project activities.
- Ensure that as many participants as possible are involved in training; optimize organizational and logistical issues and inform potential participants in advance.
- Work with women and girls to enhance their self-confidence. Organize more events aimed at increasing their motivation to be proactive and have a voice.

Materials developed as part of the initiative*:

Training materials:

- Presentation on “Copywriting: How to Write a Post?”
- Presentation on “ETSY: You Certainly Can”
- Presentation on “Understanding the Target Audience”

* Download the materials by scanning the QR code on p. 10

The SheEmpowers initiative has empowered women in urban economic life

Ivano-Frankivsk

The purpose of the initiative was to increase the activity of women in the economic life of Ivano-Frankivsk by dispelling stereotypes about their participation in business and by supporting women entrepreneurs at the stage of starting their own business.

Who implemented: NGO “Center for Municipal and Regional Development-Resource Center” and the Department of Economy and Integrational Development at the Executive Committee of the Ivano-Frankivsk City Council

Duration: August 2018– February 2019

Context:

Ivano-Frankivsk is a dynamic, modern city with high investment attractiveness. However, to a certain extent it is losing its attractiveness for business investment owing to labor migration, gender-based discrimination in the labor market and decision-making processes, and the dominance of gender stereotypes. Mass labor migration is causing considerable losses to Ivano-Frankivsk’s economy: According to official data alone, some 28,000 of the city residents have gone abroad to work. This is 5%¹⁰ of the city’s total population and an even higher proportion of its able-bodied residents. After improving their economic situation, they often plan to invest in their own businesses in their home city.

Developing a business that will create jobs and attract other family members is economically beneficial for both women and the community. However, because of the lack of information and the fear of business difficulties, these women choose the alternative and invest in real estate. Therefore, the project is aimed at establishing the priorities of women who work abroad but plan to return. The initiative aims to create a supportive environment for them in their home city and provide tools for generating revenue at home.

¹⁰ According to the Chief Statistics Directorate in Ivano-Frankivsk Oblast, as of 1 April 2019, the population of Ivano-Frankivsk was 606,500

What was done:

- Information on the initiative was announced and disseminated in order to attract women participants and promote the idea of women's entrepreneurship.
- A roundtable on "Increasing Women's Participation in Business" was held. The event was attended by members of the Ivano-Frankivsk City Council, the management of the Ivano-Frankivsk branch of Ukraine's Pension Fund, the Ivano-Frankivsk City Employment Center, the Business Incubator Center, women entrepreneurs, and successful top executives. The participants discussed the issues of women's participation in business and identified priority directions for developing women's businesses in the city, as well as opportunities for raising funds in the form of investments from women who returned to the city after employment abroad and were ready to start their own businesses.
- Gender analysis of the Ivano-Frankivsk Entrepreneurship Development Strategy for 2018–2020 was conducted.
- Three training sessions on business development for women entrepreneurs were held.
- The Forum of Employers and Educators, attended by 50 participants, was held.
- An information campaign was carried out in order to promote women's business development: 1,000 booklets and a video were produced and distributed.

Results of the initiative:

- 10 women found jobs at the Business Incubator, and some 50 women entrepreneurs participated in the training.
- As of the end of 2018, some 50 new women entrepreneurs were registered.
- As of the end of 2018, women owned around 20% of all businesses in the city.
- As of June 2019, women entrepreneurs accounted for more than 50% of the total number of registered entrepreneurs in Ivano-Frankivsk.
- Approximately 200 new women entrepreneurs have been registered in Ivano-Frankivsk in recent years.



ULIANA SYDOR
Director of the NGO "Center
for Municipal and Regional
Development-Resource
Center"

"Thanks to the initiative, gender issues have been discussed at the city level. The Executive Committee of the Ivano-Frankivsk City Council began to consider gender in decision-making processes to a greater extent. Finally, local government bodies began collecting data on the number of women entrepreneurs, whereas they had not done so before. As a result of the initiative, the views of the main target group have changed. More women are making successful strides towards starting their own businesses. We are now seeing a positive trend: The proportion of women entrepreneurs in the city has increased by 6% since the beginning of 2019."

Success factors:

1. The versatile expertise of the team, which included representatives of an NGO and local authorities responsible for economic and integration development.
2. The sustainability of the initiative was ensured by the cooperation of the public, local authorities, and independent experts.
3. A clear vision of the final result.



For best results, you need to:

- Plan the initiative based on available statistics. In the absence of such, cooperation with local authorities and other non-governmental organizations should be established in order to aggregate the necessary data.
- Clearly identify the narrow target audience (TA) of the initiative. Women, particularly women entrepreneurs, are a broad TA whose members have diverse basic levels of knowledge and motivation. The more detailed the TA the easier it is to monitor the results and determine what has changed once the initiative has been implemented.
- Thoroughly study existing local programs and strategies in order to avoid creating dissonance instead of harmonization with the defined strategic areas of community development. Initiatives can only be successful if, in addition to the community and NGOs, local authorities are interested in their implementation.



Materials developed as part of the initiative*:

1. A series of training sessions on “How to Launch Your Own Business”:
 - “How to Participate in Public Procurement”
 - “Participation in Public Procurement through Prozorro”
 - «Hiring and Remuneration of Employees”
 - “Accounting and Tax Consultations”
 - “Common Taxation System”.
2. A presentation on “Strategy: A City of Business Opportunities”.
3. Recommendations on gender mainstreaming in the 2017-2028 Ivano-Frankivsk SME Competitiveness Program.

* Download the materials by scanning the QR code on p. 10

The female dimension of a successful Tarashcha

Tarashcha

The purpose of the initiative was to increase the competence of unemployed women in starting their own business and opportunities for community participation in the local policy-making process in order to influence decision making; to encourage women to unite for further participation in the community's economic life and the political process; to unite the efforts of local authorities, socially responsible businesses, active NGOs, and individual female activists in order to create a roadmap to address women's unemployment in Tarashcha; to increase the level of understanding between the Tarashcha host community and IDPs through joint community activities.

Who implemented: NGO "Information and Training Center for Community Initiatives" and NGO "StoTolok"

Duration: August 2017–January 2018

Context:

Small towns occupy an important place in the system of regional relations, since approximately 13% of Ukraine's population lives in such towns and their economy largely determines the economy of the surrounding villages. More than 30,000 inhabitants live in Tarashcha raion, including 10,000 in the town of Tarashcha. The problems of rising unemployment, declining incomes, and increasing poverty have greatly affected the raion. Increasing the wellbeing of its population by promoting women's self-employment, enhancing their competence in the community's economic life, and their ability to influence local policies is a way to overcome these problems. However, women do not always have sufficient knowledge and practical skills to organize themselves in the field of self-employment, leadership, and effective cooperation with local governments.

What was done:

- A working meeting was held with the mayor and the head of the Employment Center, who declared their willingness and desire to promote the initiative.
- A team of like-minded people was formed, which included local council members, community activists, trainers, independent experts, scientists, and members of the local government. The initiators drew up a practical work plan with them.
- Six training sessions were held on the following topics: "Increasing the Competence of Unemployed Women to Launch Their Own Businesses," "Increasing the Competence of Unemployed Women to Obtain Grant Funding," and "The Impact of the Community on Government Decisions and Monitoring Their Implementation."
- Two on-site training sessions were organized to help women gain practical experience and see examples of the successful

development of women's self-employment, as well as their effective influence on decision making.

- A roundtable was held to declare an intention of cooperation between local authorities, businesses, NGOs, and activists in order to create a roadmap to address women's unemployment in Tarashcha and develop a joint action plan.

Results of the initiative:

- A training program was developed to increase the competency of unemployed women to launch their own businesses and help them capitalize on opportunities for community participation in local policy making.
- Some 50 unemployed women attended the training.
- A group of local activists was created to lobby for the establishment of advisory public bodies in local governments.
- Approximately 300 participants joined a Facebook group to discuss social initiatives and other important community issues.
- The preconditions for increasing the number of self-employed women in Tarashcha were created, and the welfare of families and IDPs was improved.
- A developed training program was submitted to the Kyiv Oblast Employment Center for use in training unemployed women.
- As a result of cooperation between the project implementers and the community of the Kyslivka Village Council, a Women's Advisory Board was created as an advisory unit to the local government body. It began working immediately to organize women's self-employment through the creation of "green estates," participation in local government decision making, and monitoring the implementation of decisions adopted by the authorities.

"The community needs to be proactive — to obtain information on its own and look for opportunities to develop and improve the quality of life. Among other things, the project included measures aimed at enhancing the community's influence on managerial decisions. The initiative was of interest not only to the Tarashcha community, but also to that of the neighboring Kyslivka Village Council, which became involved in its implementation."



SVITLANA SHELEST
Chairperson of the Board
of NGO "StoTolok"

Success factors:

1. The cooperation and assistance of local government bodies, as well as their desire to make qualitative changes in the community.
2. The motivation and desire of the community to carry out the activities envisaged by the initiative.
3. An ability to adapt the initiative during its implementation. After identifying existing problems and needs, the initiative implementation plan was adjusted accordingly.





* Download the materials by scanning the QR code on p. 10

For best results, you need to:

- Inform the community regularly about the progress of the initiative and publicize the activities of the implementing organization.
- Scale up the initiative and engage neighboring communities in its implementation.
- Organize activities to increase the ability of residents to participate in community-level decision making.

Materials developed as part of the initiative:*

Training modules:

- Module 1: “Empowering Unemployed Women to Launch Their Own Businesses”
- Module 2: “Empowering Unemployed Women to Obtain Grant Funding”.

Follow our lead: The support of successful women inspires young female Lviv residents to become involved in the city’s economic life

Lviv

The purpose of the initiative was to build the capacity of young women and girls to participate actively in the city’s economic development and be involved in local decision making.

Who implemented: NGO “Center for Women’s Prospects” and the Department of Economic Development at the Lviv City Council

Duration: August–February 2018

Context:

Due to systemic discrimination, women’s activity in Lviv’s economic life is low. Women rarely hold management positions at enterprises or head local government departments. The reasons behind this situation are limited access to resources, household burdens, and childcare responsibilities. The media’s shaping of stereotypical perceptions of women in society does not contribute to increasing women’s interest in politics and reforms in Ukraine. Often, they cannot even imagine that they could influence local decision making and participate in the formulation and implementation of various policies and national-level reforms. Because of their more limited access to financial resources, it is harder for women to implement their business ideas and start a business, so the state should introduce preferential loans or programs for women to support their businesses.

Despite the state-mandated, cross-cutting theme of gender equality to achieve the Sustainable Development Goals, there are no effective support programs in place. That is the reason why the Lviv City Council implemented, in 2013, an initiative aimed at supporting women entrepreneurship and activating the community of Lviv women seeking to start their own businesses. The initiative also involved girls and young women seeking self-realization and needing practical tools to exercise their right to influence decision making in the community and on the local level.

What was done:

- A gender analysis of the city was conducted.
- A competition for young women to participate in leadership training and decision making was announced.
- Two leadership and decision-making training sessions were held, attended by 30 women and girls.
- A competition for participation in training for women wanting to start a business was announced.
- Training for 15 women seeking to start their own business was conducted.
- Five discussion clubs were held on the Women's Lab Lviv platform.

Results of the initiative:

- A gender portrait of Lviv was developed for the first time.¹¹ The survey indicators helped incorporate gender equality into local development strategies and policies.
- Recommendations for improving the city's gender policy were developed.
- 15 young female Lviv residents acquired the knowledge and skills needed to start and develop their own businesses.
- Approximately 30 girls and young women (aged 17–30) acquired knowledge and skills in leadership and local decision making.
- Approximately 300 women increased their awareness and skills in business, leadership, and participation in local decision making.
- Three participants' projects, aimed at addressing socioeconomic issues in Lviv's development, were planned to be submitted to the Lviv City Community Budget competition in 2020.
- The Women's Lab Lviv platform was created on the basis of the NGO "Center for Women's Prospects," which has hosted training sessions and meetings with active and successful women in Lviv.

The participants of the training sessions and discussion groups created a mutual support network and exchange of experience and are actively involved in thematic events organized in the city.

¹¹ The document is available at: <http://women.lviv.ua/wp-content/uploads/2019/02/Gendernyj-portret-m.-Lvova-.pdf>



LIUBOV MAKSYMОВYCH
Head of the NGO “Center
for Women’s Prospects”



“Thanks to the activities undertaken during the project, the participants of the initiative have united into a kind of network. Today, women’s organizations continue to operate in the same format as the initiative. Lviv women are cooperating, supporting one another, and becoming more involved in local decision making.”

Success factors:

1. Cooperation with local authorities
2. Involvement of successful women entrepreneurs who inspired the participants by their own example
3. The motivation and mutual support of the participants.

For best results, you need to:

- Establish systematic work with NGOs to seek opportunities for long-term, collaborative programs.
- Establish a sustainable tripartite partnership with local governments, businesses, and the community.
- Disseminate information about the initiative and upcoming events in the local media. Communication with the target audience should use firsthand accounts of the participants and experts invited to the initiative.

Materials developed as part of the initiative:*

1. A gender portrait of Lviv
2. Report of the project “Increasing the Involvement of Women in Local Economic Development as Key to Successful Urban Development!”.

* Download the materials
by scanning the QR code
on p. 10

2.2.

COOPERATION

WITH LOCAL

GOVERNMENTS



ІНСТИТУТ МІСЦЕВОЇ ДЕМОКРАТІЇ
«ВІДКРИТЕ СУСПІЛЬСТВО»

КЕЙС МІСТА ВІННИЦІ
ПО ПРИЄДНАННЮ ДО
ЄВРОПЕЙСЬКОЇ ХАРТІЇ РІВНОСТІ
ЖІНОК І ЧОЛОВІКІВ
У ЖИТТІ МІСЦЕВИХ
ГРОМАД

МІСТО ВІННИЦЯ

How does the European Charter for Equality of Women and Men in Local Life change cities?

Vinnytsia

The purpose of the initiative was to develop a two-year programming document to implement the European Charter for Equality of Women and Men in Local Life, bearing in mind analytical data on the local situation and the local experience of women in their daily lives, including living and working conditions.

Who implemented: Community Association “Open Society Institute for Local Democracy,” Department for Social Policy at the Vinnytsia City Council, the Vinnytsia City Center for Social Services for Family, Children, and Youth

Duration: August–December 2017

Context:

Vinnytsia is a city that is introducing the latest technologies in various spheres of life. On 18 May 2017, a meeting of the Executive Committee of the Vinnytsia City Council adopted decision No. 1153 “On Accession to the European Charter for Equality of Women and Men in Local Life.”¹² The Open Society Institute for Local Democracy initiated the lobbying for this decision. Consultations and meetings with key decision makers continued for over two years. For the first time in Ukraine, a local government body signed such a document, publicly declaring its commitment to equal rights and opportunities for both women and men in Vinnytsia. As the goals, objectives, and commitments of the Charter¹³ cannot be fulfilled without a programmatic document, the implementation of this document involves the creation of an action plan in partnership with various departments, NGOs, and independent gender experts.

What was done:

- Statistics for 2015–2016 on the situation of women and men in Vinnytsia were analyzed.
- A working group was created to develop the Concept of the Community for Equality Program Until 2023.¹⁴ The group included representatives of six departments of the City Council, NGOs, and gender experts.
- The Concept was developed, and an action plan was drafted to implement the European Charter for Equality of Women and Men in Local Life.
- The Executive Committee of the Vinnytsia City Council approved the draft decision of the city council “On Approving the Concept of the Community for Equality Program Until 2023,” which was signed by 12 departments of the city council.

¹² <https://www.vmr.gov.ua> via search for: On Accession to the European Charter for Equality of Women and Men in Local Life

¹³ <http://auc.org.ua/novyna/yevropeyska-hartiya-rivnosti-zhinok-i-cholovikiv-u-zhytti-miscevyh-gromad>

¹⁴ <https://www.vmr.gov.ua> via search for: Community for Equality Program concerning equal rights and opportunities of women and men until 2023



SVITLANA KHODAKOVA
Chairperson of the Board
of “Open Society,” the
Vinnytsia Oblast Association
of Community Organizations

- The project was submitted to the Vinnytsia City Council for consideration. The Department of Social Policy at the Vinnytsia City Council was designated as the program coordinator.
- Information on the development of the Concept for the Community for Equality Program Until 2023 and the Action Plan to implement the European Charter for Equality of Women and Men in Local Life was disseminated through the media, online resources, and social networks.

Results of the initiative:

- The concept of the program “Community for Equality Until 2023” was approved by the Executive Committee of the Vinnytsia City Council and a session of the city council.
- 12 departments of the city council signed the concept of the program.
- An action plan to implement the European Charter for Equality of Women and Men in Local Life was prepared.
- Information on the planned activities was disseminated through the media and online resources.
- A brochure on the relevance, formulation, and adoption of the Concept of the Community for Equality Program Until 2023 was developed and published in Vinnytsia.

“There is a need to consider the situation from a gender perspective, i.e., to determine the needs of women and men and different social groups of them within the next three to five years; what opportunities need to be put into place today in order to create conditions for meeting the needs of women and men from a gender perspective. One thing that is definitely needed now is an increase in the representation of women in decision-making positions, as well as an increase in the number of women among local council members.”



Success factors:

1. Experience of the successful implementation of local gender initiatives, which has become an indisputable argument for the authorities on the necessity and importance of gender mainstreaming at the local level.
2. Joint activities to develop the Program and generate support for and understanding of the relevance of this issue among Vinnytsia City Council members.
3. The ability to prepare a programmatic document: the availability of the necessary gender-disaggregated statistics; identification of gender gaps; planning activities based on the gender perspective.



For best results, you need to:

- Determine the needs of women and men and their different social groups within the next three to five years; what kind of opportunities you need to put into place today to create

conditions for meeting the needs of women and men from a gender perspective.

- Conduct a population survey and identify key needs and problems based on its findings.

Materials developed as part of the initiative:*

An Action Plan to implement the European Charter for Equality of Women and Men in Local Life was prepared.

* Download the materials by scanning the QR code on p. 10

How has Zhytomyr benefited from promoting the foundational document for equal opportunities for women and men?

Zhytomyr

The purpose of the initiative was to promote the European Charter as a foundational document for the systematic implementation of gender equality at the local level and to prepare the ground for developing and adopting a municipal program for ensuring equal rights and opportunities for women and men in Zhytomyr.

Who implemented: Zhytomyr Regional Youth NGO “Parytet” and the Department of Family, Youth, and Sports at the Zhytomyr City Council

Duration: July–December 2018

Context:

Zhytomyr joined the European Charter for Equality of Women and Men in Local Life in 2018.¹⁵ Following this decision, questions of compliance with the Charter’s provisions arose. These included the adoption of the Program of Equal Rights and Opportunities for Women and Men in Zhytomyr as a tool for implementing local policy in practice. Its objectives and activities included, among other things, promotion of women’s participation in local economic development. In order for it to be developed on a high level, this Program had to involve the use of gender-disaggregated statistics. The city had no such analytical data in the past.

¹⁵ <http://auc.org.ua/novyna/yeuropeyska-hartiya-rivnosti-zhinok-i-cholovikiv-u-zhytti-miscevyh-gromad>

What was done:

- After the Zhytomyr City Council’s decision on accession to the Charter, an explanation of its main provisions was circulated among city council officials, the public, and the mass media.
- The situation of women and men in Zhytomyr was studied in dynamics over a five-year period since the similar, earlier systematic study.

¹⁶ <http://zt-rada.gov.ua/files/upload/sitefiles/doc1549544332.pdf>

- The analytical study “The Gender Face of Zhytomyr: Yesterday, Today, and Tomorrow” was prepared.¹⁶
- The capacity of local government officials to collect gender-disaggregated data and use gender statistics in managerial decision making was increased.
- Gender mainstreaming in developing local programs and activities was actualized.
- Recommendations on drafting the Program of Equal Rights and Opportunities for Women and Men in Zhytomyr were prepared.
- The level of gender awareness and gender sensitivity of the authorities and the Zhytomyr community was increased.

Results of the initiative:

- Information on the main provisions of the European Charter for Equality of Women and Men in Local Life was disseminated in the local community.
- Gender-disaggregated statistics on Zhytomyr for 2012–2017 were collected and analyzed.
- An analytical study entitled “The Gender Face of Zhytomyr: Yesterday, Today, and Tomorrow” was used by city officials and scholars.
- The gender component was included in the Zhytomyr Territorial Community Charter.¹⁷
- A methodological guide for integrating the gender component into projects, programs, and activities for local government officials was published.
- The number of local development programs containing a gender component at the level of executive bodies increased.
- The concept of the municipal program on equal rights and opportunities for women and men was approved.
- Officials responsible for ensuring equal rights and opportunities for women and men were designated for the executive bodies of the Zhytomyr City Council.
- The administrative structures of the Zhytomyr City Council were motivated to collect and use gender-disaggregated intersectoral statistics.
- The basic principles of the European Charter for Equality of Women and Men in Local Life were reflected in the Concept of the 2020–2025 Targeted Municipal Social Program “Zhytomyr — An Equal-Opportunity City,”¹⁸ which was approved by Zhytomyr City Council members in February 2019.

¹⁷ <http://zt-rada.gov.ua/statutZt>

¹⁸ <http://search.ligazakon.ua> via search for: On Approval of the Concept of the 2020–2025 Targeted Municipal Social Program “Zhytomyr — A City of Equal Opportunities”



NATALIA TARASENKO
Chairperson of the Board
of the Zhytomyr Regional
Youth NGO “Parytet”

“Owing to the implementation of our initiative, the gender component was included in the Charter of the Zhytomyr City Territorial Community and four targeted programs. More and more spaces and services in the city are becoming gender-sensitive, for example, the renovated square on Liatoshynsky Street. Nevertheless, we are only at the beginning of the journey, and it is important for many cities and ATCs to find starting

points — create gender profiles and portraits, i.e., collect gender-segregated statistics, initiate appropriate training of agents of change, and implement gender budget initiatives that clearly demonstrate the benefits of gender approaches.”

Success factors:

1. A preliminary in-depth analysis of the existing situation was conducted so that the initiative would not duplicate the projects already implemented but serve as their logical continuation.
2. Systematicity and consistency
3. Reliable partners with common values



For best results, you need to:

- Run a focus-group study to determine the perception and the level of knowledge of the European Charter for Equality of Women and Men in Local Life.
- Set the goal of becoming an opinion leader and raise public awareness of the European Charter through a network of partners (local governments, local brands, and public figures).
- Involve opinion leaders as ambassadors to promote the European Charter. Ambassadors can be public figures, female and male civic activists, local entrepreneurs, and high-ranking officials.



Materials developed as part of the initiative:*

1. Analytical study: “The Gender Face of Zhytomyr: Yesterday, Today, and Tomorrow.”
2. Methodological recommendations: “Implementation of a Comprehensive Gender Approach in the Work of Local Government Bodies.”
3. Video: The European Charter for Equality of Women and Men in Local Life.

* Download the materials by scanning the QR code on p. 10

A gender passport for Kharkiv

Kharkiv

The purpose of the initiative was to improve the quality of life and service delivery by enhancing women's participation in economic development and local decision making through the development of a gender passport for the city.

Who implemented: NGO "LINK" and the Oleksii Beketov Gender Center of Kharkiv National Municipal Economy University

Duration: June–November 2018

Context:

The Kharkiv Development Strategy Until 2020 was approved in 2016,¹⁹ with the NGO "LINK" involved in its drafting. Previously, the development of this document had not utilized an important tool for urban development, namely, gender analysis, which makes it possible to develop an urban development strategy to meet the needs of all people, regardless of gender. In 2016, the 2018–2021 Comprehensive Program to Implement Gender and Family Policy in Kharkiv was adopted,²⁰ but a clear action plan with defined priorities and focus was needed for its effective implementation. This required a gender analysis of the territorial community and identifying the social needs of the city residents. The Kharkiv Gender Passport will help collect statistics on gender equality, determine the gender gap index of the city, and reveal the most pressing problems.

¹⁹ <https://www.city.kharkov.ua/assets/files/docs/zakon/strategy2411.pdf>

²⁰ <http://kharkiv.rocks/reestr/663869>

What was done:

- A gender passport was developed with an action plan and recommendations.
- A forum was organized, and an action plan to implement Kharkiv's Gender Policy Until 2021 was developed within the framework of the 2018–2021 Comprehensive Program to Implement Gender and Family Policy in Kharkiv.
- Recommendations were implemented, and a series of seminars was held to strengthen the role of women in urban life at all levels.
- Ongoing analysis of gender transformation.

Results of the initiative:

- The Kharkiv Gender Passport was created.
- The image of the city as accessible and sensitive to the needs of the population was improved.
- The gender gap index of the city was reduced.
- Women's involvement in all spheres of urban life was increased.
- The city's anti-discrimination policy was introduced.

“The main result of the initiative is the enhanced quality of services provided to all Kharkiv residents, regardless of age, gender, or social status. The city is gradually becoming more accessible to everyone: the needs of all categories of the population are considered during the reconstruction of recreation sites, and an inclusive barrier-free space is being created. Moreover, residents are involved in decision making and urban development.”



OLHA CHICHINA
Kharkiv City Council member,
Chairperson of the Board
of the NGO “LINK”

Success factors:

Personal involvement of project managers in all processes, including:

- establishing personal contact with information-gathering authorities
- processing large amounts of information by the gender passport developers and the processing of statistical information personally by project partners
- establishing cooperation and involvement in the project on the part of the respective departments of the Kharkiv City Council, NGOs, gender centers, and higher educational institutions.



For best results, you need to:

- Decide in advance where to obtain gender-segregated statistics. At the planning stage, consider that the aggregation of these data requires additional time as well as human and financial resources.
- Conduct an outreach campaign to promote the concept of gender policy. It is important for the whole community to understand that gender policy is relevant to everyone, as it is a formulation of the city's human-oriented policy.
- Involve as many target groups as possible (young people, parents, mothers, businessmen, people with disabilities, seniors, and teachers), but then focus on one main target audience or issue.



Materials developed within the initiative:*

1. A list of necessary information for gender monitoring.
2. Methods and tools for implementing the European Charter for Equality of Women and Men in Local Life.
3. The 2018 Kharkiv Gender Passport.
4. Analytical materials on gender monitoring for the 2018 Kharkiv Gender Passport.
5. An analytical report on the results of the poll “The Kharkiv Gender Passport”.

* Download the materials by scanning the QR code on p. 10

2.3.

OUTREACH

ACTIVITIES



Entrepreneurship and leadership training help women start their own businesses

Rivne

The purpose of the initiative was to involve women in the processes of sustainable urban economic development.

Who implemented: NGO “Sustainable Urban Development Agency” and NGO “Prostir Interaction Platform”

Duration: August–November 2017

Context:

The idea behind this initiative received a great impetus from an analysis of the gender composition of top managers in companies and among individual entrepreneurs in Ukraine,²¹ which was carried out in May 2017 and prepared by the United Nations Development Program. Uneven composition was found, with the ratio in the predominance of men over women in Rivne oblast being 60:40. This reflects the inequality and discrimination of women in the labor market and in developing their own businesses. This explains the high unemployment rate among women.

What was done:

- An information campaign was organized to help draw attention to the initiative and the current issue of gender inequality.
- Training programs were developed for a series of training sessions, with consideration of the individual characteristics of the participants in the training group.
- A series of training sessions and meetings was conducted with successful women entrepreneurs and women in leadership positions. After each event, participants were provided with advice and technical assistance on the use of knowledge and skills (via e-mail and telephone and in person during training):
- A training workshop entitled “Women in Business: Choosing a Business Idea and Starting Your Own Business,” aimed at developing women’s entrepreneurship, was held.
- A workshop entitled “Starting a Business: Legal Foundations, Cooperation with Regulatory Authorities, Labor and Tax Laws,” offering the basics of starting your own business, was held.
- A master class entitled “Modern Technology for Attracting and Retaining Customers,” explored aspects of working with clients.
- The forum “Gender Equality in Local Economic Development: Women’s Leadership” was organized. It focused on sharing experiences among successful women leaders in Ukraine,

²¹ http://www.ua.undp.org/content/ukraine/uk/home/library/democratic_governance/Women-and-Men-in-Leadership-Position.html

as well as the success stories of launching and developing businesses.

- Information and articles on opportunities for developing women's entrepreneurship in the city were prepared and published in local mass media outlets.

Results of the initiative:

- 350 women attended the activities of the initiative. At the time of the initiative, 77% of the participants did not own their own business, while the rest were officially registered entrepreneurs who were not active or had registered their business just a short while earlier.
- 320 women acquired the knowledge and practical skills needed to develop their own business.
- 20 women entrepreneurs officially registered their businesses in Rivne.
- Information messages and articles on opportunities for developing women's entrepreneurship in Rivne were prepared and published in local media outlets.
- The level of knowledge and practical skills of women in Rivne oblast regarding launching an own business rose.

"The implementation of the initiative was an impetus for women to start or develop their own businesses, empower themselves, and realize themselves as company leaders. This initiative fostered women's entrepreneurship, increased economic opportunities, and reduced women's unemployment rates."



OLENA KHMELNYK
Executive Director of the
NGO "Sustainable Urban
Development Agency"

Success factors:

1. Societal need: the topic of women's entrepreneurship is relevant in Rivne.
2. The novelty of the topic, i.e., women's need for self-fulfillment.
3. The need for the "success story" format: Presentations by invited speakers, all successful businesswomen, served as additional motivation for the participants.



For best results, you need to:

- Extend the project implementation period.
- Develop a strong communication strategy and have a separate budget for communication activities.
- Devote more time and organize more events aimed at communicating with successful entrepreneurs.
- Organize training sessions on narrower topics: creative economics, finance, management, and business project management.



Materials developed within the initiative:*

1. Video: Four training modules.

* Download the materials
by scanning the QR code
on p. 10

How has the promotion of the best initiatives transformed women's ability to thrive economically?

Irpin

The purpose of the initiative was to increase women's capacity for successful economic activity through the promotion of the best implemented initiatives from various communities of Ukraine.

Who implemented: NGO "European Assembly of Women Deputies," NGO "International Ambassadorship of Women Entrepreneurs," and NGO "All-Ukrainian Association of Women Deputies"

Duration: August–November 2017

Context:

Although Ukrainian women are an educated and economically active part of the population, they are not properly represented in the economic sphere or in decision-making bodies. This disappointing result is the consequence of many cultural and social causes that require systematic work, education, and effective economic and political mechanisms. Often, women cannot find the strength and belief in success within themselves because of a lack of positive examples that can be used in their activities. This is especially true of activities that affect stereotypically "non-feminine" economic sector.

What was done:

- A national competition for the best women's initiatives in the field of community economic development was organized. The initiatives covered the following areas: business creation, lobbying for local government decisions, writing local economic strategies and plans, and holding public and educational events.
- Women's Entrepreneurship Day was celebrated in the Verkhovna Rada of Ukraine, where the results of the submitted initiatives were presented; the winners of the competition were given awards; and legislative proposals and ways of supporting women's entrepreneurship in Ukraine were considered.
- A collection of success stories about women who have made an impact on community economic development was published.

Results of the initiative:

- The role of women in community economic development was popularized at the national level, and Women's Entrepreneurship Day was officially launched in Ukraine.
- A competition for the best women's economic development initiatives was organized with the following categories considered for nomination: Successful Business, Successful

Local Government Initiative, Successful Research, and Successful Educational Campaign. Some 500 women participated in the competition.

- The handbook Best Women's Initiatives for Community Economic Development in Ukraine²² was published and distributed. It includes 50 success stories and makes recommendations to local governments on how to support women in community economic development. The stories reflect the different mechanisms and approaches of the organizations that won the competition.
- Women's ability to run their own businesses successfully, lobby for their interests, and obtain support for economic initiatives from local governments was increased.
- The best positive experience of supporting women's economic initiatives was gathered for local governments.
- Recommendations for Ukrainian legislators on supporting women entrepreneurs were developed.
- International cooperation between Ukrainian and foreign associations whose activities are aimed at strengthening the role of women in Europe's political and economic development was intensified.

²² http://ccwea.org.ua/book_online.pdf

"Sharing is the best development strategy. Promoting the most successful projects is a way of promoting similar practices in communities. The success stories that we published in the guide along with recommendations have inspired women not just in our city but all of Ukraine. The most important thing is to believe in yourself and your strength. This is the biggest influence and motivation."



ANASTASIIA POPSI
President of the NGO
"European Assembly of
Women Deputies"

Success factors:

1. Active and responsible participants.
2. A clear objective for the initiative. The topic of equal opportunity is currently relevant. It is a global trend that is positive for the development of Ukrainian communities.
3. Self-motivation and horizontal connections. The team's expertise helped implement projects quickly and at a high level, share experience, and attract partners.



For best results, you need to:

- Involve as many women ambassadors as possible in the initiative.
- Promote the initiative through the publication of a series of success stories about the participants in national and local public and lifestyle media outlets.



Materials developed within the initiative:*

1. Handbook: Best Women Initiatives for Community Economic Development in Ukraine.

* Download the materials by scanning the QR code on p. 10

Gender stereotypes and IT: A city that is building a common future with women entrepreneurs

Ternopil

The purpose of the initiative was to promote IT for women and to outline prospects for developing their own businesses in this field. As part of this project, two-month-long free courses were organized in the city for women seeking to develop their IT skills and find jobs in this field.

Who implemented: NGO “IT House” and the Ternopil regional branch of the Association of Ukrainian Cities

Duration: November 2017–April 2018

Context:

The sphere of information technology (IT) in Ternopil is developing actively, and the number of people employed in IT is growing rapidly with every passing year. The Ternopil Development Strategy Until 2025²³ identifies IT as one of the city’s key economic areas. According to official sources, more than 2,000 Ternopil residents, mostly men, are currently employed in the IT sector. The share of women in Ternopil IT companies is approximately 20%.

The city needs initiatives to help promote IT for women, enhance their relevant professional training, and inform them about the prospects for developing their own businesses in this field. Implementing such initiatives will help dispel gender stereotypes and demonstrate that women can also occupy a certain niche in IT.

Unlike other countries, Ternopil — and Ukraine as a whole — have practically no such initiatives. For example, in the U.S. there are organizations that inspire adult female audiences to build careers in technical fields: Women Who Code, the Women in Tech Campaign, the Grace Hopper Celebration of Women in Computing, and the Anita Borg Institute.

What was done:

- The roundtable “Women in IT: Breaking Stereotypes” was organized.
- Two press conferences were held.
- A special training program was developed and tested in which women were given training in technical skills as well as time management, motivation, and emotional burnout prevention.
- A training group of 20 women was formed in order to familiarize them with IT and develop their IT skills.
- Information on the training program and its results at the regional level was disseminated through a workshop held at an employment center.

²³ <https://tmrada.gov.ua/news/15447.html>

Results of the initiative:

- 20 women acquired basic IT skills and increased their professional level.
- 5 project participants were employed by local IT companies.
- 10 participants are continuing their education in their chosen IT field.

“If women’s potential is used efficiently, our society will have a new generation of women: strong-willed, creative, and enthusiastic. Such women will be able to introduce new ideas for doing business in the future and will contribute to the economic development of the country. The participants of our initiative have gained not only technical skills. They have also learned how to prevent emotional burnout at work and in their personal lives. We have proven that the IT industry is open to women, despite common stereotypes.”



KATERYNA MIKHAILIDI
Chairperson of the NGO
“IT House”

Success factors:

1. Involvement of powerful partners, such as the Ternopil regional branch of the Association of Ukrainian Cities, the Ternopil City Employment Center, the Google Developers Group Ternopil, and the Ternopil IT Cluster.
2. Motivation of the initiative participants.
3. Support for the initiative at the municipal level from the Department of Strategic Urban Development at the Ternopil City Council.



For best results, you need to:

- Stay in touch with the participants: Ask for feedback and comments on training activities, including whether the information provided meets their expectations; whether there is a sufficient amount of information; whether the format is acceptable; what they like; what is lacking.
- Involve as many women as possible in training by disseminating information via relevant channels of communication: local media outlets, social networks, local events, and through partnerships with entrepreneurs and opinion leaders.
- Establish partnerships with local governments to ensure the sustainability of the initiative and the scaling up of activities.



Materials developed within the initiative:*

1. Training materials:
 - Google services. An overview of Google Services and how they can be used
 - Working with Google Forms
 - Recruitment
2. Videos of lectures.
3. Guidelines for mastering the Digital Design course.

* Download the materials by scanning the QR code on p. 10

3

CONCLUSIONS
AND PRACTICAL
RECOMMENDATIONS:

10 TIPS FOR THE

SUCCESSFUL

IMPLEMENTATION

OF GENDER INITIATIVES

Start by assessing the current state of affairs

Before planning an initiative, do a thorough analysis to identify the needs and concerns of the community. You need to find out if there are relevant gender statistics or surveys. An inspection of the existing situation is needed to ensure that the initiative does not replicate projects that have already been implemented, but is, rather, their logical continuation or complement. Without such baseline data, it is impossible to see the dynamics of change and measure the success indicators. This does not require a large financial outlay.



Engage regularly with your target audience

Set the frequency of engagement with your target audience. You cannot have one large-scale event and then not communicate for an extended period. It is essential to consider market conditions and current trends and ask what the community's life revolves around at one stage or another.



Get inspired by the best gender practices

Find examples to follow: successful gender projects with good results that have already been implemented by communities in Ukraine and abroad. However, keep in mind that your initiative must help address individual problems and meet the needs of a particular community.



Define SMART goals

Goals should be specific, measurable, achievable, realistic, and time-bound. Of course, you should have an overarching goal in mind, but it should be broken down into smaller goals and intermediate stages. These small steps may be implemented with minimal resources at first, but the understanding of the need for resources will become clearer with each new step, and resources will be easier to obtain.



An information campaign is key to successful implementation

It is important to carry out information campaigns and activities that highlight the activities of women entrepreneurs and female officials and emphasize the achievements of women as business and opinion leaders. Use simple language to talk about serious things. Use online tools and social networks to do this, because a large proportion of community residents uses them on a daily basis. In addition, contacts with the traditional media, public events, and outdoor advertising may be useful in some cases. Many of these solutions are available free of charge and are based on partnerships.



Build trust and mutual assistance with the target group

Look for non-standard ways to share information with women, their closest peers, and their acquaintances. Often, the source of trust is information from good acquaintances and their feedback on the organization implementing the initiative. It is worthwhile



to work with local media outlets and report regularly on what is planned and what is happening as part of the initiative.

Build partnerships for a common purpose



Find trusted partners with shared values. It is often the case that decision makers rely on their own experience, which is different from the situation in the community and may be completely inappropriate. The collaboration of government, business, and the community — the so-called tripartite partnership — will ensure sustainability and systematic initiative.

Diversify your activities



Women's empowerment in local economic development is positively influenced by training sessions and mentoring programs aimed at developing personal leadership, entrepreneurship, involvement in local decision making, and promoting equality with men. Also effective are public events in the form of educational lectures, roundtables, conferences, and competitions involving experts, government, and business. Equally useful will be activities organized at the community level: public lectures, fairs, festivals, and flash mobs.

Focus on your target audience and feel free to ask for feedback



Regardless of the pre-planned activities when designing a project, it is a good idea to obtain feedback from your target audience and consider it in your future activity planning. A detailed plan helps carry out the initiative on a high level, but do not be afraid to say “no” to objectives and activities that do not meet the needs and expectations of your beneficiaries. The plan should be flexible, adaptable to changes that may occur in the course of implementation, and include points of assessment of its effectiveness.

Always have a Plan B



Think through the various developments as you implement the initiative. There should always be a back-up plan in case things do not work out as planned, so that it does not come as a surprise. A contingency plan prepared in advance will minimize the risks. You need to prioritize in order for your Plan B to work. Work with the people involved in the project and prioritize promising tasks, so that you understand what needs to be done first and what can be postponed.

This publication utilizes photographs from the monitoring visits of the PLEDDG to partner cities.

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