

## → From Theory to Practice

**Country** Ukraine

**Project title** From Theory to Practice in Provision of Services to Homeless People in Lviv

**Twinning** Municipality of Utrecht (the Netherlands)  
Municipality of Warsaw (Poland)  
Municipality of Lviv (Ukraine)

**Project period** 1 March 2009 to 31 January 2010

**Project budget** € 50.454,68

A practice to improve the service delivery of local governments

### **Project objective**

To equip municipal servants and social workers of the city of Lviv with practical skills for organizing good services delivery to homeless people.

### **Project summary**

The project was aimed at building capacity of the civil servants in Lviv municipality and social workers to solve problems with regard to provision of services to the homeless people by providing the needed training and experience, and by promoting cooperation between the municipality and other relevant players, in particular non-governmental organizations.

### **Core information**

Lviv is an oblast economic, educational and cultural center of Western Ukraine. Its population is 734,500. The city is a cultural capital as it includes about 2,000 famous historical, architectural and cultural sights, and has a great potential for tourism.

### **Problem analysis**

In the city of Lviv the delivery of services to homeless people required improvements. The municipality would like to delegate the service delivery to NGOs but it lacked experience in such cooperation and had a concern how to control the quality of the NGOs' services. Municipal servants and social workers working for the Lviv Social Care Department lacked skills to cope with the problem of homelessness and to introduce the knowledge they had to practice. Another big challenge was winning the trust and loyalty of the neighbourhood.

### **Project implementation**

The two week internship of Lviv social workers and a municipal servant was organized in Warsaw during which the Polish NGOs and Social Care Centres shared their experience in working with the homeless. Both Ukrainian and Polish colleagues received advice from their Dutch colleagues on starting up and running a registration facility for homeless people. A study visit to Warsaw was organized to familiarize Lviv municipal servants and representatives of NGO

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with proper tender procedure, tools to ensure sufficient monitoring and control of the performance of the NGOs. Communication with citizens has been improved and steps were taken to get public support for the municipal policies. At the final seminar, attended by the municipal servants and NGOs, a municipal plan for contracting NGOs was drafted, and the project experience was shared with the citizens and colleagues.

### **Process management**

Key officials of the city were involved in the implementation of the project that contributed to the change in approach to the problem and helped develop a more clear vision of coping with it. In addition to municipal departments, NGOs, representatives of neighbouring regions and the Ministry of Labour and Social Policy of Ukraine were all included to the process of change. The project helped not just to get the knowledge and skills, but to systematize and made them available to public.

### **Recommendations: do's and don'ts**

- Cooperation between local authorities and NGOs is important.
- Communicate with citizens to raise their awareness and get their support.
- Learn international practices and adapt them to local reality. Organize study visits.