

**Сприяння реформі соціальних послуг в Україні
Facilitating Reform of Social Services in Ukraine**

UK Department for International Development

FACILITATING REFORM OF SOCIAL SERVICES IN UKRAINE (FRSSU)

**PROPOSED APPROACH FOR DEVELOPMENT OF ACTION PLAN
TO REFORM SOCIAL SERVICES SYSTEM IN UKRAINE**

January 20, 2008

This document is an output from a project funded by the UK Department for International Development [DFID]. The views expressed are not necessarily those of DFID.

Acknowledgements:

The author of this document is Yuriy Dzhygyr. It rests on the results of collective work on project outputs conducted by the project team at the central and regional levels. It also relies significantly on pivotal technical contributions and initial general guidance from project international experts.

The gratitude is also been deserved by the staff of line ministries, parliamentary partners, personnel of NGOs, international donor organisations, as well as many persons in elective positions and technical personnel of Oblast, Rayon and municipal level whose valuable contribution into discussion of technical issues helped to prepare this document.

Responsibility for the content of this document rests with the author of this document.

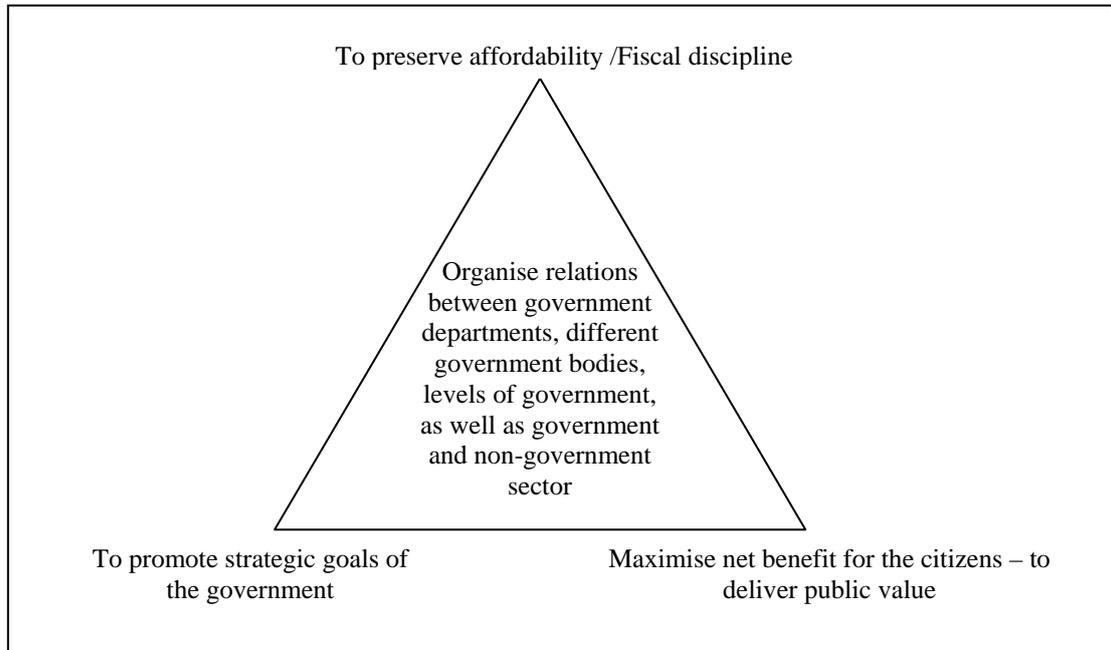
PROPOSALS FOR DEVELOPMENT OF ACTION PLAN TO REFORM SOCIAL SERVICES SYSTEM IN UKRAINE

PROPOSED APPROACH TO THE DEVELOPMENT OF AN ACTION PLAN

- Identification of steps and tasks to reform social services system should be based on careful diagnostic analysis and wide consultations to determine what problems this reform aims to address and what are priorities among these problems.
- In recent years, joint efforts of the FRSUU project and partners from the Ministry of Labour and Social Policy, the Ministry of Finance, representatives of the authorities on pilot oblasts, and other key partners, allowed to conduct a range of consultative research on problematic aspects in Ukraine's social services system. In particular, this research explored the details of legal, administrative, financial, political and historical frameworks for current policy and practice of social service delivery. This research also incorporated recommendations from practical experience of introducing new models of social services in project pilots, and was conducted through continuous consultations with a variety of specialists at different levels of government and non-government organisations.
- The main conclusion of the diagnostic activities, combining research and practical work in project pilots, is that obstacles to change and to higher efficiency in social services provision in Ukraine are represent very complex and interrelated phenomena. In most cases, individual obstacles or legal complications come out of deeper and more scaled problems in the process of social and economic policy making. It means that to achieve full-scaled, fundamental and sustainable reforms in this sector, these reforms should not target individual short-term obstacles. Instead, they should aim to resolve those phenomena which lie in the root of today's symptoms of inefficiency in the system.
- **Analysis of social services as programmes of public spending** is a convenient analytical platform to demonstrate links between issues in social services and to expose root, complex problems in their provision. Looking at social services as public expenditure programmes helps to assess how effectively the society is resolving three major tasks in service provision:
 1. **To maintain fiscal discipline** (spending as much as the society can afford, considering the chosen level of fiscal burden and sensibly assessing current and future costs of the social services).
 2. **To promote strategic goals of the government** (spending state budget for achievement of priority tasks i.e. for the spheres that affect the achievement of strategic objectives defined by the government);
 3. **To deliver public value** (maximising net benefit to citizens from availability of social services system by delivering them in the most efficient ways – by funding those expenditures which bring largest results at lowest costs).
- Another benefit of assessing social services as public spending programmes is that it helps to identify **how effectively the society manages to allocate functions and responsibilities among the key stakeholders in social services system**. Ukraine is a large country with a complex multi-level public governance system. This is why the number of stakeholders of this system is also large and complex. Allocation of decision-making and financial functions among the actors in the process of public spending makes an essential impact on the ability of the country in the whole to manage this process. In particular, implementation of each of three abovementioned tasks depends on how effective is the structure of relations and cooperation between:

- Legislature, executive and judiciary powers;
- Main government agencies, in particular, line ministries and the Ministry of Finance;
- Levels of government;
- Public, private sector and civil society.

Diagram 1. Interrelation of tasks in social services management as programmes of public spending

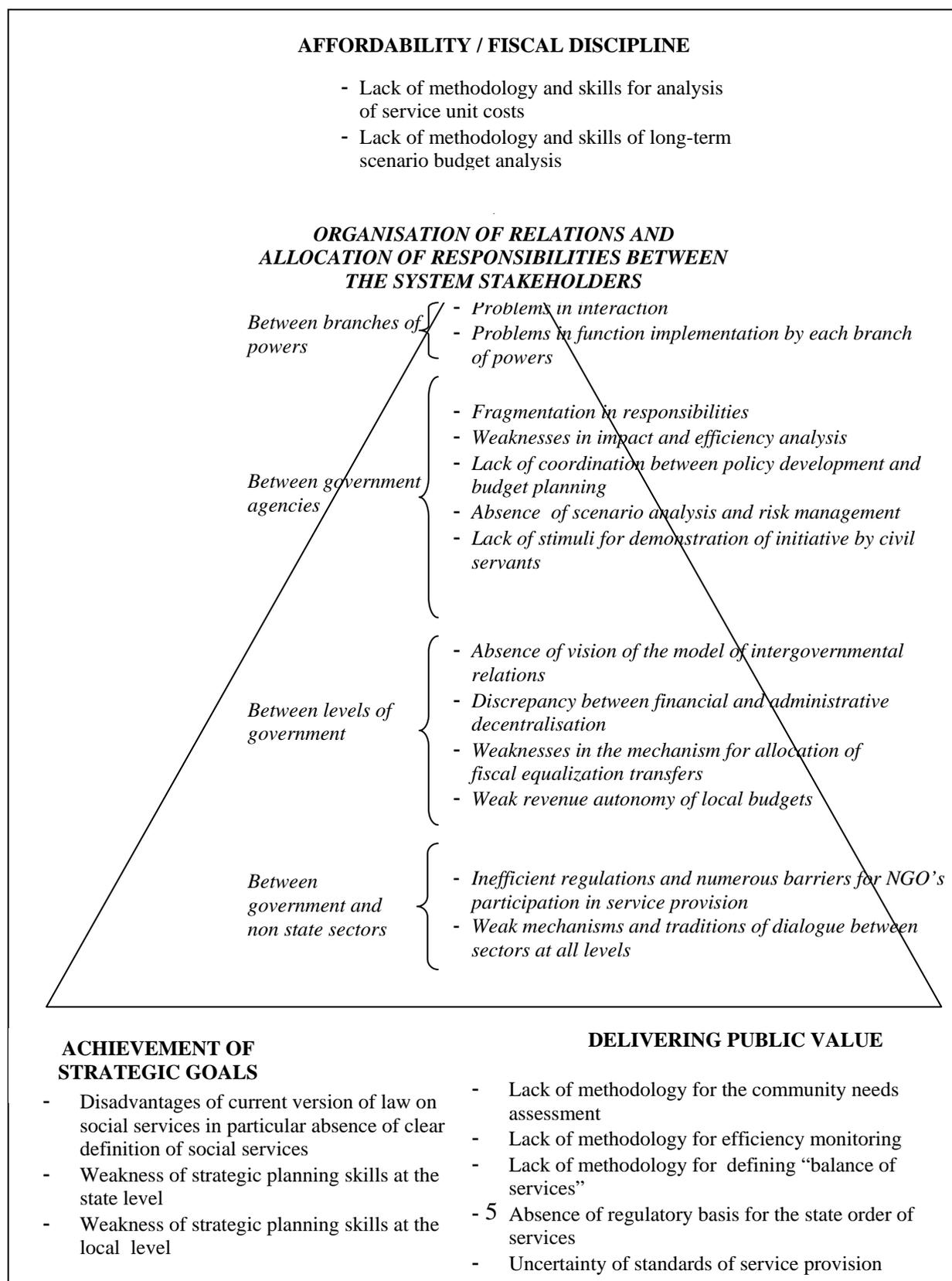


- Project outputs demonstrate that in current social services system in Ukraine there is a range of problems both in implementation of each out of three abovementioned tasks (affordability, strategic importance and public value) and in organisation of basic structures for allocation and delegation of tasks between actors in this system. However the problems in relations and allocation of delegations between stakeholders differ in principle from shortages relating to implementation of the three individual tasks:
 - Given that these fundamental, structural problems relate to institutional relations and distribution of responsibilities, their settlement is possible only by achievement of corresponding consensus between the process stakeholders. This consensus often requires legislative changes. However, such legislative changes should only complete corresponding consulting processes and symbolise corresponding political agreement. E.g. improvements in current allocation of expenditure responsibilities between levels of government is possible only after the country accepts a comprehensive vision for fiscal decentralisation and for the role of each level of government in the system.
 - On the other hand, issues related exclusively to one or another individual task of the three listed above, are usually technical and related to absence of appropriate methodologies, skills, or procedures. Respectively, it is possible to address them in shorter terms by development and introduction of appropriate technical recommendations. E.g. one of the problems of realistic financing of the social services for today is weakness in approaches to assessment of their costs. Overcoming this problem is first of all a technical task. It requires development and introduction of relevant methodology for collection, accounting and use of information on service unit cost as well as enhancement of specialists' skills at different levels in the application of such methodology.

PORPOSED LIST OF IDENTIFIED PROBLEM ISSUES

On Diagram 2 there is a brief description of main problems in the sphere of reform of social services system identified in the course of project activity together with its partners. Further, there is more detailed description from the point of view of individual problem issues – for structural problems connected with organisation of relations and allocation of responsibilities between the social services system stakeholders as well as for more technical problems connected with the lack of certain methodologies and skills.

Diagram 2. Problem issues by main categories



Institutional problems: relations and allocation of responsibilities between stakeholders of social services system

Relations between legislature, executive and judiciary powers

- This fundamental theme was discussed in the project framework in very general terms and will require additional analysis, especially taking into account the quick dynamics of changes in the country's political system. At the same time, the high frequency and acuteness of conflict situations in this sphere, as well as significant uncertainty, are the factors making tangible impact on the course of social and economic reforms including social services reforms.

Relations among the main governmental agencies, in particular among the line ministries and the Ministry of Finance

- ***Uncertainty at the central level.*** As political system and functions of main government agencies are not completely developed, the ambiguity and incapacity to develop clear vector according to which specific actions will be developed is a feature of the strategic planning process in the whole. There is well established strategic planning process of the state economy and social development with the leading role of the Ministry of Economy and contributions from many central structures: the Verkhovna Rada, the Cabinet of Ministers, Administration of the President, bodies of the state executive power, various working groups. However this process is not enough strategically oriented, it is too much detailed and bureaucratized, not sufficiently consultative, it is lacking of assessment mechanisms of the implications of the state policy, state acts are usually excessively detailed because of this it is hard to use them as strategy of reform and in the same time not sufficiently reliable.
- ***Considerable fragmentation in allocation of responsibilities for social services provision among government structures.*** The Ministry of Labour and Social Policy is only one of the line ministries and agencies between which decision and rule-making competences in social services are divided, however there is a range of others: the Ministry in the Issues of Family, Youth and Sport, the Ministry of Healthcare, the Ministry of Education and Science, Oblast, municipal and Rayon administration. Because of this, some ministries often duplicate the activities of the others, synchronously working over the same normative issues and state decisions. The areas of common interest are seldom clearly coordinated. Created normative basis is intricate, inconsistent, and poor in the whole.
- ***Lack of deep analysis and assessment of implications of the state policy and normative acts.*** Control over implementation of public spending programmes is made at each stage of budget cycle and is made not only by each individual ministry but also by Control and Revision Committee and the Audit Chamber as outside inspectors. However authorities and technical capacities of the Audit Chamber end up at the state level and are not extended to financial functions delegated to lower level of government. Besides, inspection methods of all inspecting bodies (both internal and external) do not foresee for grounded analysis of spending efficiency and evaluation of their output. Because of this, quite often we have unforeseen consequences and unexpected expenditures (for details see detailed analysis of the role of the Audit Chamber in social service reform carried out by the Project).
- ***Practice of avoiding discussion of different drafts, hasty transition immediately to preparation of legal and normative acts without policy analysis*** (because of this selected way of problem settling is not obligatory optimum). (for more details see Project's

resource paper “Europeanisation of practice and processes of reforming in Ukraine”) Recently by request of the Cabinet of Ministers new draft Law on Social Services was developed. But neither the Cabinet of Ministers nor the Ministry of Finance approved the policy (Concept) of social service reform proposed by the Ministry of Labour. In this sense the actions of the Cabinet of Ministers do not support problem solving but in unstable situation and transition processes it works for its deepening.

- **General lack of coordination between policy development and budget system.** In many cases (and in social services it is possible to say that almost in all cases) state and legislative decisions are made without proper assessment of the implementation costs. Mechanism of this financial assessment is underdeveloped. E.g., in working on the standards of social services, financial and budget realities are not taken into account. Without keeping to these standards the development will not be stable and it will be impossible to carry out planned actions to full extent. Mid-term financial planning needed for multiyear development projects is also underdeveloped. Thus implementation of the initiatives and innovations is fragmented and not being part of the mid-term budget it remains without permanent financial support.
- **Weak mechanisms of scenario planning and risk management in key ministries.** Forward planning of the social services, in particular their financial planning, does not include analysis of multiyear demographic and social trends. Meanwhile, these trends are able to make a significant impact on the demand for services and on the budget expenditures which such demand would imply (see Project’s resource paper on demographic context of social services reform). Preparation of the normative acts without strategic impact analysis results in situations where instead of new development opportunities changes result in additional obstacles and “bottlenecks”.
- **General lack of stimuli for demonstration of initiative by the state servants** and proposals of own recommendations as to the objectives of their work and ways for their achievement

Relations between government levels

- **Absence of vision of the model for intergovernmental relations at the state level.** The concept of decentralisation is promoted by numerous programmatic documents such as the Budget Code and Law on Local Self-Government. However, the process of identifying the basis for relations between different government tiers in Ukraine is still in the making. Because of this, the current legislative framework regulating intergovernmental relations has numerous gaps and contradictions. Besides, the absence of common vision creates situation of ambiguity and uncertainty, which complicates planning at all levels and extends transition period with all consequences that come out of it. Unrealistic proposals to re-address functions to government units that are much lesser than rayons have diverted attention from realities of the service management (in case if these proposals were realised the amount of revenues collected would be scanty and decision and rule-making competence – small one).
- **Inconsistency between financial and administrative decentralisation.** Relations between levels of government have many dimensions. Transfer of funds from one level to another is only one of them. Another not less important thing is that different governmental levels divide delegated to them authorities in different ways, namely: competence and authorities in development of different measures; freedom in selection of ways for implementation of these measures; as well as specific way for distribution of authorities depends not only on political ideas but preparedness and capacity of each governmental level to take such government functions.

Most of expenditures for the social services belong to so called “delegated expenditures”. As it comes from this unofficial definition, as well as from the financial model in the Budget Code, this category of expenditures includes programmes where the government wants to keep some regulatory control (therefore have opportunity to provide necessary funds), however implementation of which is more effective to transfer to the local government. In connection with this, corresponding spending responsibilities are delegated to lower governmental tiers together with financing in the volume sufficient for covering needs for service provision defined by the central government. However, to introduce this idea of effectiveness incorporated in this scheme (due to better knowledge of the local situation by the local government) delegated finances only are not enough. The local governments should also have freedom in organisation of services.

In Ukraine, this requirement is not fulfilled. The central government keeps all regulatory responsibilities without leaving any freedom to lower tiers of government to make own decisions (e.g. independently define optimum package of services in particular ratio of residential and community services).

The essential task is to restore a balance in delegation of administrative powers, with a longer term goal to increase the role of the sub-national governments even further. To renew the balance between financial functions and rule-making freedom to manage delegated expenditures, it is important to define optimum level of responsibilities from the point of view of capacities to ensure strategic planning in the sphere of social services. This capacity implies ability to develop the package of services based on the principle of balance between different types and suppliers of services within corresponding territorial unit, to manage appropriate data collection and processing systems, to evaluate local social policy etc. As initial study of the issue demonstrates this potential is concentrated at the regional (oblast) level that should receive proper functions in complete volume.

- ***Imperfection of the distribution mechanism of equalisation intergovernmental transfers.*** Equalisation formula is an instrument for realisation of decentralisation model adapted to specific conditions of individual country. That is why the formula itself cannot be blamed for shortages and miscalculations made in the model. In Ukraine, the current formula is built according to decentralisation model declared by the Budget Code. However it is not deprived of a range of shortages that can be eliminated in the future if decentralisation model (thus formula) is changed. In particular, in its current shape, the equalisation formula led to emergence and enforcement of biases and fiscal stimuli benefiting provision of social services in residential institutions. These biases have essentially discontinued development of alternative services (including community-based services) which are better positioned to fit client demands. The major reason is that current formula is based on the number of inhabitants (clients) of the institutions but not from the relative service demand indicator. Another shortage of the formula is its excessive complexity and big number of partial variants that reflects fragmentation of the social functions between many line ministries. Elimination of these shortages will create positive economy of scale effect in service management, allow for the state to respond to the demand in more rational way.
- ***Weak revenue autonomy of local budgets.*** Revenue autonomy implies that regional and local authorities not only keep some of the locally raised revenues in their budgets but also have the right to decide upon the rates of local taxes. This is an important element for delegating authorities from higher tier of government to lower ones. Autonomy in use of budget revenues provides for autonomy for the local governments i.e. opportunity to ensure their decisions financially by setting corresponding rate of taxes and duties for the local payers.

However, decision about the level of decentralisation as such and decision about the level of revenues decentralisation, should be made only within consistently developed concept of

relations between different governmental tiers. In making such choices, it is necessary to take into consideration such factors as political and microeconomic limitations, as well as technical capacity of the local governments to put them into practice. It should be also noted that if the country decides to increase local revenue autonomy, the best way to do this would be either through property taxation or through local surcharges on personal income tax. Delegating revenues through tax sharing between state and local governments would be a retrograde step and, ultimately, a limitation to the social service reform.

Relations between government and non-government sector

- Participation of both profit-making and non profit-making suppliers of state services is as whole a new concept for post-soviet countries. That is why quite often such participation is limited, it is hard to implement it from the organisational point of view. In the sphere of social services private involvement is still microscopical. However NGO financing is a considerable share of spending associated with payment of cash assistance (mainly services to disabled and veterans). And though selection of such non-government suppliers is much effected by selection algorithm and available proposal it is lacking of transparency and it is seldom connected with considerations of the strategic nature, interest to increase of the spectrum of non-government services is growing. The Project prepared detailed recommendations for increase of the NGO role in social services provision.

Technical and methodological problems connected with some tasks in service provision

Maintaining fiscal discipline

- ***Lack of methodology and skills for service unit cost analysis.*** From the point of view of preparation for introduction of of social service contracting and commissioning in Ukraine, one of the most serious problems is the absence of methods for reliable, deep, and complete economic analysis of the service unit costs for currently available and alternative services. Such analysis must include not only assessment of costs of salaries, communal and capital costs, but also include complete overheads and price for chance of the method of consolidation of cost indicators for further administrative decision making (materials on data base management are disseminated together with this paper among the participants of the discussion).
- ***Lack of skills for long-term scenario analysis.*** Demographic changes in Ukraine as in Europe will have tangible impact on social services in the future. The government needs new analytical technologies for accounting financial implications of these changes: more detailed demographic calculations, more powerful methods of trends forecasting and transition from work with “hard data” to scenario analysis.

Achievement of strategic goals

- ***The need for updating main programme documents.*** Although the Government of Ukraine is aware of the need to continue development and improvement of the social services sphere that is reflected in a range of legislative initiatives, from the moment of adoption of the Law on Social Services and approval of “The Concept of Reform of Social Services in Ukraine” the practice demonstrated insufficient effectiveness and dynamics of social service reforming. Key programme documents require updating. In particular, there is still no clear definition of the social services in Ukraine and what the citizens can expect from the social services.
- ***Weak skills of strategic planning in the sphere of social services at the local level.*** In majority of regions and communities there is almost no skills and practice of designing

strategic plans for the social services development that are based on objective and realistic analysis of the local needs, outline clear goals and guides for their achievement as well as methods of financing and monitoring of effectiveness. Quite often strategic plans developed in communities are left isolated from the process of budget planning. Quite often strategic planning process in the sphere of social services is carried out without involvement of the community – both at the stage of development and at the stage of implementation and control.

Delivering public value

- **Lack of methodology for assessment of community needs.** Practically there are also no mechanisms for identifying real needs of population and without this it is impossible to get high public value for money. As a result, we have distortions (both according to the international standards and from the point of view of the economic effectiveness for Ukraine) to the side of social residential institutions, low representation of alternative services in the community and general discontent of the population with the service quality.
- **Lack of methodology for efficiency monitoring.** Current programmatic documents (in particular Law on Social Service and Programme of the Cabinet of Ministers Activity”) determine the principles of the service provision where high priority is given to getting maximum effect from the service for the final recipient. Besides, the Budget Code of Ukraine defines openly efficiency of public spending as the main principle for budget system management. At the same time, there are practically no clear financial and decision-making mechanisms to ensure and control efficiency of spending.
- **Lack of methodology for working through the model of “balance of service provision”.** To maximise net benefits for recipients of social services system, service provision should have specific methods and powers to allocate funds between alternative types of assistance. In the European countries this is usually achieved through a so called “balance of service provision”. Such a model should ensure flexibility, affordability of the financial distribution as well as quick response to the need dynamics.
- **Absence of regulatory platform for social services contracting and commissioning.** Relations with the social service providers on the basis of services contracting and commissioning require a regulatory environment under which financing, service commissioning and overall decision-making management in this area is separated clearly from the service provision. Such separation will give opportunity for the governments to focus on the development of strategic directions of the state policy and objective control of the service quality and for the suppliers – to provide the services.
- **Absence of clear standards in service provision.** Another symptom of the unreadiness for introduction of the full-value state order of the services is absence of clearly defined and agreed standards of their provision.
- **Lack of methodology of dialogue with community.** Involvement of non-government partners to the process of development and introduction of the social services policy is still a new practice both at the central and the local level. Weakness of skills for such cooperation is observed both at the level of the specialists of the local governments and representatives of the community organisations

PROPOSED FURTHER STEPS

With the aim to develop specific actions for continuation of the reform and to provide its comprehensive and long-term development in this document the following plan for the further steps is proposed:

- ***Consultations on the content and priorities of the problem issues.*** Based on the preliminary proposals presented in this document, it is proposed for the participants of the consultations to discuss proposed approach to identifying priorities for the reform as well as amend proposed list of issues. During such consultations, it is necessary also to define what problems are the most priority for solving.
- ***Consultations on the development of “logical frame” for the actions on the most priority tasks.*** For the most important tasks, it is recommended to prepare an action plan for the transition period that can be called a “logical framework” for their implementation. The concept of the “logical framework” is very convenient for implementation of the comprehensive actions in clearly planned, managed and system way. Logical framework – or action plan – should be specific, material tool, built on the standard principles of project cycle implementation. Main task of the action plan is to become a simple tool that helps to organize collective thinking and achieve gradually consensus in individual actions of the packages. This should be ranged by priorities, organised in time consequence of actions that allow comparing planned with the achieved, define performance indicators, share functions and inform others about the results in clear, understandable form.
- ***Definition and dissemination of corresponding recommendations.*** At each of the stages of the development of the consequence of actions for reform. it is important to pay attention and to allocate time for wide and considered informing all stakeholders as well as wider community on decisions made and planned. Such approach will help to ensure wider support to the processes of reform as well as to improve their quality and compliance to the public expectations.

Annex 1

Summary of group discussions on defining the list and priorities of problem issues in the social sphere in Ukraine

Joint work over the draft list of problem issues for the development of the order of the reform actions as well as definition of their relative priority

The proposed list of preliminary identified problems was used for group discussion. Main task was to review and discuss these issues, making amendments and changes to the list as well as defining priority of each of them in relation to the time limits and importance of their introduction.

Joint activity on the draft logical framework (tentative action plan) for problem solving that will be defined as priority ones

Based on the above mentioned issues it was proposed to present several the most important ones. Besides the ways for their solving were discussed, it was defined who, to the opinion of the participants, should be responsible for the decision making on overcoming these shortcomings, the order of actions to improve the current situation and indicators of the efficiency measurement of the activity made.

Summary and recommendations

Group work demonstrated that almost all of the listed problems were accepted as those with high priority. Further there is a summarising table with the result of the discussions (contents and amendments of the participants are highlighted in italics)

This meeting has built the base for continuation of the working consultancies as to the nature and priorities of the main problems of the social sphere and action plan development (“logical framework”), The information thus achieved will be used for formulating and dissemination of the corresponding information.

Problem issue	Priority level		
	High	Middle	Low
Problems in relations and distribution of powers between the participants of the social services system			
Relations between branches of power	+ +	+	
Relation between governmental agencies	+ + +		
▪ Uncertainty at the central level	+ +	+	
▪ Fragmentation of the responsibilities between governmental agencies <i>(complex but individual approach against doubling system functions)</i>	+ +	+	
▪ Low analysis of the effect analysis of the state policy and regulatory acts	+ + +		
▪ Practice of avoidance of discussion of various variants, quick transition immediately to drafting legislative and regulatory acts without alternative policy analysis	+ +	+	
▪ General lack of coordination between policy development and budget system	+ + +		
▪ Low mechanisms of scenario planning and risk management in key ministries	+ +		+
▪ <i>Insufficient efficiency of cross-government group</i>	+		
Relations between government levels			
▪ Absence of vision model at the national level	+ + +		
▪ Incompliance between financial and administrative	+ + +		

decentralisation			
▪ Imperfectness of the distribution mechanism of equalisation transfers	+ + +		
▪ Low level of revenue autonomy of the local budgets	+	+ +	
Relations between government and non-government sector (should be on partnership or competitive basis)			
▪ <i>Low legislative regulation of NGOs involvement in social service provision</i>		+	
▪ <i>Certain level of distrust of the government bodies to NGOs and vice versa</i>		+	
▪ <i>Imperfect financial system of interaction</i>	+		
▪ <i>Weak regulations for social contracting and commissioning</i>	+		
Technical and methodological problems connected with individual tasks on service rendering			
Feasibility and fiscal discipline			
▪ Lack of methodology and skills for unit cost analysis	+ +	+	
▪ Lack of long-term scenario analysis	+ +	+	
Strategic goal achievement			
▪ Need in further development of the key programme documents	+ + +		
▪ Weakness of strategic planning skills in the sphere of the social services at the local level	+ + +		
Public value result			
▪ Lack of methodology for community need assessment	+ +	+	
▪ Lack of methodology for efficiency monitoring	+ + +		
▪ Lack of methodology for definition of "balance of service provision"	+ + +		
▪ Absence of regulatory platform for social services contracting and commissioning	+ + +		
▪ Absence of proper standards in the service provision	+ + +		
▪ Lack of methodology for dialogue with the community	+	+ +	

Annex 2

List of participants

№	NAME	POSITION
Khmelnitsky Oblast		
1.	Bilyck Roman Olexiyovich	<i>Head of the Main department of labour and social protection of population of OSA</i>
2.	Golub Mykola Petrovych	<i>Assistant to the Chairman of Khmelnistky Oblast Council</i>
3.	Derkach Tetyana Gheorghieyevna	<i>Consultant-coordinator on the social services and potential development of Khmelnitsky representative office of the Ukrainian Social Investment Fund</i>
4.	Kravchuck Natalia Grygorivna	<i>Deputy Head of Krasylivska Rayon State Administration</i>
5.	Kvyatkovsky Seghiy Frantsovych	<i>Director of the Territorial centre of the social services to lonely pensioners and disabled, Krasylivsky Rayon</i>
6.	Magmet Tamara Volodymyrivna	<i>Director of Krasilovsky Rayon Centre of the social services for the family, children and youth.</i>
7.	Malanchak Lesya Ivanivna	<i>Director of the state professional and technical training institution "Krasylivsky professional lyceum"</i>
8.	Tymofeyeva Lubov Larionivna	<i>Head of the Department in the Issues of Family, Youth and Sports of Krasylivska Rayon State Administration</i>
9.	Pidsotska Nadia Kostyantynivna	<i>Head of the Department of Labour and Social Protection of Population of the town of Kamyanets-Podylsky</i>
10.	Chekhovska Vira Semenivna	<i>First Deputy Head of the Department of labour and Social Protection pf Population, the town of Kamyanets-Podylsky</i>
11.	Pidsotska Tetyana Ivanivna	<i>Social worker of the territorial centre of medical and social rehabilitation and temporary staying of the aged-people "Dovgolittya", the town of Kamyanets-Podylsky</i>
12.	Demchuck Oleg Vilenovych	<i>Deputy Mayor of the town of Kamyanets-Podylsky, deputy chairman of the group</i>
13.	Martynyuk Natalia Mykolayivna	<i>Deputy Head of the department of labour and social protection of population, town of Kamyanets-Podylsky</i>
14.	Budantseva Alla Ivanivna	<i>Director of Training and Behaviour complex with the centre for poor eye sighted children, town of Kamyanets-Podylsky</i>
15.	Shevchuick Olexandra Volodymyrivna	<i>Deputy head of finance department of town of Kamyanets-Podylsky</i>
16.	Plyvanyuck Yury Vasylyovich	<i>Head of healthcare department, town of Kamyanets-Podylsky</i>
17.	Gordiychuck Kateryna Olexandrivna	<i>Deputy director of the social centre "Nadiya", town of Kamyanets-Podylsky</i>
18.	Grubelyas Kateryna Trokhymivna	<i>Director of the social centre "Nadiya", town of Kamyanets-Podylsky</i>
19.	Pyzhova Valentyna Pavlivna	<i>Deputy director of the social centre "Nadiya", town of Kamyanets-Podylsky</i>
20.	Grubelyak Valentyn Trofymovich	<i>Director of the territorial centre of medical and social rehabilitation and temporary staying of the aged-people "Dovgolittya", the town of Kamyanets-Podylsky</i>
21.	Grubelyack Vyacheslav Trofymovich	<i>Deputy Director of the territorial centre of medical and social rehabilitation and temporary staying of the aged-people "Dovgolittya", the town of Kamyanets-Podylsky</i>

22.	Dolozhevsky Olexander Petrochich	<i>Director of Multi-profiled training and rehabilitation centre, the town of Kamyanets-Podylsky</i>
23.	Poberezhna Yuliya Viloriyivna	<i>Director of the Town Centre of the social services for family, children and youth, the town of Kamyanets-Podylsky</i>
24.	Kovtun Elina Victorivna	<i>Head of the department of the social work of oKamyanets-Podylsky town centre for family, children and youth</i>
25.	Shulghin Anatoliy Yukhymovych	<i>Chairman of the NGO of War and Military Forces Disabled “Zakhysnyky Vitchyzny”, the town of Kamyanets-Podylsky</i>
26.	Shevchenko Nadia Ivanivna	<i>Director of Gorodotsky Rayon territorial centre for social services for lonely pensioners and disabled.</i>
27.	Kazmirchuick Lubov Sazontivna	<i>Chief of the department of rehabilitation of disabled children, Gorodok</i>
Kharkiv Oblast		
28.	Bayev Borys Yegorovych	<i>Deputy Head of the main department of Labour and Social Protection of Population of Kharkiv State Oblast Administration – head of the oblast centre of calculation and payment of assistance of Kharkiv State Oblast Administration</i>
29.	Sheviriov Volodymyr Kostyantynovych	<i>Head of the permanent committee on the issues of the social policy and protection of population of Kharkiv Oblast Council</i>
30.	Babenko Tetyana	<i>Head of the Department of residential institutions and organisations of social services of Kharkiv Oblast State Administration</i>
31.	Levkina Ganna Stanislavivna	<i>Head of the Department of rehabilitation and services of disabled, war and labour veterans</i>
32.	Bezvesilna Maria Olexandrivna	<i>Deputy Head of planning and financial department of the Main department of labour and social protection of population of Kharkiv Oblast State Administration</i>
33.	Andriychenko Natalia Victorivna	<i>Head of the Department of Labour and Social Protection of Population, Kolomatsky Rayon</i>
34.	Tyulpa Olexyi Stepanovich	<i>Head of the Department of Labour and Social Protection of Population, Izyumsky Rayon</i>
35.	Kuchir Serghiy Ivanovych	<i>Deputy Head of the Oblast centre for Assistance Calculation and Payment of Kharkiv Oblast State Administration</i>
36.	Gulenko Tetyana Vasylivna	<i>Director of Vovchansky Territorial centre</i>
37.	Zagoruyko Volodymyr Petrovych	<i>Director of Kupyansk Territorial centre</i>
38.	Golodnykov Pavlo Victorovych	<i>Deputy head of the department of Labour and Social Protection of Population of Zmiyivsky Rayon, Director of Zmiyivsky Territorial centre</i>
39.	Sylchenko Valery Vasylyovich	<i>Cheif Specialist of the state expertise of the labour conditions of the main department of labour and social protection of population of Kharkiv Oblast State Administration</i>
FRSSU Project Team		
40.	Dzhygyr Yuriy	<i>FRSSU Project Manager</i>
41.	Synyokiy Olexander	<i>Deputy Manager</i>
42.	Sheyko Roman	<i>Social Policy Advisor</i>

43.	Chernyshova Iryna	<i>Project coordinator in Kharkiv Oblast</i>
44.	Buryakovska Inna	<i>Project coordinator in Khmelnytsky Oblast</i>
45.	Pavlenko Olena	<i>Project Administrator in Khmelnytsky Oblast</i>