



Strengthening institutional
frameworks for local governance

Mayors, leaders for change workshops

Participants from
Armenia, Georgia,
Moldova and Ukraine

October 2015 – March 2016

Sharing the vision



Working together
to strengthen
local governance

<http://eap-pcf-eu.coe.int>

**Programmatic Cooperation Framework for
Armenia, Azerbaijan, Georgia, Republic of Moldova, Ukraine and Belarus**

Funded
by the European Union
and the Council of Europe



EUROPEAN UNION

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CONSEIL DE L'EUROPE

Implemented
by the Council of Europe

“Mayors, leaders for change” workshops in Armenia, Georgia, Moldova and Ukraine

October 2015 – March 2016

“Mayors, leaders for change” workshops were organised within the thematic programme “Strengthening institutional frameworks for local governance” implemented by the Council of Europe Centre of Expertise for Local Government Reform, Directorate General of Democracy, and the Congress of Local and Regional Authorities. This programme is funded by the European Union and the Council of Europe and implemented by the Council of Europe through the Programmatic Co-operation Framework for 2015-2017 for Armenia, Azerbaijan, Georgia, Moldova, Ukraine and Belarus.

The workshops were organised in two parts in Moldova, Georgia and Armenia and as an one-part event in Ukraine. Workshops provided the opportunity to mayors to exchange experience with national and other European peers on the challenges for local government and in particular on ways to define and lead successful and ethical policies, inspire and involve citizens and stakeholders in a positive and effective manner. In addition, it focused on local values and ethical behaviours, providing mayors with the skills to plan effectively and strategically. The peer-to-peer approach has set the ground for future networking and pilot initiatives.



Workshop - part one

Objectives

- To improve understanding of their roles and duties in the position of mayors;
- To enhance mayors' leadership and communication skills in the context of local political governance;
- To become more acquainted with democratic tools for engaging citizens into local decision-making;
- To improve awareness on ethics issues at local level and to exchange on practical recommendations on how mayors can fight corruption and unethical behaviour.

Programme

Day 1

- 13:30 – 14:00 Registration of participants
14:00 – 15:00 Introduction
15:00 – 16:30 Mutual presentation of participants
17:00 – 19:00 Challenges of local self-government

Day 2

- 09:00 – 10:45 Be the mayor – what does it entail?
11:00 – 12:30 Leading change: governing by leadership
14:00 – 15:30 Democratic culture and citizens participation
16:00 – 18:00 Citizens participation tools

Day 3

- 09:00 – 10:45 Co-operation and social capital
11:15 – 12:45 Ethics in local authorities and anti-corruption measures
14:00 – 15:30 Conclusions, evaluation and lessons learnt

Workshop - part two

Objectives

- To improve understanding of the relationship between good governance and ethics policies;
- To have common understanding on ways to lead local successful local projects;
- To become more acquainted with the influence political leaders have on local values and behaviours;
- To improve awareness on ethical decision making and to exchange on practical recommendations for local authorities.

Programme

Day 1

- 13:30 – 14:00 Registration of participants
- 14:00 – 14:30 Introduction
- 14:30 – 17:00 Leading change: planning strategically
- 17:15 – 18:30 Public communication principles as tools for enhancing good governance

Day 2

- 09:00 – 10:45 Local values and the agents of change
- 11:00 – 12:00 Good governance principles: tools for building trust and sharing values
- 13:30 – 15:30 Cornerstones of building trust and public ethics in public service delivery
- 16:00 – 18:00 Organisational culture and change management

Day 3

- 09:00 – 10:30 Effective strategic planning
- 11:00 – 12:30 Evaluation, conclusions and lessons learnt

Criteria for the selection

The target group for this activity were mayors; the selection was based on the criteria below:

- Territorial coverage and geographical balance,
- Balanced representation of urban and rural communities,
- Gender balance,
- Active membership in association of communities,
- Communities with cultural and ethnic groups;
- Communities with newly elected (70%) and re-elected mayors (30%), where applicable;
- Performance and experience in implementation of other projects.

The selection was conducted jointly with the associations of local and regional authorities in each of the four countries concerned. The application form included the questions regarding mayors' viewpoints on key issues concerning local government, the main challenges local elected leaders are facing in performing their roles and responsibilities, skills required to improve leadership capacities and their willingness to involve citizens in the decision making process.



ARMENIA



The Republic of Armenia is divided into ten provinces, known as marz (մարզ). Each province is sub-divided into 895 local authorities (communities).

The workshops were organised in co-operation with the Communities Association of Armenia (CAA) on 8-10 December 2015 and on 9-11 March 2016 in Yerevan. In total, 14 Armenian mayors participated the workshops. They were represented in a balanced geographical proportion, coming from four marzes, three mayors are at their first mandate and 11 mayors were re-elected, holding three or more mandates. They are all members of the Republican Council of the CAA.



**Levik
ABGARYAN**



Mayor of
Lernantsk

Population:
1,605

Marz - Lori

Party affiliation: Non partisan

**Edgar
ARSHAKYAN**



Mayor of
Tashir

Population:
7,773

Marz - Lori

Party affiliation: Non partisan

**Lendrush
BEZHANYAN**



Mayor of
Shamlugh

Population:
821

Marz - Lori

Party affiliation: Republican party

**Vachagan
HOVHANNISYAN**



Mayor of
Karmir Aghek

Population:
214

Marz - Lori

Party affiliation: Non partisan



Hovik AMIRYAN



Mayor of
Kuchak

Population:
2,519

Marz -
Aragatsotn

Party affiliation: Republican party

Armen ANTONYAN



Mayor of
Ashtarak

Population:
21,588

Marz -
Aragatsotn

Party affiliation: Non partisan

Andranik AVETISYAN



Mayor of
Dashtadem

Population:
688

Marz - Aragatsotn

Party affiliation: Republican party

Marzpet GRIGORYAN



Mayor of
Yeghipatrush

Population:
819

Marz -
Aragatsotn

Party affiliation: Republican party



Aram **NERSISYAN**



Mayor of
Oshakan

Population:
5,822

Marz - Aragatsotn

Party affiliation: Non partisan

Ara **MKRTCHYAN**



Mayor of
Qasakh

Population:
5,464

Marz - Kotayk

Party affiliation: Republican party

Seryozha **PETROSYAN**



Mayor of
Aygepat

Population:
1,485

Marz - Ararat

Party affiliation: Republican party

Artush **SARGSYAN**



Mayor of
Norashen

Population:
3,311

Marz - Ararat

Party affiliation: Republican party



Artak GEVORGYAN



Mayor of Maralik

Population:
5,967

Shirak Marz

Party affiliation: Republican party

Ara SUKIASYAN



Mayor of
Nor Kyanq

Population:
1,471

Shirak Marz

Party affiliation: Non partisan

GEORGIA



Georgia is divided into nine regions, which are subdivided into 12 self-governing cities, including the nation's capital of Tbilisi, and 59 municipalities.

The workshops were organised in co-operation with the National Association of Local Authorities of Georgia (NALAG) on 24-26 November 2015 and on 23-25 February 2016 in Tbilisi, with the participation of 11 mayors and elected town managers ("gamgebeli"). They were represented in a balanced geographical proportion, coming from most of Georgian regions, all mayors and "gamgebelis" are newly elected and among them the only Georgian female town manager.



Revaz BENIDZE



Gamgebeli of
Tsageri

Population:
1,900

Region of Racha-
Lechkhumi and
Kvemo Svaneti

Party affiliation: Georgian dream

Giorgi LOBJANIDZE



Gamgebeli of
Oni

Population:
9,277

Region of Racha-
Lechkhumi and
Kvemo Svaneti

Party affiliation: Georgian dream

Vaja CHOKHELI



Gamgebeli of
Dusheti

Population:
33,636

Region of
Mtskheta-
Mtianeti

Party affiliation: Georgian dream

Lela KITESASHVILI



Gamgebeli of
Tianeti

Population:
3,598

Region of
Mtskheta-
Mtianeti

Party affiliation: Georgian dream



Dato GOGUA



Gamebeli of
Chkhrotsqu

Population:
5,900

Region of
Samegrelo-
Zemo Svaneti

Party affiliation: Georgian dream

Aleksandre GRIVALAVA



Gamebeli of
Martvili

Population:
5,600

Region of
Samegrelo-
Zemo Svaneti

Party affiliation: Georgian dream

Gocha GOCHITASHVILI



Gamebeli of
Kaspi

Population:
19,900

Region of
Shida Kartli

Party affiliation: Georgian dream

Giorgi KOPADZE

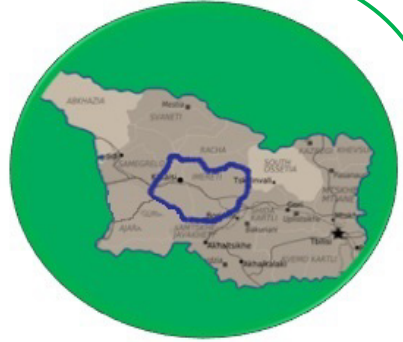


Mayor of
Akhalsikhe
City

Population:
20,000

Region of
Samtskhe-
Javakheti

Party affiliation: Georgian dream



Malkhaz BAZADZE



Gamgebeli of
Sachkhere

Population:
46,846

Region of
Imereti

Party affiliation: Georgian dream

Irakli GEGESHIDZE



Gamgebeli of
Baghdati

Population:
29,235

Region of
Imereti

Party affiliation: Georgian dream

Koba LURSMANASHVILI



Gamgebeli of
Kharagauli

Population:
3,215

Region of
Imereti

Party affiliation: Georgian dream

MOLDOVA



The territory of the Republic of Moldova is divided into 898 first-tier administrative units (towns, villages and communes), the Municipality of Chisinau and the Autonomous Territorial Unit of Gagauzia.

The workshops were organised in co-operation with the Congress of Local Authorities from Moldova (CALM) on 5-7 October 2015 and 2-4 February 2016 in Chisinau. In total, 20 Moldovan mayors participated in a balanced geographical, political and gender proportion of 10 men and 10 women mayors, out of which nine mayors are in their first mandate while 11 were re-elected, holding two or more mandates.



Valentina BEJENARU



Mayor of
Moara de
Piatra

Population:
1,659

Drochia Rayon

Party affiliation: Liberal Democratic

Titus SARATEANU



Mayor of
Pelinia

Population:
7,538

Drochia Rayon

Party affiliation: Independent candidate

Pavel CODREANU



Mayor of
Rusestii Noi

Population:
5,039

Laloveni Rayon

Party affiliation: Democratic Party

Natalia PETREA



Mayor of
Costesti

Population:
11,128

Laloveni Rayon

Party affiliation: Liberal Democratic



**Nina
COSTIUC**



Mayor of
Budesti

Population: 3,396

Chisinau Rayon

Party affiliation: Liberal Democratic

**Angela
ZAPOROJAN**



Mayor of
Colonita

Population:
3,340

Chisinau Rayon

Party affiliation: Liberal Democratic

**Vladimir
BEJENARI**



Mayor of
Falestii Noi

Population:
2,200

Falesti Rayon

Party affiliation: Liberal Democratic

**Alexei
COADA**



Mayor of
Cusmirca

Population:
2,427

Soldanesti Rayon

Party affiliation: Liberal Democratic



Tatiana
GALATEANU



Mayor of
Giurgiulesti

Population:
3,074

Cahul Rayon

Party affiliation: Democratic Party

Oleg
GASPER



Mayor of
Ivancea

Population:
2,138

Orhei Rayon

Party affiliation: Liberal Democratic

Dinu
GUTUTUI



Mayor of
Zberoaia

Population:
1,850

Nisporeni Rayon

Party affiliation: Liberal Democratic

Raisa
LOZINSCHI



Mayor of
Chetresca Noua

Population:
1,237

Edinet Rayon

Party affiliation: Liberal Democratic



Victoria
MILENCO



Mayor of
Bogdanesti

Population: 3,964

Briceni Rayon

Party affiliation: Democratic Party

Teodor
MUNTEANU



Mayor of
Cania

Population:
2,816

Cantemir Rayon

Party affiliation: Independent candidate

Lilian
MUSTEATA



Mayor of
Bobeica

Population:
557

Hincesti Rayon

Party affiliation: Democratic Party

Stela
ONUTU



Mayor of
Glodeni (town)

Population:
10,465

Glodeni Rayon

Party affiliation: Our Party



Sergiu
RACILA



Mayor of
Carabetovca

Population:
1,840

Basarabeasca
Rayon

Party affiliation: People European Party

Svetlana
TABACARI



Mayor of Scoreni

Population: 3,946

Straseni Rayon

Party affiliation: People European
Party

Vasile
SÎRBU



Mayor of
Cazanesti

Population:
1,945

Telenesti Rayon

Party affiliation: Democratic Party

Larisa
VOLOH



Mayor of
Palanca

Population:
2,020

Stefan Voda
Rayon

Party affiliation: Liberal Democratic

Congress of Local Authorities from Moldova (CALM)



**Tatiana
BADAN**



President
Deputy Head of the
Moldovan
Delegation to
the Congress

**Viorel
FURDUI**



Executive
Director

**Alexandru
OSADCI**



Project
Manager

**Alexandru
PALII**



Media
Analyst

UKRAINE



Ukraine is divided into three levels of local government. At the first level there are 24 regions, there are 490 Raions (districts) at the second level with 1,346 urban settlements, 28,384 rural settlements (villages) and 166 amalgamated communities.

The workshop was organised in Kiev on 29-30 March and gathered together 19 mayors, including four women mayors. They were represented in a balanced geographical proportion, seven mayors are at their first mandate and 13 were re-elected holding two or more mandates.



**Leonid
KUCHERIAVYI**



Mayor of
Dymer

Population:
5,786

Kyiv Oblast

Party affiliation: Independent candidate

**Ruslan
MAYSTRUK**



Mayor of
Tetiiv

Population:
13,235

Kyiv Oblast

Party affiliation: Independent candidate

**Mykhailo
NETYAZHUK**



Mayor of
Fastiv

Population:
47,937

Kyiv Oblast

Party affiliation: "New faces" party

**Sergii
ZAMIDRA**



Mayor of
Nemishaeve

Population:
7,340

Kyiv Oblast

Party affiliation: Independent candidate



Mykola GRYSHKO



Mayor of
Lypovets

Population:
8,764

Vynnytsya
Oblast

Party affiliation: Independent candidate

Ludmyla KOVAL



Mayor of
Netchyntsya

Population:
1,342

Vynnytsya
Oblast

Party affiliation: Independent candidate

Vitaliy MAZUR



Mayor of
Bratzlav

Population:
6,033

Vynnytsya
Oblast

Party affiliation: Independent candidate

Serhiy REDCHYK



Mayor of
Khmilnyk

Population:
28,318

Vynnytsya
Oblast

Party affiliation: Independent candidate



**Oleksandr
GERASYMENKO**



Mayor of
Drabivtsi

Population:
697

Cherkassy
Oblast

Party affiliation: Independent candidate

**Volodymyr
MITSUK**



Mayor of
Bilozirya

Population:
9,558

Cherkassy
Oblast

Party affiliation: Independent candidate

**Anatoliy
DUSHKO**



Mayor of
Baranivka (o)

Population:
11,900

Ternopil Oblast

Party affiliation: Independent candidate

**Volodymyr
MUZYCHKA**



Mayor of
Berezhany (o)

Population:
18,264

Ternopil Oblast

Party affiliation: Batkivshyna



Yuriy MATVYICHYK



Mayor of
Stanishivsk

Population:
2,058

Zhytomyr
Oblast

Party affiliation: Independent candidate

Oleg OMELCHUK



Mayor of
Olevsk (o)

Population:
10,229

Zhytomyr
Oblast

Party affiliation: BPP "Solidarnist"

Serhiy SOKALSKYI



Mayor of
Glybochytsya
(village)

Population:
3,951

Zhytomyr
Oblast

Party affiliation: Independent candidate

Yuriy FOMICHEV

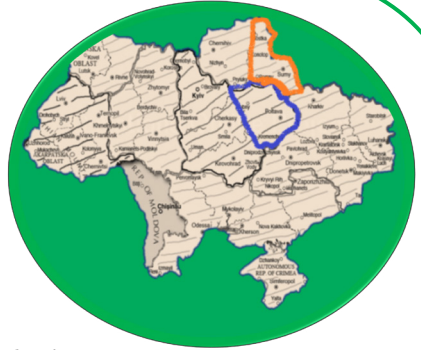


Mayor of
Slavutych

Population:
25,093

Kirovograd
Oblast

Party affiliation: Independent candidate



**Oleksandra
SHEREMETYEVA**



Mayor of
Omelnyk

Population:
1,811

Poltava Oblast

Party affiliation: Agrarian Party “Zastup”

**Serhyi
SOLOMAHA**



Mayor of
Myrhorod

Population:
41,267

Poltava
Oblast

Party affiliation: BPP “Solidarnist”

**Olena
SYDORENKO**



Mayor of
Orzhytsya

Population:
3,572

Poltava Oblast

Party affiliation: “Party of ordinary
people Serhiy Kaplin”

**Sergiy
SALATUN**



Mayor of
Romny

Population:
42,856

Sumy Oblast

Party affiliation: BPP “Solidarnist”

The role of the Congress and its members

The Congress

Le Congrès

COUNCIL OF EUROPE

CONSEIL DE L'EUROPE

The Congress of Local and Regional Authorities of the Council of Europe has increased its commitment to developing co-operation activities in the field in order to provide a practical response to the challenges encountered at grassroots level in the Council of Europe member States. These activities also aim to support the implementation of the recommendations of the Congress, following the monitoring of the application of the European Charter of Local Self-government.

Building on its expertise in the area of local and regional democracy, the Congress is widely recognised in strengthening the competences and capacities of local and regional elected representatives, and their role in their respective associations.

The role of Congress members in the workshops was of great importance, as they formed the basis of peer-exchanges and gave real added-value to the events. By participating in “Mayors, leaders for change” workshops, Congress members have not only shared their own experience, but also developed and strengthened their network from exchanges with peers in Armenia, Georgia, Moldova and Ukraine.



Congress members

The workshops were organised with the contribution of Congress members from Germany, Poland, Serbia and Slovenia.

Angelika KORDFELDER



Mayor of
Rheine,
Germany

Population:
76,530

Saša PAUNOVIĆ



Mayor of
Paraćin,
Serbia

Population:
35,250

Robert BIEDRON



Mayor of
Slupsk,
Poland

Population:
95,274

Matej GOMBOŠI



Former Mayor of
Beltinci,
Slovenia

Population:
2,414

ARMENIA



Mayors, leaders for change workshop , 9-11 March 2016

GEORGIA



Mayors, leaders for change workshop, 23-25 February 2016

MOLDOVA



Mayors, leaders for change workshop , 2-4 February 2016

UKRAINE



Mayors, leaders for change workshop, 29-30 March 2016

The European Union is a unique economic and political partnership between 28 democratic European countries. Its aims are peace, prosperity and freedom for its 500 million citizens – in a fairer, safer world. To make things happen, EU countries set up bodies to run the EU and adopt its legislation. The main ones are the European Parliament (representing the people of Europe), the Council of the European Union (representing national governments) and the European Commission (representing the common EU interest).

<http://europa.eu>



EUROPEAN UNION

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. The Congress of Local and Regional Authorities is an institution of the Council of Europe, responsible for strengthening local and regional democracy in its 47 member states. Composed of two chambers – the Chamber of Local Authorities and the Chamber of Regions – and three committees, it brings together 648 elected officials representing more than 200 000 local and regional authorities.

www.coe.int/congress

