



## GURT Resource Centre

ANNUAL REPORT 2012



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strategic goal, results and achievements

**SOCIETAL INFORMATION AREA:**

strategic goal, results and achievements

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**GURT Resource Centre** is the leading national centre for societal information and expertise. Since 1995 we have been committed to better Ukraine through strengthening civil society.

#### **MISSION**

**GURT exists for the conscious and successful Ukraine** where civil society ensures dignity, confidence, and trust among citizens at local and national levels. GURT plays the role of the communication, knowledge and resource platform for active citizens – agents of societal change from all regions of Ukraine.

Contributing to democratic societal transformations by using and developing the potential of CSOs and CBOs, GURT becomes the recognized communication, knowledge and resource platform for CSO and community leaders in Ukraine.

#### **STRATEGIC GOALS 2014**

- **In the area of Societal Expertise:** to assist CSOs and CBOs in playing a significant role in the process of democratic societal transformations at the local level in Ukraine by facilitating the development of CSO and CBO leaders' capacities.
- **In the area of Societal Information:** to cultivate the practice of systematic proactive communication between CSO and community leaders by stimulating inclusive civil society dialogue in Ukraine at national and local levels.

#### **TARGET AUDIENCE**

- Leaders of civil society organizations and communities in Ukraine
- Socially active citizens
- Media, donor organizations, state authorities and business

#### **STRATEGIC TOOLS**

In order to achieve the strategic goals GURT primarily uses the following tools:

- Provide access to societal information
- Capacity development
- Networking

#### **Key Competencies of GURT**

##### ***Societal Expertise:***

- Developing and implementing programs and tools for capacity development of civil society organizations and community leaders
- Management of innovation projects
- Events management
- Facilitation of change

##### ***Societal Information:***

- Create unique and socially useful content
- Dissemination of information and promotion of civil society initiatives
- Facilitating public dialogue at GURT Portal

**More information:** [www.gurt.org.ua/gurt](http://www.gurt.org.ua/gurt)



In 2012 the activities of GURT Resource Centre have been affected by a number of factors and trends that have prevailed in Ukrainian society:

**The democracy rollback.** According to Freedom House there has been a rapid policy changes concerning the compliance with democratic standards, abrupt impairment of citizen's rights and freedoms, has begun to implement censorship and maintain pressure on various citizen groups in Ukraine between 2010 and 2012.

**Parliamentary elections of 2012** became not only the predominant theme in media, but also the main focus of the representatives of GURT's target audiences.

**Media competition.** politicization, yellow journalism, and a monopoly of traditional and prejudiced mass media in the information field under conditions of an economic recession become barriers in the way of reality perception and effective solutions and introduction of changes in the communities. As a result, representatives of CSO's and local communities often combat fabricated problems without considering the real ones. CSO's leaders lose faith in themselves and do not notice those who could work for a successful and conscious Ukraine.

**Under these conditions, the GURT team has been looking for the best ways to implement the strategic goals.**

This is why, **in the first half of 2012, we have concentrated on:**

- Keeping and following up on the results and experiences of the preceding years
- Looking for emerging leaders who share GURT's values and are ready to work strategically
- Implementation of innovative formats and methodologies of work
- Enhancing the institutional capacity of the organization

**Results of 2012 that we are proud of**

***In the area of Societal Expertise:***

- A community of CSO and local leaders from all regions of Ukraine initiated **38 projects** within the Crimea Spring of Development 2012. The discussions and projects started are in constant development
- In 2012 GURT continues to implement innovative projects **promoting participation** and self-help approaches and transferring the best international community development practices: **Swedish study circle model, self-help group methodology and volunteering development**

***In the area of Societal Information:***

- A pool of bloggers–resource people on GURT Portal, who produce useful content inspiring the readers to action, was updated,
- In spite of the enormous competition of old and new Internet-resources, we succeeded in keeping our own audience and in making it grow by 25 % in 2012,
- We have made our knowledge in the area of civic journalism available for a wide audience by creating the [online-toolkit](#) “How to become a civic journalist”

***In the area of institutional development:***

- In May 2012 GURT's representatives participated in an international seminar on participatory facilitation approaches “**Don't Just Do Something – Stand There**” conducted by **Sandra Janoff and Marvin Weisbord**, Co-Directors of the **Future Search Network**.
- In June 2012 GURT's staff and board members took part in the training of trainers “**Appreciative Inquiry: A Positive Revolution in Change**” conducted by US consultant **Flemming Hegaard**.
- During 2012 GURT's staff and board members have taken part in the number of trainings on **governance, monitoring and evaluation and risk management** of NGOs, conducted by international experts.

**Strategic Objective** – to assist CSOs and CBOs in playing a significant role in the process of democratic societal transformations at the local level in Ukraine and facilitating the development of CSO and CBO leaders' capacities.

**Tasks:**

- To create a national knowledge and resource platform serving sustainable societal transformations at the local and national level in Ukraine based on the best national and international practices.
- To promote CSO and CBO development effectiveness by introducing and implementing principles and standards of good governance and effective performance

FACTS 2012		
SOCIETAL EXPERTISE	3 round tables	 100
	3 focus discussions	 100
	3 events in <b>open space</b> format	 250
	6 events in <b>world cafe</b> format	 250
	9 study circles	 100
	20 community meetings	 400
	32 trainings	 500
over <b>1700</b> CSO and community leaders from all regions of Ukraine participated in GURT's events and initiatives in 2012		

## Developing Capacity of Local Communities

Aiming at the support and development of Ukrainian communities, GURT started a set of projects [“New Opportunities for Marginalized Rural Communities in Chernobyl-Affected Areas of Ukraine”](#), [“Equal Opportunities for National Minorities and Disadvantaged Groups in Realizing Cultural Rights: Richness in Diversity”](#) and [“Civic Education for Successful Communities”](#) that aim to involve all the community members of Kyiv oblast in the participation of community planning and development.

**The main success** of 2012 is that three communities out of ten (Ivankiv, Sukachi, Radyнка) that had no prior community development plans **drafted the plans using the participatory techniques** suggested by GURT. In three other communities (Borodyanka, Novyi Korogod, Druzhnia) although there were drafts of community development plans prior to the start of the project, they were developed solely by the village mayors without identifying community needs and the participation of community members. The revision of these plans and their upgrade with the involvement of a broader public is another achievement. **In six communities that were involved in GURT’s projects that worked jointly with community members, the priorities for community development were identified, the community development plans were elaborated and the next steps of their implementation were defined.**

While elaborating the community development plans the community steering groups have conducted an in-depth SWOT analysis and mapping of local resources that could be mobilized for implementation of the community development initiatives. Although the local budgets of the communities involved in GURT’s projects are subsidized, the community authorities have started to consider using external resources for community development.

The communities involved in GURT’s projects were recommended a set of methodologies for involving the participation of vulnerable community members and the broader public in local governance and decision-making (open space method, world café method, study circles method, self-help groups).

*The most valuable thing for me is that world café not only allows us to hear the ideas of others, but it also allows us to offer our own vision. It is a good opportunity for community leaders to test their idea, discuss it, check if the community is susceptible to it, and ask other participants for help in order to improve the idea.*

*Sometimes we see only one way of solving an issue. Due to the active involvement in the process, world café helps find new options and solutions. There is always a choice.*

*The most important thing here is to make an overview and choose the best one.*

**Victor Trukhan, Borodianka village mayor**



A capacity building program to tailor the needs of selected communities was developed and included in trainings on needs assessment of vulnerable community members, inclusive governance, leadership and partnership building, community development and resource mobilization, civic education, and advocacy.

During the community gatherings in each of the communities a community development steering group was established, including vulnerable community members, community and CSOs leaders, and representatives of the local authorities. The membership, functions, and work order of each steering group was specified in a written document. In six communities involved in GURT's projects, established community development steering groups have become an effective base for local partnerships and the development of new cooperation models.

Community leaders had an opportunity to get acquainted with the best Polish community development practices during the educational visit to Poland in October 2012.

**The community needs assessment identified the following community development tendencies:**

- **The local communities have no visions of their development;** there are single initiatives with no strategy. Community leaders and local authorities do not have the skills and knowledge to design community development plans that meet the needs of vulnerable community members
- **The community stakeholders are generally not motivated to participate in community development initiatives.** Community members are not involved in generating solutions to their local needs and in executing their economic, social, and voting rights; the needs of vulnerable community members are not taken into account. Vulnerable social groups are excluded from the governing processes and lack necessary services. Local authorities try to provide proper social services, but lack funds, community support, creativity or sources for inspiration. CSO sector exists, but it is very weak, only able to meet the most basic and traditional needs of community members. Communities are atomized and have no formal or even informal structures for self-organization and wide grass-root participation.
- **There is no constructive community dialogue aimed on development and no real mechanisms for community members' participation in decision-making.** Community leaders and local authorities do not have practical knowledge of inclusive governance and participatory community development; communities were lacking structures, ensuring inclusive government.

***National Network of CSO and CBO leaders:  
looking for emerging leaders***

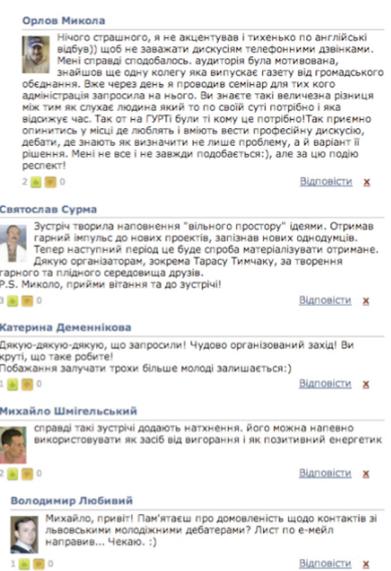
The international conference “**Self-Organization in the World of Transformations: How to Win a Place in the Sun?**” that was organized as a part of [GURT's long-term initiative Crimea Spring of Development](#) took place **on May 17-20, 2012** and gathered **over 80 participants**, social investors, leaders of local communities and civil society institutions, experts and practitioners on self-organization and community development from Ukraine, Russia, USA, and Germany. During the event [35 issues on different aspects of self-organization were discussed and 38 projects were initiated](#). **Fifteen initiatives** that were brainstormed during the Open Space have been started already.



**Crimea Spring of Development** is GURT Resource Centre's new strategic initiative, aimed on searching of like-minded people among local communities and civil society organization leaders, social investors, and experts for a conscious and successful Ukraine where civil society ensures dignity, confidence, and trust among citizens at local and national levels.

**How can we make changes important to the community?** Community leaders, experts and practitioners in civil society development from all over Ukraine tried to find the answer to this question [on November 23-24, 2012](#).

Participants of the open space event announced **29 topics**, which after two days of intensive work and active discussions resulted in **19 projects**, which will be soon implemented.



## Tools for Societal Transformations

Aiming to create an open and user-friendly knowledge platform in 2012 GURT developed a series of interactive online tools:

- **The on-line toolkit on civic journalism.** The practical results of civic journalists who have created a number of publications about lesser-known CSOs and social initiatives, their experience and knowledge gained within the project "Toward the highest standards of journalism in the civil society sector of Ukraine" were later included to the online toolkit "[How to become a civic journalist](#)".
- **The on-line toolkit on study circles** was developed as a part of the project "[Civic Education in Successful Communities](#)" implemented by GURT and SV Stockholm.
- The on-line toolkit on **effective public presentation** was produced as a result of a project "Developing communication and presentation capacities of CSOs and community leaders". The on-line toolkit offers CSO and community leaders a practical step-by-step guide to create presentations.
- **The on line toolkit on organizing quest games for youth** is a convenient practical guidance for young activists in communities, which offers a healthy alternative for leisure activities for young people within the community, inspires participants to find ways to change their communities for the better, and unites active people encouraging fruitful cooperation among community members.

In 2012 the platform for toolkits [tools.gurt.org.ua](http://tools.gurt.org.ua) was upgraded:

- Toolkits are integrated into GURT Portal structure
- Function for the monitoring of registered users needs became available
- Toolkits interface became more user-friendly

## Study Circles

Study Circles – is a self-organizing learning approach that serves as a tool for effective mutual knowledge and experience exchange for CSO and CBO leaders and assists them in developing their capacity to play a significant role in sustainable societal transformations. Within the project “[Civic Education in Successful Communities](#)” GURT facilitated the creation of eight pilot study circles in four communities in Kyiv oblast (Sukachi community in Ivankiv rayon and Novyi Korogod community in Borodyanka rayon) and Poltava oblast (Tarasivka community and Liutenski Budyshcha community in Zinkiv rayon) aimed on addressing community development issues. A detailed description of the study circles method, recommendations for study circle leaders, techniques of proper study circle materials usage are available in the manual “[Study Circles](#)” from the series “Technologies of Social Changes”. Using methods and techniques described in the book might turn study circles into a real force of community development.

## Self-Help Groups

GURT’s initiative “School of Self-Help” was launched in September 2012 for the first time. This is a unique training program developed in order to increase the efficiency of solving local problems in the community by creating a network of self-help group animators working in communities. As a result of the first two sessions of the school, sixteen self-help groups in different regions of Ukraine were created. Among the newly established groups are the following: **groups for elderly people, for women suffering from violence, for individuals released from prison, for divorced people and individuals with difficulties in parents-children relations.**

## Effective Volunteering

In October 2012 GURT started collaboration with the Volunteering Center "Dobra Volya". The aim of the cooperation is to develop a methodology for effectively managing volunteer programs, providing access to knowledge in the field volunteering the formation of appropriate skills among a wide range of Ukrainian CSOs and the development of a national volunteer movement.

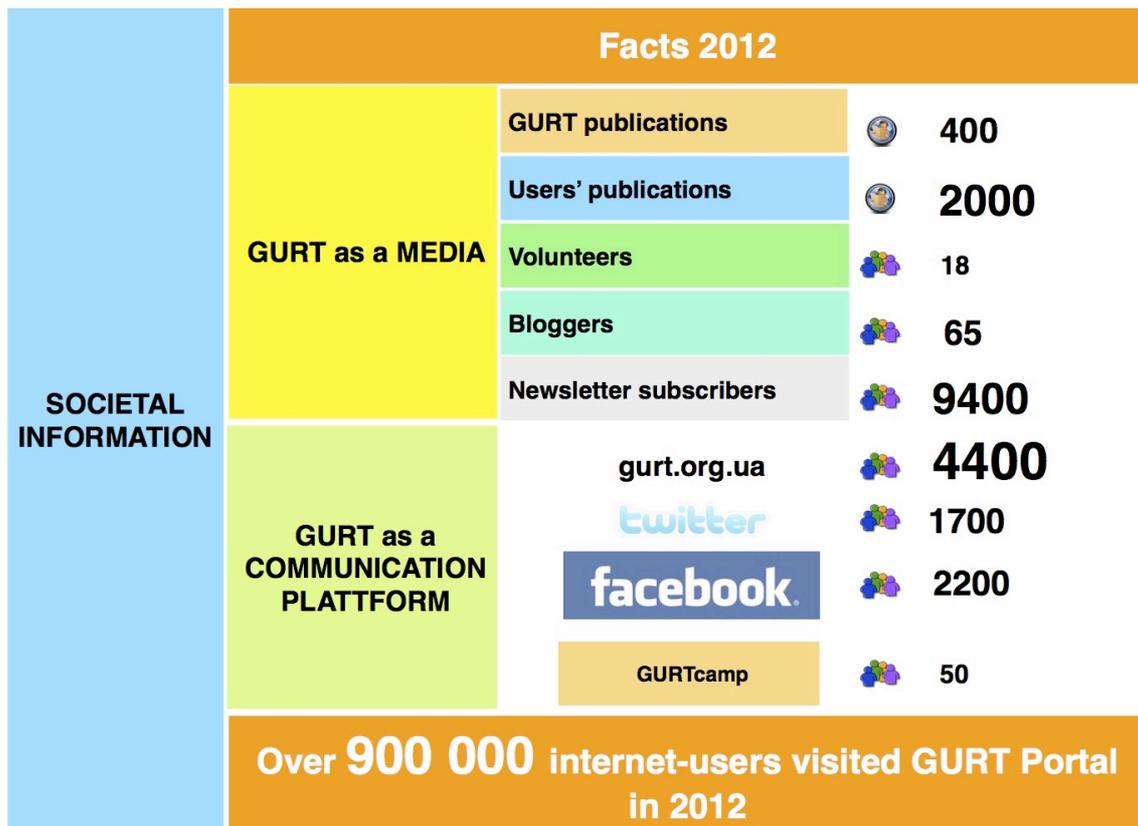
## CSOs Effectiveness

In order to promote the CSO development effectiveness, GURT initiated the development of a CSO Transparency Index that will become a tool for CSO self-assessment.

**Strategic Objective** is to cultivate the practice of systematic proactive communication between CSO and community leaders stimulating inclusive civil society dialogue at national and local levels in Ukraine

**Tasks:**

- To become recognized and respected communication platform for CSO and community leaders in Ukraine where they regularly meet and discuss priority issues of development at the local and national levels.
- To become civil society media packaging societal information in the way it becomes attractive for the traditional media and the general public.



Competition on the market of internet-sites on the global and local level is high. It's harder and harder for internet-sites to keep the loyalty of their audience. In 2012 [Wikipedia lost over half of their authors](#), [Facebook had just a 16% increase of their audience](#) (26% in 2011), [ICQ lost over 30% of their audience](#). Generally, the global tendency is that general audience of the web-sites are decreasing.

In 2012 we have continued to move towards the transformation of GURT as a disseminator of NGOs news into social media. The function is not only to inform, but also to build up public opinion, prompting the audience to debate hot topics on development of Ukrainian society. In order to be able to create great, socially useful content the GURT team has invested considerable efforts and resources into the development of both proven and new tools.

## New Services and Products

- [Contest "The Cookbook of the Activist"](#) is an initiative which appeared during the Crimea Spring of Development. It is aimed at accumulating recipes of solution to problems that could be achieved by the community. During the summer, sixteen recipes of success were published at the GURT Portal which was also vividly discussed in spite of summer time and vacations. The results of contest became the basis for the creation of a new section on the GURT Portal "Recipes for Success".
- [PRoGOn](#) is a new, unique GURT media-product, which combines elements of promotion, investigation and interviews. More than 30 well-known organizations and initiatives provide information about themselves to the public, encouraging Portal readers not only to participate in discussions, but also to establish partnerships and cooperation.
- [Polls with the expert interpretation](#). Polls of Portal readers have been held within 2-3 weeks. Later, experts that are well known in the civil society sector make their own interpretation of the results. As a result, readers received unique content, which stimulates discussions or serious reflections.



*The Cookbook of the Activist and the Open Space in November are the events that have impacted the key activities of our organization. After these events we have released a short Public Journalism guide, not expecting much from it. Thanks to GURT, everybody read the news and ordered this free of charge guide. After the Open Space, one of the most commented topics at the Portal was the creation of the Ukrainian Civil Society Open University, the idea of which was born in Kyiv.*  
**Mykola Orlov,  
GURT Portal blogger**

## GURT Portal Community

GURT Portal is, first of all, a community of active and enterprising citizens who work for success in their communities. This grand experience can be easily found on the pages of the Portal, in materials and comments, which help bring together partners and associates from different regions and establish contacts among them. We build a culture of active communication and

support the discussion of socially important topics among active readers of the GURT Portal through friendly dialogue with the news authors, commentators, and bloggers.

In autumn of 2012, active users of the GURT Portal offline gathered at the **GURTCamp**, where participants exchanged ideas on effective use of the Portal. The civic reporters, bloggers and online activists from **13 oblasts of Ukraine** took part in the event. Consequently, we compiled useful ideas and discussed issues that impacted the development of the Portal. One of the ideas was to involve Portal users into the process of Portal main page development, planning and developing of new services for the GURT Portal.



*I received an invitation to the GURTCamp and I saw such a metamorphosis: I came to analyze how GURT works, how its website functions... And it turned out that we are talking about ourselves, about how to obtain results, and analyze our failures. There was a huge rise in energy when we understood that we could be stronger! A desire to work with GURT and to achieve new great results appeared!*  
**Sviatoslav Surma,**  
**GURTCamp participant**

## Volunteer Program

In 2012 the U.S. Embassy in Ukraine funded a project which helped to create a core of civic volunteer-reporters that were able to produce content that met the needs of the GURT Portal audience. The team of volunteers consisted of ten Kyiv and eight regional volunteers. Thanks to the involvement of volunteers, **more than 100 unique reports, investigations, analytical articles, reviews of famous and vibrant CSOs and initiatives** have been created within the special media product - PRoGOn. The work with volunteers was based on a systematic approach through the use of study circles technology. Volunteers learned the basic principles of civic journalism, how to plan and publish their own materials on the GURT Portal and to analyze their effectiveness.

*I've always wanted to create high-quality Ukrainian content, and with GURT I got such a chance. I got to know more about active civil society organizations in Ukraine and improved my editing skills. Before I first took interest in volunteering, I thought it is mainly fundraising, cleaning the greenbelts, work in orphan houses and with elderly people. These are things which cannot be done distantly and require a lot of free time. Thus, it was a pleasure for me to know that I can be useful using other skills and using only one hour per day,*  
**Khrystyna Stremetska,**  
**editor**



**NON-GOVERNMENTAL ORGANIZATION GURT RESOURCE CENTRE FOR NGO DEVELOPMENT**

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2012  
(in thousands of Ukrainian Hryvnias)

	<b>2012</b>
<b>Cash donations received</b>	
SIDA	1,985
European Commission	1,528
The United Nations Democracy Fund	368
Charles Stewart Mott Foundation	240
The U.S. Embassy, Ukraine	233
International Labour Organization	187
SV Stockholm	184
PACT Inc.	96
Intellectual Perspective Charity Foundation	83
Ukraine Social Investment Fund	42
Other	1
<b>Total cash receipts collected</b>	<b>4,947</b>
Interest on deposit	47
<b>Total cash receipts</b>	<b>4,994</b>
<b>Cash spent</b>	
Conferences, workshops, meetings, events	1,827
Information activities	535
Project management	557
Subgrants	797
<b>Total cash spent</b>	<b>3,716</b>
Administrative expenses	746
Fundraising expenses	215
Foreign exchange and translation differences	(60)
<b>Total resources expended</b>	<b>901</b>
<b>Net increase in cash and cash equivalents</b>	<b>377</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>312</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>689</b>

**Financial Statement Notes**

GURT Resource Centre performs annual audit in accordance with International Standards on Auditing issued by International Organization Federation of Accountants (IFAC). An audit of GURT Resource Centre for the 2012 year was conducted by LLC Audit Firm Mazars. The full audit report for 2012 is available on GURT web site [www.gurt.org.ua](http://www.gurt.org.ua)



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