




United Nations Development Programme

# Municipal Governance and Sustainable Development Programme

SDC Supported Sub-Project  
“Promoting Conditions of Participatory Governance and Development in Urban Areas of Ukraine”

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation, SDC

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## Backstopping and Programme Support 2011

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### Short Mission Report



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September 2011

**skat** Swiss Resource Centre and  
Consultancies for Development

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*Front Page Photograph:  
Tul'chyn Solid Waste Dumpsite*

## Abbreviations and Acronyms

ACMH	Association of Co-Owners of Multi-Apartment House
AMM	Academy of Municipal Management
ARC	Autonomous Republic of Crimea
BSP	Bodies of Self-Organisation of Population
CBDA	UNDP/Community Based Development Approach
CO	Community Organisation
CoM	Cabinet of Ministers
CoE	Council of Europe
CSA	Cost Sharing Agreement
CSU	Communal Service Unit (same as Zhek)
DESPRO	SDC sponsored Decentralisation Support Project implemented by Skat
DLG	Decentralisation and Local Governance
ICT	Information and Communication Technology
LA 21	Local Agenda 21
MDG	Millennium Development Goals
MoRDCHME	Ministry of Regional Development, Construction, Housing and Municipal Economy
MPC	Municipal Project Coordinator
MGSDP	Municipal Governance and Sustainable Development Programme
MST	Municipal Support Team
MSU	Municipal Support Unit
NFPM	National Forum of Partner Municipalities
NGO	Non-Governmental Organization
NO	Neighbourhood Organisation
O&M	Operation and Maintenance
PMU	Programme Management Unit
PPP	Public Private Partnership
QMO	Quality Management Officer
RCSD	Resource Centre for Sustainable Development
SD	Sustainable Development
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat for Economic Affairs
Skat	Swiss Resource Centre and Consultancies for Development
SME	Small and Medium Enterprises
SWM	Solid Waste Management
TOR	Terms of Reference
UALRA	Ukrainian Association of Local and Regional Authorities
UAH	Ukrainian Hryvna
UNDP	United Nations Development Programme
Zhek	Housing and Communal Services Organisation (same as CSU)

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St. Gallen, Switzerland; September 2011  
Juerg Christen, Community Management and Decentralisation Specialist

## 1 INTRODUCTION

### 1.1 CONTEXT, HISTORY AND BACKGROUND

Since gaining independence in 1991, Ukraine has shown its commitment to introduce the decentralisation process and has recorded significant achievements in its consolidation as a internationally recognised State that is committed to the values of a democratic society and a market economy. Despite of the current economic crisis, the country's economy is showing signs of growth and the civil society has become gradually involved in decision-making processes. However, this process has not reached all levels of the society and the country still has a long way to go to complete the transition process.

Ukraine joined the Council of Europe (CoE) in 1995 and ratified the European Charter of Local Self-Government in 1999. Local government reform has been highlighted as a priority of the new Ukrainian administration. However, progress in this field has been slow. One of the main reason is that decentralisation has been a slow process and the public administration seems not yet to be aware of the new reality, and lacks experience particularly related to strategic planning and management of human and financial resources. The system is highly centralised with regard to the distribution of decision-making powers and budgetary means. It is complex and thus inefficient in terms of defining administrative authority and responsibility at the different levels. As in other post - soviet countries, another fundamental problem is the fact that the state and the local governments still rule the citizens, rather than serving them. On the other hand, the population at large still carries the old mindset that the state is responsible for delivery of goods and services. The relationship between authorities and citizens is still characterised by widespread lack of confidence and ignorance.

Nevertheless, these days many Ukrainians increasingly demand democracy and a state that is controlled by its citizens. They begin to believe in the rule of law and a market economy based on private property. At the same time, they strive for a market economy with strong social orientation that provides a high quality education system, good health care for all, and poverty reduction. These concerns have been partly considered in the Reform Process of the past years<sup>1</sup>. Key concepts such as the Concept on Administrative and Territorial Reform and the Concept on Local Self-Government Reform would provide a good platform to strengthen participation, self-governance and local services provision in a decentralised manner.

However, after the presidential elections in January/February 2010 initiatives towards further decentralisation and reforms in Ukraine are observed to be rather slow or partly even reversed. In addition there are substantial challenges ahead towards the completion of the reform process, in particular:

- There is a lack of information at the local level and therefore a lack of consensus and support for reform among the general public. Information, discussions and consultations are needed at local level to gain the necessary public trust and support.
- The fiscal decentralisation process is not clearly defined. Several schemes have been proposed, but none of them is comprehensive.
- The financial and economic crisis resulting in a massive budget deficit threatens to slow down the reform process, since investing in processes of change is costly at the initial stage.

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<sup>1</sup> Blue Ribbon Commission for Ukraine, December 2004

- A tendency of the new Government towards curtailing local government reform has been observed and a number of laws relating to decentralisation have been put on hold.

Nevertheless, providing services to the communities and addressing the many pressing local socio-economic and environmental problems today is largely delegated at the responsibility of Ukraine's self-governing bodies, namely the municipalities and cities where about 67% of the 46 million Ukrainian population lives.

Mobilising the community into different types of associations offers a huge potential for local governments to improve the provision of communal and social services. This fact is meanwhile also being recognised and promoted by the authorities, i.e the Ministry of Regional Development, Construction, Housing and Municipal Economy. Over the years, the Swiss Agency for Development and Cooperation (SDC) has successfully tested this approach in several projects including joint initiatives with UNDP. As a result a number of local governments have meanwhile seen the benefits that can be derived from such approaches. This has led them to establish their own institutional arrangements into their municipal structure and to start allocating substantial own funds and resources to replicate and scale up the approach. This underpins the potentials that already exist within the current legal system regulating local governments.

It was against this background that in 2004, UNDP initiated the Municipal Sustainable Development Programme. It was conceived as a pilot project to develop participatory and transparent mechanisms for strengthening local governance to achieve sustainable institutional, social, economic and environmental development in **urban areas** of Ukraine. In order to underline the importance the Programme places on good governance as a precondition for sustainable development, today the Programme is called **Municipal Governance and Sustainable Development Programme (MGSDP)**. This is also in line with the demand of the Ukrainian citizens for a change in governance, i.e. for decentralisation and increased participation in the decision-making processes.

The overall goal of the current SDC supported project Phase III (2010-2012) has been formulated as follows: **"Effective approaches and mechanisms of decentralised municipal governance contribute to effective services provision"**.

Based on the experiences and lessons learned during two previous phases the following three key objectives have been defined:

- (i) to strengthen and consolidate institutional mechanisms to enhance local governance at local/municipal level
- (ii) to establish in partner municipalities public-private-community partnerships to improve services provision and to ensure that experiences are consolidated, documented and disseminated all over Ukraine
- (iii) to ensure that the community-based approach is integrated into the process of developing legislation on DLG reform and that it contributes to strengthening the successful implementation of the decentralisation and local-self-government reform

## **1.2 OBJECTIVES AND TERMS OF REFERENCE (ToR)**

Since the beginning of the MGSDP in 2004, expansion of the Programme has taken place into **29 municipalities** of western as well as eastern oblasts of the country including the Autonomous Republic of Crimea (ARC). Since then MGSDP, in partnership with these municipalities and Community Organisations (COs) has realised more than **270 community projects** mainly in the field of energy efficiency and the protection of the environment.

Besides financial support, SDC has been providing technical assistance in the form of short backstopping missions in Ukraine through the Swiss Resource Centre and Consultancies for Development (Skat). The last mission took place in September 2010.

The objectives and scope of work of the 2011 backstopping<sup>2</sup> support can be summarised as follows (refer also to the ToR in Appendix 1):

1. Policy Advice:

to support the MGSDP project team in analyzing and further developing its mechanism and tools for the institutionalization and dissemination of knowledge and experience at the municipal level, and to advise the project on the steps to be taken to further promote the integration of those mechanism and tools into governmental policies.

2. Technical Advice:

to advise the MGSDP team on how to strengthen the project component on improving public services provision (solid waste management, water supply, energy efficiency).

In order to achieve objective 1, Skat is expected to:

- Verify implementation of recommendations which were provided to the MGSDP team based on the backstopping mission implemented by Skat in 2010;
- Provide assistance to the MGSDP team in assessment of project progress - in compliance with the Project document, LogFrame and Operational Plan for 2011, - and advise the MGSDP team regarding the way forward in the different components of the project;
- Assess the quality of thematic manuals / guidelines that are developed by MGSDP and make recommendations for improving them;
- Propose the ways of strengthening/improving knowledge management at project level for the benefit of its future development;
- Identify relevance and appropriateness of introduction of the "Sustainable City" approach in Ukraine and identify major preliminary requirements for that.

In order to achieve the objective 2, Skat is expected to:

- Appraise the coordination and potential synergies between MGSDP, DESPRO, CoE and advise on further potentials for synergies, i.e. with regard to public services provision, inter-municipal cooperation (including the solid waste management initiative in Tul'chyn region) and knowledge management (and other SDC/seco domains);
- Assess current capacities of MGSDP and propose future efforts of scaling up of MGSDP approach to the national level;

During the initial briefing with UNDP, SDC and the MGSDP team the ToR of this mission were confirmed in principle and priority given to sustainability aspects, the plans for scaling up and multi-level and cross-institutional integration. In addition strategic recommendations were requested regarding the current political framework conditions and their implications as well as suggestions about what support and level of intervention will be needed beyond this phase.

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<sup>2</sup> In the context of MGSDP backstopping missions are intended to review progress, to assist in conceptual and operational aspects and to guarantee a certain level continuity.

### 1.3 METHODOLOGY AND WORKING PROGRAMME

As mentioned above and considering the limited time available (refer Appendix 2 for the mission schedule), the focus of this short mission was to assess the results of the Programme so far and to review the relevance of the Programme's conceptual framework, its strategic orientation and its way forward. In particular, mission activities included:

- Briefings in Kyiv with UNDP, MGSDP and SDC.
- Review of all new documents such as guidelines and reports.
- Meetings with representatives of national, rayon and municipal authorities, associations, relevant municipal departments, school networks and neighbourhood organisations.
- Visits of several community initiatives in Rubizhne (Lugansk), Tul'chyn (Vinnitsya) and Vosnezensk (Mikolayiv) municipalities.

The debriefings at the SDC office with the UNDP Deputy Country Director, the SDC Country Director and the National Programme Officer as well as the MGSDP management in Kyiv concluded the mission on September 9, 2011.

As usual, the mission was organised by UNDP/MGSDP team, in an exemplary way. The consultant wishes to thank all of those involved in the preparation and the conduct of the mission for their constructive cooperation and support.

### 1.4 REPORTING

According to the ToR, the consultant has produced this **Short Report**. The report covers the second mission of the third phase which was undertaken in September 2011. It gives a brief overview of the status of the Programme and provides strategic considerations and operational and policy recommendations.

Since this mission might be the last one of this nature during Phase III, it was agreed with the project team and SDC that the report will also summarise relevant observations, conclusions and recommendations of previous missions.

The report was prepared after the debriefings in Kyiv and was submitted to SDC and UNDP/MGSDP Kyiv in September 2011.



Interaction with representatives of ACMH in Rubizhne

## 2 FINDINGS, CONCLUSIONS AND OPERATIONAL RECOMMENDATIONS

### 2.1 OVERALL DEVELOPMENT OF THE PROGRAMME

The purpose of the Municipal Governance and Sustainable Development Programme, MGSDP, is to promote good local governance in order to achieve sustainable institutional (municipal), social, economic, and environmental development in the cities of Ukraine. Good governance refers to local, regional and national governments, public and private sector agencies, as well as the civil society including community organisations.

Strategically, MGSDP focuses on strengthening institutional capacities from local to national levels (multi-level) to enable them to implement sustainable development initiatives. The stakeholders are people of communities that have organised themselves, NGOs, enterprises, municipal institutions and their municipal authorities who are supported to participate in the planning and decision-making process. MGSDP combines a process (community/stakeholder participation) with a product (physical facilities, improvement in livelihoods, etc.) offering an excellent entry point for stakeholder participation through social mobilisation. Whilst the process ensures that principles of decentralisation, equity, gender, poverty alleviation, etc. are respected, the product ensures service delivery. As such, the Programme meets a great demand in the municipal communities of Ukraine.

With SDC input MGSDP addresses four inter-related issues:

- Access to and quality of municipal services delivery in the sector of water supply, energy efficiency, waste management in the operational area of the Programme will be improved through introducing and integrating mechanisms and approaches of decentralized services provision and examples of “best model city”;
- Living quality of local communities will be increased through further support to implementation of community projects as best examples of decentralized arrangements for service provision at local level;
- In the operational area of the Programme the quality of municipal governance will be improved for better service delivery through applying the public-private-community partnership tool and wide engagement and participation of the communities into decision-making process;
- Experience gained will be collected, analyzed and consolidated and best model(s) for sustainable local development will be accepted by the regional/national government and integrated into national policy documents.<sup>3</sup>

From the beginning of its involvement, SDC’s main concern in MGSDP has been to support the transition process by creating best practices of good governance and to ensure that successful experiences from other Swiss co-financed projects will not be lost and that those experiences of community participation in rural areas can also be utilised in urban settings. As such strong emphasis of the Swiss contribution has been on good governance as a sine qua non for sustainable development and citizens participation in decision-making processes. The social mobilisation approach was proposed and consequently applied.

In 2006 SDC became one of the most active international donor agency in Ukraine to actively support the decentralisation and local self-government reform process by launching its Decentralisation Support Project (DESPRO) implemented by Skat. Cooperation mechanisms have been established between MGSDP and DESPRO to ensure synergies and mutual learning.

SDC financial contribution to MGSDP at the end of Phase III will be about USD 1.63 millions. Technical assistance has been provided through five backstopping missions.

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<sup>3</sup> Project Document Phase III



Since its inception in April 2004 MGSDP today covers 29 municipalities nationally (refer to respective Quarterly Reports). Over the years noteworthy progress and achievements can be reported:

- Overall it can be stated that the Programme has well progressed, and has taken up many of the recommendations and suggestions made during past backstopping missions (Appendix 3).
- At the **local level**, in many of the partner municipalities local authorities – be it councillors or executive bodies – are acquainted with and increasingly integrate the Community Based Development Approaches (CBDA) in their policies and approaches.
- The Programme has used the successful experiences and lessons learned from other SDC co-funded community-based programmes such as UNDP/CIDP and CRDP (steep learning curve, quick and visible results, efficient and effective use of resources).
- Since its inception, the Programme has further sharpened its strategy, has built up a capable team of local experts and established collaboration with 29 partner municipalities in 12 eastern and western Oblasts including ARC.
- Through its pilot initiatives and even more through its capacity development measures MGSDP has greatly enhanced trust and cooperation between the communities and the municipal authorities.
- Some municipalities have established or are in the process of establishing their own departments responsible for the promotion of community initiatives with permanent staff. These departments also serve as resource centres and are firmly integrated into the organisation of the municipality. In smaller municipalities NGOs have been successfully engaged as service providers.
- The Programme is well accepted by the municipal authorities and has received considerable support not only in the form of substantial financial contributions. In several municipalities community initiatives are undertaken by the community and municipality without external support following the well accepted co-financing approach.
- At the **national level**, after the presidential elections of last year MGSDP has re-established partnerships with important players. These include the new Ministry of Regional Development, Construction, Housing and Municipal Economy, the Parliamentary Committee on State Construction and local Self-Governance, the Cabinet of Ministers as well as national associations. However, it needs big efforts to create again the same basis to participate in the national policy dialogue.
- Cooperation with the Academy of Municipal Management (AMM) and the National Academy of Public Administration (NAPA) are progressing well and is essential for effective dissemination of the principles of sustainable development, good governance and community participation.
- Over the years almost 8'000 people have participated in trainings and other capacity building initiatives. These measures have greatly contributed to the success of the Programme.
- The Programme is well documented through operational guidelines and manuals covering the most important procedures and activities for the main stakeholders in the process. They serve as excellent practical training materials.

- However, the above achievements are currently overshadowed by the fact that local governments are increasingly weakened, which slows down the decentralisation process.
- This situation severely fades down the relatively wide spread optimism in the municipalities of past years and increasingly prevents that innovative projects are being undertaken.
- In partner municipalities this situation is exacerbated by the fact that with a substantially reduced budget MGSDP is not in a position to fulfil the high expectations it has risen.

The following chapters summarise the areas where in the opinion of the consultant special attention is required. In addition, they provide strategic and operational recommendations for future actions.

## **2.2 PROGRAMME STRATEGY AND PARTNERSHIP ARRANGEMENTS**

### **2.2.1 Current Political Framework Conditions – Consequences on the Programme Strategy**

Although in 2011 the President announced a large-scale local government reform which should comply with the European Charter of Local Self-Government, during the period of the new government a tendency towards curtailing local government reform has been noticed and a number of laws relating to decentralisation has been put on hold or even reversed. This is confirmed by the Programme's previous partners who were centrally involved in the process of administrative and territorial reforms.

Despite of this, MGSDP has accepted the invitation by Mr. Vyacheslav Negoda, First Deputy Director, Department for Ensuring Cooperation with Verkhovna Rada of Ukraine and the Regions, Secretary of the Cabinet of Ministers of Ukraine. and participates now in different newly established working groups that are in the process of elaboration draft laws related to housing and municipal economy reform as well as inter-municipal cooperation.

The process of merging the Ministry of Regional Development and Construction with the Ministry of Housing and Municipal Economy is still ongoing and it is not clear how the reorganised Ministry will appear. However, following the recommendations of the last mission cooperation with the Department of Reformation of Housing and Municipal Economy has continued and is proceeding and development of two model educational programmes – for acquiring qualification for “Manger of multi apartment residential house” and for advanced training of heads and members of executive boards of associations of co-owners of multi-apartment houses (ACMH) – has been supported. In addition, following the recommendations of the last mission MGSDP participated in the development of changes and amendments to the law on ACMH.

#### ***Recommendations:***

As stated earlier the described trends and developments call for a pragmatic strategy. In particular it is recommended to focus on promising partnerships.

#### **At the national level:**

- Authorities have clearly realised that MGSDP experience is relevant, because it is based on practical experience. In view of this, partnerships and cooperation with the

Department of Reformation of Housing and Municipal Economy should continue and support provided to the ongoing housing reform process.

- In view of the slow reform process at the national level focus should be on supporting local authorities.
- In order to further promote the creation of ACMH a video should be developed with the aim to state the policy framework, to explain the mechanisms, the advantages and the potentials for energy efficiency, water supply, solid waste management, etc.

**At the local level:**

- Continue cooperation with existing partner municipalities, do not expand the number but rather decrease it. Only continue cooperation with cooperative partners as funds are scarce.
- Community-based approaches should be further consolidated and institutionally anchored and a critical mass of demonstration projects should be created.
- In Rivne this approach is fully integrated and institutionalised in the city organisation. Use Rivne as demonstration city and organise further exposure visits.

**Conceptually:**

- Conceptually, the focus should remain on policy support, institution and capacity development and the capitalisation and documentation of lessons learned for further dissemination, replication and scaling up.
- However, complement these activities with practical support through community initiatives as the combination of the process and the product leads to better results (refer to 2.1).

**Thematically:**

- The thematic areas of support should remain on a) energy efficiency measures, b) e-governance<sup>4</sup> including quality management (ISO) as well as c) Inter-municipal cooperation on the practical and policy levels.

## **2.2.2 Partnerships and Contributions**

As mentioned earlier a big achievement of the Programme is the strong partnership between MGSDP, the municipality and the communities that has brought about remarkable changes in the attitudes within the partner municipalities.

Another remarkable success of MGSDP is the substantial contribution it generates from the partner communities and municipalities ( $\geq 55\%$ ) and there is a tendency that municipalities contribute much more and sometimes finance community projects on their own, respecting the well-tested MGSDP approach. The interest the Programme has generated at the municipal level is remarkable and is already being replicated in new areas without MGSDP support.

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<sup>4</sup> E-Governance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective.

On the other hand, the stagnant reform process combined with the current lack of funds from the state budget and the decreasing donor involvement are responsible for fading optimism and enthusiasm particularly in smaller partner municipalities.

## **2.3 INSTITUTION AND POLICY DEVELOPMENT**

As in previous missions a crucial task of the ToR is the assessment of effectiveness and approaches and their institutionalisation and integration in government policies and tools.

### **2.3.1 Municipal Level**

The assessment of the last mission can be confirmed that in a great number of partner municipalities the participatory and community-based approaches are widely accepted and have been integrated in municipal policies and programmes. Today different models of institutional arrangements are being used. Following the project strategy the focal point of the MGSDP is the Municipal Support Unit (MSU) within the municipality. Initially this structure was an important working arrangement. However, over time this arrangement is increasingly being transformed into individual municipalities' own structures. In many cities (e.g. Rivne, Voznesensk, Rubizhne, Kirovske, etc.) own departments have been created within the organisational structure usually responsible for the promotion of and cooperation with community based organisations or special units established such as the "Municipal Unit for the Support of Community Initiatives" in Novograd-Volynskiy and Voznesensk. As recommended during previous missions Municipal Project Coordinators hold now official line positions, e.g. heads of departments and Social Mobilisers are either employees of the city administration or employed by the same under contract.

Another successful set up which has been introduced is the cooperation with NGOs that perform the tasks of MSUs (e.g. Ivano-Frankivsk, Resource Centre, Dolyna Municipality, etc.).

In order to improve decentralised services provision MGSDP supports municipalities in the introduction of the ISO 9001:2008 Quality Management System (QMS). ISO 9001:2008 is the internationally recognised standard for the quality management of businesses and organisations. It applies to processes that create and control the products and services an organisation supplies, it prescribes systematic control of activities to ensure that the needs and expectations of customers are met and it is designed and intended to apply to virtually any product or service.

As a part of the QMS "one stop shop"s have emerged in several municipalities. They are promoted on the idea that they provide a single point of contact with the city administration and provide services more efficiently.

### ***Recommendations:***

- In view of sustainability continue to promote institutionalisation and the establishment of ACMH which coincides with the policy pursued by the Ministry (refer to 2.2.1). This is even more important as in future the municipal housing and communal services organisation, Zhek will be replaced by ACMHs, house managers or private managing companies.
- Continue to support the introduction of QMS as it motivates municipalities' staff by defining their key roles and responsibilities and saves costs through improved efficiency and quality of services. Customers satisfaction increases as orders are met consistently, on time and to the correct specification.

- Good examples should be documented and exchange visits organised to successful municipalities.

### **2.3.2 National Level**

As mentioned earlier MGSDP's multi-level and cross-institutional approach has made it possible to actively contribute to the national debates related to the reform process. It has substantially supported the Parliamentary Committee on State Development, Regional Policy and Local Self-Governance in the preparation of the draft law "On Introducing Changes and Amendments to the law of Ukraine on the Bodies of Self-Organisation of Population" (BSP). In October 2009 the draft law was endorsed in the first reading.

#### ***Recommendations:***

- MDSDP should continue to utilise the experiences it gained through its multi-level approach. They should be used for developing credible policy recommendations and engaging in policy dialogue for the legislative process at the national level (refer to external review by Töpperwien et al, June 2009).
- The collaboration with associations, in particular with the Ukrainian Association of Rayon and Oblast Authorities should be revived. Through its excellent network and links the association can be used as a channel for the dissemination of best practices and lessons learnt.
- As recommended earlier the partnerships with the Department for Ensuring Cooperation with the Vekhovna Rada of Ukraine and the Regions, Secretary of the Cabinet of Ministers of Ukraine, the Parliamentary Committee on State Development and Local Self-Government, as well the MoRDCHME should be utilized to the maximum as they provide excellent entry points for the national policy dialogue related to decentralization and local self-governance. In this a joint approach with DESPRO should be envisaged.

## **2.4 CAPACITY DEVELOPMENT**

### **2.4.1 In-Country Initiatives**

Capacity development is probably the most successful and most effective measure to foster community participation in decentralised services provision. The initiatives provided by the Programme are highly appreciated by all partners and stakeholders as they significantly increase their awareness, knowledge and skills.

Besides the formal trainings to MSUs and community organisations special trainings are being conducted in the fields of communication, consumer rights, conflict resolution gender mainstreaming, QM and energy efficiency. Important capacity development measures are also the MSU and NFPM conferences as well as the East-West exchange visits of municipalities. Important target groups are schools that integrate specific issues into their curricula.

Since 2007 the AMM conducts the course "Sustainable Development of the Society" which was developed with substantial MGSDP thematic input. The fact that this year the Ministry of Education and Science, Youth and Sports has recommended this course to be used in Universities all over the country can be considered a big success.

At the same time MGSDP and DESPRO in collaboration with the NAPA are in the process of elaborating a training programme for municipal officials and civil servants on “Decentralisation and Effective Local Self-Government”. The individual training modules seek to be a practical step by step guide that will include case studies both from DESPRO and MGSDP projects. The modules covering 11 topics are planned to be completed soon. They will be used by educational and training institutions in training and re-training of civil servants.

**Recommendations:**

- Through the above training courses and modules good practices of MGSDP and DESPRO will so be disseminated widely and effectively. The collaboration with NAPA and AMM is a powerful mechanism for reaching a huge audience and therefore should be continued with priority.
- In order to maintain a high level of knowledge and skills of the main stakeholders, besides the formal trainings provided to new partners re-training of relevant actors covering the most important aspects should be conducted on a regular basis.

**2.4.2 Follow up on Study Tour to Switzerland**

With the aim to expose Ukrainian government officials and local decision-makers (mayors, heads of municipal administrations) to best practices of functioning of local self-government as well as to the benefits of decentralization with clear division of functions, responsibilities and authorities of central and local governments in Switzerland, on behalf of MGSDP Skat organized and carried out a study tour in Switzerland in June/July 2010. The study tour focused on successful experiences with decentralized municipal services delivery in large, medium and small municipalities in Switzerland (for more details refer to the study tour report).

The study tour left a deep and lasting impression on the participants and has strongly forged the relationship between the participants and the Programme as well as SDC and UNDP. At the end of the visit the participants were asked to prepare individual action plans. However, so far only one follow up activity has been undertaken in Dolyna municipality.

**Recommendations:**

- In view of the positive experiences made during the tour MGSDP is advised to follow up and support the implementation of activities planned by individual participants also financially, as most of the proposed activities are relevant in the Ukrainian context.
- Considering that most partners at the national level and quite a number Mayors in partner municipalities have been replaced, another study tour should be considered.

**2.5 PLANNING AND IMPLEMENTATION OF COMMUNITY PROJECTS**

Since its involvement in MGSDP between 2005 and 2010 out of 269 projects 67 have been realised with SDC support. Today approx. 49,000 citizens benefit directly from these projects. Swiss contribution to MDSDP at the end of phase III will be approx. USD 1.68 millions.

As mentioned earlier project planning and implementation follow well-established procedures which are formalised in operational manuals based on which MSUs are trained. The operational manuals are updated regularly.

Following previous recommendations most of the partner municipalities have introduced strategic planning. Rational strategic planning practices and instruments foster more reliable and targeted allocation of funds. However, due to decreasing funds from UNDP and SDC as well as lack of budgets at the local level, exacerbated by current financial crisis only limited infrastructure development initiatives have taken place throughout 2011. However, community projects (mainly in the Energy Efficiency Sector) are essential to demonstrate that community participation can substantially contribute to sustainable development in the cities.

Monitoring and quality control is still not entirely satisfactory aspect of the Programme. The reasons for this situation include low response of the technical departments, the tendency of local communities to choose cheaper offers of contractors and lack of funds for supporting regular inspections by MGSDP staff. The result of this is the fact that quality of the work varies from project to project and can hardly be controlled by the Programme.

MGSDP has developed guidelines that describe realistic operation and maintenance mechanisms as well as roles and responsibilities including cost recovery of all actors involved. Existing laws and standards related to construction and maintenance of social infrastructure have been considered, as well.

Following the recommendation of the last mission UNDP financing mechanisms were revised and the UNDP management charge decreased from 7% to 3%. This step has been highly appreciated by the partner municipalities.

***Recommendations:***

- Continue to implement community projects that are essential to demonstrate that community participation can substantially contribute to sustainable development in the cities.
- Reinforce quality aspects in the regular training and re-training courses.

## **2.6 PARTNERSHIPS AND SYNERGIES**

Following the Project Documents of both DESPRO and MGSDP, synergies between the two programmes should be utilised and experiences exchanged as much as possible. Through a close cooperation the programmes will achieve greater leverage that is needed to promote the decentralisation and local self-government reforms.

Both programmes complement each other in an excellent manner particularly in the rural and urban contexts. Synergies are used in capacity building measures as well as in the pilot initiatives on inter-municipal cooperation.

Following the Project Document of the SDC co-financed CoE “Strengthening the capacity of local Authorities in Ukraine” programme obvious synergies exist, but duplication could also occur.

Since MGSDP is centrally involved in the creation of ACMH and the promotion of energy efficiency measures there will be possible synergies with the SECO supported “IFC Ukraine Residential Energy Efficiency Project”.

***Recommendations:***

- Although good coordination (regular meetings, common participation in events, etc.) mechanisms between MGSDP and DESPRO exist cooperation should be intensified in the fields of Knowledge Management and the national policy dialogue.
- Analyse MGSDP, DESPRO and CoE capacity building programmes, identify synergies and prevent duplications. Create a matrix that reflects the nature of capacity building measures, beneficiaries, training institutions, etc.
- Investigate in what thematic areas potential synergies exist that can be utilised with the “IFC Ukraine Residential Energy Efficiency Project”.

## **2.7 INTER-MUNICIPAL COOPERATION IN THE FIELD OF SOLID WASTE MANAGEMENT**

### **2.7.1 Background**

It is a well known fact that most of the Ukrainian municipalities are facing difficulties to manage their solid wastes effectively due to limited financial resources as well as lack of technical and managerial skills. Although the authorities are increasingly aware of the need for efficient and effective solutions in the field of SWM, only little is known about suitable concepts and strategies to tackle this problem. It was against this background that DESPRO and MGSDP were approached by Tul’chyn and Bakhshisaray rayons and municipal authorities to assist them in the resolution of their SWM problem.

As this was considered a unique opportunity for a joint initiative of inter-municipal cooperation, a step-wise planning process was initiated in 2010 in Tul’chyn rayon.

### **2.7.2 Planning Process**

The main elements of the individual **planning steps** comprise:

**Step 1:** formal set up of a planning organisation. It comprises the planning of the process, including information of the population and the level of participation.

**Step 2:** collection, compilation and analysis of baseline data regarding the SWM system. In particular data will be collected related to waste composition and generation, the current waste management practices and an outlook regarding trends/perspectives of waste generating activities in the region.

**Step 3** development of the most promising models for the future set up. All relevant elements of an Integrated Solid Waste Management (ISWM) system will be discussed and analysed. In particular the following elements will be investigated

- Institutional framework
- Model for waste collection/recycling/disposal
- Financial management (tariffs, cost recovery)
- Public awareness/information

**Step 4:** based on Step 3, development and assessment of different options of models including cost estimates.

**Step 5:** SWM strategy will be developed. Based on this strategy a detailed model for implementation will be established.

**Step 6:** activities to work out an action plan for the selected model:

- Implementation arrangements (budget/funding, activities, monitoring)



- Arrangements and contracts
- Decision making milestones

**Step 7:** implementation of the SWM system. The implementation will include capacity building and training, but also the procurement and the implementation of hardware.

Whilst DESPRO is leading the entire planning process, MGSDP is participating in the process and supports it through relevant training interventions and awareness building of all stakeholders concerned.

The process is coordinated and steered by the SWM Working Group of representatives of SDC, DESPRO and MGSDP. Regular consultations should take place with the SWM expert in Switzerland. Currently step 2 and 3 are in process.



Analysis of solid waste composition in Tul'chyn (step 2)

Funding for the entire process and particularly for the capital investments is not yet secured. Whilst DESPRO has allocated a substantial amount for technical assistance to SWM measures, MGSDP has only very limited funds available.

For further details regarding the ongoing planning process as well as the funding situation refer to the mission report of the SWM expert, A. Olschewski, September 2011.

**Recommendations:**

- In order to ensure a smooth implementation of this joint initiative above concept should be strictly adhered to. Further trainings should be conducted to raise the required awareness and skills of all stakeholders concerned.
- In view of the constrained funding situation UNDP/MGSDP should undertake utmost efforts and acquire for additional funds.

## **2.8 OUTLOOK/WAY FORWARD**

As mentioned before SDC's main concern in MGSDP has been the support of the transition process by creating experiences of good governance and to ensure, that successful experiences from other Swiss co-financed projects will not be lost and that those experiences of community participation in rural areas can also be utilised in urban settings. So far this concern has been taken up by the Programme and successfully demonstrated in 270 initiatives.

A SWOT analysis carried out during the mission clearly shows that in the current political and economic environment probably the biggest challenge for MGSDP and other projects working in the field of decentralisation and local – self governance is to further promote the integration of positive experiences gained at the municipal level into governmental policies. Therefore, it is of great importance as well as an opportunity to continue the work at the municipal level in order to create a critical mass of successful examples which cannot be ignored by the National authorities.

MGSDP is an important player in the national policy dialogue particularly regarding the establishment of ACMH and the promotion and scaling up of sustainable municipal development, good governance, decentralisation and democratisation. As such it complements DESPRO in the urban context in an excellent manner. Cooperation with MGSDP has therefore been included as important cooperation partner in the Project Document of DESPRO Phase II. The strategic alliance with DESPRO must be further strengthened in order to gain noticeable leverage in the national policy dialogue. It is important to establish new partnerships with organisations, institutions and stakeholders that are promising. As such the Programme is continuing to make an important contribution to the reform process as well as to sustainable development.

As MGSDP goals and objectives fully comply with SDC's Cooperation Strategy 2011-2014, particularly in its domain "Local Governance and Public Services", and substantial synergies exist with other initiatives supported by Switzerland, SDC is advised to continue its commitment to MGSDP with technical and financial assistance.

# APPENDICES

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<i>Appendix 1</i>	<i>Terms of Reference</i>
<i>Appendix 2</i>	<i>Mission Schedule</i>
<i>Appendix 3</i>	<i>Actions taken on Key Recommendations 2010</i>

## Appendix 1

# Terms of Reference

## Terms of References

Contract no. \_\_\_\_\_ (Mandate type B)

Technical Backstopping to the Municipal Governance and Sustainable Development Programme

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### 1 Background and Rationale

The Municipal Governance and Sustainable Development Programme (MGSDP) of UNDP Ukraine was initiated in April 2004 with the aim to develop a participatory and transparent mechanism for sustainable development processes at the local level and to contribute to building effective governance and democratic society in the country.

In order to foster this process, in 2005 SDC started to support MGSDP with financial assistance and technical backstopping. The Swiss contribution to MGSDP has been made through two phases of the Project on “Promoting Conditions of Participatory Governance and Development in Urban Areas” (Phase I for 2005-2006, Phase II for 2007-2009). The Swiss Resource Centre and Consultancies for Development Skat was mandated by SDC as a backstopper for providing technical and policy advice to the project team and its partners.

29 municipalities (out of a total of 450 municipalities in Ukraine) in 12 (out of 25) oblasts of Ukraine, including the Autonomous Republic of Crimea, were so far covered by MGSDP. In total since the beginning of the programme, 272 local Sustainable Development projects of Community Based Organisations / Networks have been supported worth UAH 30.8 million. The total costs were shared by donors (UNDP/SDC/CIDA/Norwegian Embassy), municipalities, communities and the private sector in the ratio 32,6%, 49,6%, 13,2% and 4,6% respectively. These micro-projects resulted in an improvement of the quality and access to services in the sectors of energy efficiency, water supply, health and environment. A total of 39'980 women, 31'455 men and 55'874 children benefited from this support. Out of 272 community initiatives, 46% were related to the social sector, 50% to the area of energy and environment, and 4% to economic development.

At the community level Municipal Support Units (MSU) were created in 29 partner municipalities to mobilise local communities and support their local sustainable development projects. With the support of MSU, over 500 organisations of citizens were created primarily in the housing and education sector, and the living conditions of more than 125 thousand urban citizens were improved through seed grants to over 270 community projects implemented under cost-sharing principle.

The participatory approaches introduced by the Project in the two previous phases are today institutionalized in the partner municipalities, where mechanisms of participatory planning and budgeting in the process of the annual socio-economic development plan and the co-funding of community initiatives at a competitive basis have become part of municipal functioning.

The goal of Phase III reads as follows: “Effective approaches and mechanisms of decentralized municipal governance contributed to effective public services provision”.

To reach the above-mentioned goal, the project document for the ongoing Phase III (1 January 2010 until 31 December 2012) defines three main objectives (outcomes):

- Institutional mechanisms at the local/municipal level to enhance participatory local governance are consolidated and strengthened.
- Public-private-community partnerships, established in the partner municipalities to improve service provision, are consolidated, documented and disseminated all over Ukraine.
- Community-based approach is integrated into the process of developing legislation on DLG reform and contributed to strengthening and successful implementation of the decentralisation and local self-government reform.

## **2 Objectives of the Mandate**

SDC in agreement with UNDP mandates Skat for continuing its backstopping support to MGSDP which has the following specific objectives:

1. Policy Advice: To support the MGSDP project team in analysing and further developing its for the institutionalisation and dissemination of knowledge and experience at the municipal level, and to advise the project on the steps to be taken to further promote the integration of those mechanisms and tools into governmental policies.
2. Technical Advice: To advise the MGSDP project team on how to strengthen the project component on improving public services provision (solid waste management, water supply, energy efficiency).

After a first mission that took place in fall 2010, Skat shall undertake a second and final mission (subject to the present ToR) to conclude its long lasting technical support to MGSDP.

## **3 Scope of Work**

In order to achieve the objective 1, Skat is expected to

- Verify implementation of recommendations which were provided to the MGSDP team based on the backstopping mission implemented by Skat in 2010;
- Provide assistance to the MGSDP team in assessment of project progress - in compliance with the Project document, LogFrame and Operational Plan for 2011, - and advise the MGSDP team regarding the way forward in the different components of the project;
- Assess the quality of thematic manuals / guidelines that are developed by MGSDP and make recommendations for improving them;
- Propose the ways of strengthening/improving knowledge management at project level for the benefit of its future development;
- Identify relevance and appropriateness of introduction of "Sustainable City" approach in Ukraine and identify major preliminary requirements for that.

In order to achieve the objective 2, Skat is expected to

- Appraise the coordination and potential synergies between MGSDP, DesPro, CoE and advise on further potentials for synergies, i.e. with regard to public services provision,

intermunicipal cooperation (including the solid waste management initiative in Tulchyn region) and knowledge management;

Assess current capacities of MGSDP and propose future efforts of scaling up of MGSDP approach to the national level;

Access possible expansion to new cities and role of the current partner-municipalities and/or the Government in this regard.

#### **4 Methodology**

In order to reach the objectives and to fulfil the planned tasks the backstopping mandate includes:

a) Desk Research

Prior to the mission relevant documentation will be made available to the Skat consultant (cf. Box 1 below). The consultant may seek clarification and collect additional data/information upon arrival to Ukraine.

##### **Box 1 - Reference Materials**

- Project brief and brochures
- Project document – SDC Project Phase III
- Progress reports (annual, quarterly) and outcome evaluation report (Phase II)
- Various periodicals and policy documents
- Various guidelines and practical manuals
- Other relevant documents

b) Joint briefings and debriefings with the Swiss Cooperation Office in Kyiv (SCO), UNDP Country Office and MGSDP staff;

c) Coordination meeting with the MGSDP, DesPro and CoE staff, with participation of SCO and UNDP representatives on cooperation and possible synergies in various sectors, i.e. intermunicipal cooperation, knowledge management etc.;

d) Field trips to selected MGSDP partner municipalities;

e) Meetings with MGSDP partners and stakeholders at the national and municipal levels;

f) Working sessions with MGSDP team.

During the field work in Ukraine, the consultant will be accompanied by the responsible MGSDP staff. The SCO's National Programme Officer will join selected moments of the mission meetings and discussions.

#### **5 Deliverables / Reporting**

The Consultant will be expected to produce the following deliverables:

- 1) Draft report to be submitted within 10 working days after the mission end in Ukraine to UNDP/MGSDP and SCO;
- 2) Final report reflecting all aspects mentioned above with findings and recommendations to be submitted to UNDP/MGSDP and SCO not later than 20 working days after the debriefing at SCO. The report shall have an executive summary and not exceed 15 pages (Arial 11; excluding annexes).
- 3) Final financial report (incl. timesheet justifying days of work in Switzerland and Ukraine respectively) to be submitted to SCO not later than 20 working days after the debriefing at SCO.

The language of the reports shall be English.

The operational report must be submitted in electronic form, the financial report has to be signed and submitted in hard copy.

## 6 Duration and Implementation Arrangement

The backstopping mission shall be undertaken in August/September 2011. The consultancy inputs will be provided in the framework of a mission of 11 consultancy days (including travelling) in Ukraine and 5 days of preparatory work and report writing in Switzerland.

The following table gives an indicative overview of the work schedule. The exact time allocation is subject to negotiations between UNDP/MGSDP, SDC and the Consultant prior to concluding the contract.

<b>Task/Activity</b>	<b>No of days</b>
Analysis of relevant project documentation and preparatory activities in Switzerland	2
Travel from/to CH	1
Field work in Ukraine	10
Report writing	3
<i>Total amount (maximum)</i>	<i>16 days</i>

The Consultant is responsible for the logistical and administrative organisation of the mandate. However, the MGSDP's implementation unit and SCO will provide logistical support for the mission in Ukraine (hotel booking, transport, scheduling meetings in and outside of Kyiv).

The Consultant will receive an electronic version of all required documentation before the start of the mandate.

Kyiv, .....  
Swiss Cooperation Office

St. Gallen, .....  
SKAT

.....  
Viktor Shutkevych  
Deputy Country Director

.....  
Jürg Christen  
Consultant

## **Appendix 2**

# **Mission Schedule**



**UNDP/MGSDP  
TENTATIVE MISSION SCHEDULE FOR MR. JURG CHRISTEN  
29<sup>TH</sup> AUGUST – 9<sup>TH</sup> SEPTEMBER**

<i>Date</i>	<i>Time</i>	<i>Activities</i>
29 <sup>th</sup> August (Monday)	15:45	<ul style="list-style-type: none"> <li>- Arrival to Kiev by <i>PS 470 flight (Boryspil' airport)</i></li> <li><i>Accommodation (Olga Romaniv in contact with DesPro)</i></li> <li>- Work with documentation</li> </ul>
30 <sup>th</sup> August (Tuesday)	08:30 – 10:00	<ul style="list-style-type: none"> <li>- Joint Introductory meeting with SDC and UNDP management <ul style="list-style-type: none"> <li>• Mr. Manuel Etter, SDC CD</li> <li>• Mr Guido Beltrani, SDC CD (as of 1<sup>st</sup> of September)</li> <li>• Ms. Elena Panova, UNDP DCD</li> <li>• Ms. Oksana Remiga, SPM</li> <li>• Svitlana Gryshchenko, NPO</li> <li>• Iryna Skaliy, MGSDP Programme Manager</li> </ul> </li> </ul> <i>Place: SCO, 29 Ivana Franka Str., Kyiv</i>
	11:00 – 13:00	<ul style="list-style-type: none"> <li>- Working meeting with MGSDP staff. Briefing on current activities and future plans of MGSDP. Presentations of clusters</li> </ul> <i>Place: 20, Esplanadna Str., small conference room</i>
	14:00 – 15:00	<ul style="list-style-type: none"> <li>- Review of documents</li> </ul> <i>Place: 20, Esplanadna Str., office 713-414</i>
	15:00 – 16:30	<ul style="list-style-type: none"> <li>- Joint meeting with CBA and Despro</li> </ul> <i>Place: 20, Esplanadna Str., big conference room</i>
31 <sup>st</sup> August (Wednesday)	Morning	<ul style="list-style-type: none"> <li>- Meeting with the Ministry of Regional Development, Construction and Housing and Municipal Economy of Ukraine <ol style="list-style-type: none"> <li>1) Nataliya Oliynyk, head of department of reformation of housing and municipal economy</li> <li>2) Oleksandr Ignatenko, Lyudmyla Poltorachenko, head of solid waste management department</li> </ol> </li> </ul> <i>Place: 24, Dymytrova Street</i>
	10:00-12:00	
	14:40-15:40	<ul style="list-style-type: none"> <li>- Meeting with Ukrainian Association of Local and regional Authorities. <ul style="list-style-type: none"> <li>• <i>Yuriy Andriychuk, Head of the Secretariat</i></li> </ul> </li> </ul> <i>Place: 73 Artema Str., 10th Floor</i>
	16:55-18:05 18:05-21:00	<ul style="list-style-type: none"> <li>- Departure to Rubizhne, Lugansk region (flight through Donetsk)</li> </ul>
1 <sup>st</sup> September (Thursday)	09.00 – 18.00	<ul style="list-style-type: none"> <li>- Meeting with Koztyantyn Kozyuberda, City Mayor</li> <li>- Meeting with the Municipal Support Unit and discussion about the experience of organizing and supporting the local development initiatives; presentation of communication practices of Rubizhne MSU</li> <li>- Meeting with the Secretariat of the Public Advisory Council to the city mayor</li> <li>- Meeting with the ICT focal points to discuss experiences of web-site creation and updating under MGSDP support</li> <li>- Project site visit and meeting with the Association of Co-Owners which received support from UNDP/MGSDP for project implementation – official project opening</li> </ul>
2 <sup>nd</sup> September (Friday)	09.00 – 14.00	<ul style="list-style-type: none"> <li>- Meeting with the representatives of the School Network – presentation of the experiences of awareness campaign (the most recent one – within the Every Drop Matters sub-project,</li> </ul>

		<p>previous ones – on HIV/AIDS prevention, gender equality promotion, consumer rights education etc)</p> <ul style="list-style-type: none"> <li>- Project site visit and meeting with the public organization of one of the local secondary schools (to be identified) which received support from UNDP/MGSDP for project implementation – discussion about the project experience</li> <li>- Debriefing meeting with the Municipal Support Unit and discussion about their plans for the nearest future</li> <li>- Return to Kyiv</li> </ul>
3 <sup>rd</sup> September (Saturday)		<ul style="list-style-type: none"> <li>- Studying relevant documentation</li> </ul>
4 <sup>th</sup> September (Sunday)		Day off
5 <sup>th</sup> September (Monday)	<p>11:00 - 15:30 16:00 - 18:00</p>	<ul style="list-style-type: none"> <li>- Meeting with the Committee of Verkhovna Rada of Ukraine on Local Self-Governance and Construction of Ukraine <i>Place: Sadova Str., 4<sup>th</sup> Floor</i></li> <li>- Departure to Tulchyn Municipality, Vinnytsya region</li> <li>- Meeting with the Mayor and his team to discuss current status of project activities at municipality level and plans for the nearest future</li> </ul>
6 <sup>th</sup> September (Tuesday)	<p>09:00 - 11:00 11:00 - 12:00 14:00 - 17:00</p>	<ul style="list-style-type: none"> <li>- Meeting with the secretariat of the working group members of the inter-municipal initiative on introduction of the integrated approach to solid waste management</li> <li>- Meeting with the selected representatives of the school network to discuss first activities on raising public awareness on SWM</li> <li>- Transfer from Tulchyn to Voznesensk</li> </ul>
7 <sup>th</sup> September (Wednesday)		<ul style="list-style-type: none"> <li>- Meeting with Voznesensk City Mayor Mr. Yuriy Gerzhov and his team</li> <li>- Meeting with the municipal department for supporting community initiatives and investments (MSU)</li> <li>- Meeting with the secretariat of the School Network to discuss directions of cooperation between academia and MGSDP</li> <li>- Meeting with the support group of quality management system for municipal services to discuss current achievements and plans on elaboration of e-governance project</li> <li>- Meeting with selected representatives of associations of co-owners of multiapartment houses</li> <li>- Meeting with the community organizations and visits to the project sites (1-2 to be confirmed)</li> </ul>
8 <sup>th</sup> September (Thursday)	<p>10:00 - 15:00 16:00 - 18:00</p>	<ul style="list-style-type: none"> <li>- Meeting with local authorities and visiting local community project sites</li> <li>- Transfer from Voznesensk to Kyiv</li> <li>- Time for preparing preliminary recommendations</li> </ul>
9 <sup>th</sup> September (Friday)	10:00 – 11:30	<ul style="list-style-type: none"> <li>- Joint debriefing to the UNDP and SDC management <ul style="list-style-type: none"> <li>• Mr. Guido Beltrani, SDC CD</li> <li>• Ms. Elena Panova, UNDP DCD</li> <li>• Ms. Oksana Remiga, SPM</li> </ul> </li> </ul> <p><i>Place: UNDP CO, Kloviskiy uzviz.,1</i></p>
10 <sup>th</sup> September (Saturday)		Internal work with DESPRO Team

11 <sup>th</sup> September (Sunday)	09.25	- Departure from Kyiv
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## **Appendix 3**

# **Actions taken on Key Recommendations 2010**

Prepared by Iryna Skaliy, Project Manager

UNDP/MGSDP

SDC Backstopping Mission - Juerg Christen

Actions on Recommendations of Mission: October 2010

Prepared 26th August 2011

SN	Recommendations	Action Taken
<b>1</b>	<b>Current Political Framework Conditions – Consequences on the Programme Strategy</b>	
a	Accept the invitation by Mr. Vyacheslav Negoda, Director, Department of Regional Policy and local Self-Government, CoM and participate in the newly established working groups that are in the process of elaboration draft laws related to housing and municipal economy	Invitation accepted. In particular, MGSDP staff became members in the Inter-Municipal Cooperation Working Group, Housing and Municipal Economy Reform Working Group, some others.
b	Plan common initiatives with the MoHME and assist their efforts related to the law on Association of Co-Owners of Multi-Apartment House (ACMH)	On the request of the Ministry, two educational programmes for ACMB and professional managers of ACMB were supported. In process of signing contract with a consultant. MGSDP staff also participated and contributed to the discussion of the law on ACMB.
c	Continue cooperation with existing partner municipalities and make sure that planned activities go on	Fulfilled
d	Community-based approaches should be further consolidated and institutionally anchored and a critical mass of demonstration projects should be created	Fulfilled. Rivne experience on internalization of MGSDP experience has been documented and is in process of publication.
e	Conceptually the focus should remain on policy support, institution and capacity development and the capitalisation and documentation of lessons learned for further dissemination, replication and scaling up	Fulfilled, the majority of financial resources of the project goes for these purposes. Less and less community projects supported financially.
<b>2</b>	<b>Institution and Policy Development: Municipal Level</b>	
a	In view of institutional sustainability the creation of the institutional arrangements with transversal tasks should be further promoted in all partner municipalities as they clearly demonstrate the ownership of municipalities towards a community-based approach. Successful models and cases should be documented and disseminated throughout Ukraine	Rivne experience on internalization of MGSDP experience has been documented and is in process of publication. It has also been shared with other partner municipalities. Maximum effort is been put to motivate the MSU for growing into Resource Centres (in case other donors start working there, they grow into RC).
b	In larger cities the new departments should operate trans-sectoral, in collaboration with the respective professional sector departments such as environment, infrastructure, education, etc. and directly report to the Mayor	Actually in place
c	At the community level the focus on the promotion and support of ACMH should be continued as it fully complies with the national policy of MoHME	Fulfilled. The priority is been given to ACMH, only few exceptional cases of schools and kindergartens were supported.
d	Further support the introduction of QMS as it motivates municipalities' staff by defining their key roles and responsibilities and saves costs through improved efficiency and quality of services. Customers satisfaction increases as orders are met consistently, on time and to the correct specification	In place. MGSDP Quality management officer regularly pays visits to partner municipalities to inspect the quality and work performed and to consult with on-going/initiated projects.

<b>3 Institution and Capacity Development: National Level</b>		
a	MDS DP should continue to utilise the experiences it gained through its multi-level approach. They should be used for developing credible policy recommendations and engaging in policy dialogue for the legislative process at the national level (refer to external review by Töpperwien et al, June 2009)	MGSDP experience is been presented and recognized by the national counterparts, in particular Ministry of Regional Development, Construction, Housing and Municipal Economy of Ukraine. Two policy papers were elaborated (SWM, e-governance), in process of translation and publication.
b	As recommended earlier the partnerships with the Department of Regional Policy and local Self-Government of the CoM, the Parliamentary Committee on State Construction, Regional Policy and Local Self-Government, as well the MoHME should be utilized to the maximum as they provide excellent entry points for the national policy dialogue related to decentralization and local self – governance. In this a joint approach with DESPRO should be envisaged	In place. With the new management of the Ministry, a dialog was re-initiated.
<b>4 Capacity Development: in-country initiatives</b>		
a	In order to maintain a high level of knowledge and skills of the main stakeholders, besides the formal trainings provided to new partners, a retraining programme covering the most important aspects should be developed and conducted	Fulfilled as a part of annual MSU-conference.
b	Although gender sensitivity is respected in most aspects of the Programme and some trainings have already been conducted a separate refresher training should be developed. This "Social Development Training" could include gender mainstreaming, social mobilisation and community development	Fulfilled as a part of annual MSU-conference.
c	With the planned trainings to be included into the curricula of Universities and academies a huge audience can be efficiently and effectively reached. In view of this the development of the training courses and modules in cooperation with NAPA and the AMM should be pursued with priority	Fulfilled. Elaboration of the training modules for civil servants in partnership with NAPA and DesPro initiated. With this purpose a joint working group was created.
<b>5 Capacity Development: Study Tour to Switzerland</b>		
a	In view of the positive experiences made during the tour MGSDP is advised to follow up and support the implementation of activities planned by individual participants also financially, as most of the proposed activities are relevant in the Ukrainian context, e.g. the Mayor of Dolyna Municipality would like to promote the use of bicycles through the establishment of bicycle tracks	Fulfilled. The project initiative of Dolyna city preliminary was considered and agreed upon. The Municipality is in process of submission of the project proposal.
b	Considering that most partners at the national level are new and that after the forthcoming local elections some Mayors will be replaced in the partner municipalities, another study tour should be considered	<b>Is to be raised with SDC new management. Will be done upon availability of financial resources.</b>

<b>6</b>	<b>Project Planning and Implementation</b>	
a	As recommended during previous missions sectoral departments should increasingly be involved in planning, implementing and monitoring of projects. Use their local know-how and skills and develop ownership	Fulfilled.
b	Reinforce technical aspects of quality in the regular training and re-training courses	Fulfilled.
c	During the debriefing meeting UNDP promised to find a more appropriate (legal) funding mechanism for sustainable development initiatives implemented through MSU	New operational procedures were elaborated and approved. Transfer to IPSAS is in process. The project was granted a permit to approve payments in Alas up to USD 2'500. Municipal resource management charge was decreased from 7% to 3%.
<b>7</b>	<b>Inter-Municipal Cooperation in the Field of Solid Waste Management</b>	
a	In order to ensure a smooth implementation of this joint initiative the concept and action plan, described in the Short Mission Report, should be strictly adhered to. Regular coordination meetings should take place between the members of the SWM Working Group. It is suggested that SDC will coordinate this group	Fulfilled. Regular meeting are conducted under SDC guidance.
b	In view of the constrained funding situation for technical assistance but even more for capital investments, MGS DP/UNDP should undertake utmost efforts and acquire for additional funds. At the national and regional level SDC has agreed to lead the lobbying process	In in process.