

UNITED NATIONS DEVELOPMENT PROGRAMME



MUNICIPAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT PROGRAMME  
(MGSDP)

# ANNUAL PROGRESS REPORT



**2005**

Kyiv, Ukraine

## Acknowledgement to Our Partners

### National Partners



Municipality  
of Ivano-Frankivsk



Municipality  
of Halych



Municipality  
of Rivne



Municipality  
of Mykolayiv



Municipality  
of Zhytomyr



Municipality  
of Novohrad-Volynskyy

### International Partners



Swiss Agency for Development and Cooperation



United Nations Volunteer Programme



Capacity 2015 Project

The achievements of the project made so far would not have been possible without the assistance and cooperation of the partner municipalities of our Programme, in particular Ivano-Frankivsk, Rivne, Zhytomyr, Halych, Novohrad-Volynskyy, and Mykolayiv, as well as the international partners, namely Swiss Agency for Development and Cooperation, UN Volunteer Programme, and Capacity 2015 Project. The Programme team extends warm appreciation to them for their support and cooperation. Similarly, the MGSDP-team would like to thank all the institutions/individuals involved in the implementation process for their cooperation, namely UNDP management, Business Centre and other units, as well as citizens, municipal officials, members of academic institutions, business communities, NGOs, media, other public and private agencies.

## A Glimpse of the Major Achievements of MGSDP During 2005

### The main tasks during the year included:

- Upgrading local/national policy/legislation related to sustainable development
- Improving quality of life in the partner municipalities through joint implementation of the local sustainable development initiatives
- Building capacity of local and national stakeholders to support participatory municipal governance
- Enhancing the quality of human resources at municipalities to better manage local development
- Initiating monitoring and impact assessment system to support governance

### The main achievements during the year

- *Legal and Policy Reforms:*
  - 3 All-Ukrainian conferences were organised with a purpose to create enabling environment for improvement of legal/policy framework on local self-government, municipal governance and sustainable development.
  - Practical recommendations derived from these Conferences were based on lessons learnt from the experience of MGSDP. Key recommendations included enabling local development with community participation, participatory planning, joint funding for community projects, and activation of National Council on Sustainable Development.
  - Recommendations related with participatory governance were submitted to the Working Group on local self-government and administrative-territorial reform under the Cabinet of Ministers of Ukraine
- *Institutional Capacity Building:*
  - 31 additional neighbourhood organizations (NOs) were formed in participation of 34 *doms*, 2581 women and 1773 men. The total number of NOs in 2004/2005 reached 48 with the participation of 5061 women and 3803 men from 55 *doms*. 52 new schools joined the existing School Networks, and 15 NGOs joined the NGO networks.
  - MSUs were created in the new partner municipalities of Halych, Novohrad-Volynskyy, and Mykolayiv which will work on establishing the participatory governance for sustainable development in these cities
  - Adequate logistics were provided to MSUs and Resource Centres for them to function effectively.
  - ICT capacity of Zhytomyr municipality was built to enhance investment opportunity and access of the citizens to information
- *Human Resource Development:*
  - 20 events on human resource development were held during 2005. Out of those, 13 were trainings on sustainable development, project management, strategic planning, communication etc, also 4 exposure visits, and 3 regular MSU conferences were held. In total, 359 persons directly benefited from these events, including 217 women, and 142 men.
  - Public awareness was raised in context of Local Agenda - 21, UMDG, gender and HIV/AIDS
- *Improving Living Quality:*
  - 12 new local sustainable development projects were initiated worth 1.1 million UAH, which will improve the quality of life of 13615 beneficiaries. Out of 12 projects, 6 were developed by the school network, 5 by neighbourhood organisations, and 1 by NGO network.
  - The local sustainable development proposals were implemented on the cost-sharing principle, where the implementing partner agency contributed on average 10% of the total project cost, the partner municipality shared 59%, followed by 25% from UNDP/MGSDP, and 6% from other public and private agencies.

- *Initiating Monitoring and Impact Assessment System*
  - 3 studies were initiated to support development of monitoring and impact assessment system
  - 2 independent international missions were held (including one from SDC) to make assessment of the Programme activities and provide appropriate technical backstopping
  - 1 independent auditing of the Programme was carried out under umbrella of UNDP
- *Resource Mobilisation and Utilisation*
  - US \$ 571,200 was available for the Programme activities from different sources in 2005. Of this amount US \$ 422,900 (74%) was utilized. The low delivery was due to the amount of SDC which came during the 2nd week of December, and so could not be utilised.
  - In total, US \$ 490,000 was mobilized from various agencies (other than from UNDP) in support of the Programme activities. Of this amount, 67% came from SDC/Ukraine, 26% from partner municipalities, 6% from UNV Programme (in form of advisory and management support), and 1% from Capacity 2015 project. The resources from the partner municipalities and Capacity 2015 project were utilised during the year and that from SDC and UNV Programme will be fully utilised in 2006.
  - Linkage was built with Japanese Embassy in Ukraine to secure small grants for local partners (NOs/Networks) of the Programme. Of five proposals submitted to the Embassy under facilitation of the Programme, 2 proposals (from Ivano-Frankivsk municipality) were recognized as worth funding and were put into process by the donor. The two proposals together amount to US \$ 50,000
- *Linkages for Synergy*
  - Resource person support was provided to the Department of International Relations and UN Publications of V.Vernadsky National Library of Ukraine for the workshop on education for sustainable development on October 25<sup>th</sup>
  - Support was provided to SDC workshop on decentralisation and community empowerment held in Crimea on September 20-22<sup>nd</sup> by elaborating suggestions for promotion of social mobilisation approach in Ukraine
  - Linkages were built with ESCO-Rivne in context of raising awareness on energy saving; with EAO/UNDP on mainstreaming gender; as well as with CRDP, MDG, HSFY to raise awareness in the partner municipalities on various aspects of sustainable development
  - Support was provided to UNDP/Afghanistan for developing the project proposal to assess the needs and formulate the strategy for Micro-enterprise/Social Mobilization/Sustainable Livelihoods Development”

#### **Outlook for 2006**

- Expansion of the Programme will continue with a focus on the cities of East and South of Ukraine
- Support for implementation of sustainable development initiatives by local partners will be provided
- Capacity of the municipal authorities to manage participatory governance for SD will be enhanced through regular trainings, MSU conferences, and ICT
- Improvement of local/national policy/legislation framework related to SD will be done through scientific-analytical research and expanded cooperation with academia
- Public awareness on sustainable development in the municipalities will be increased through various communication and media-related activities and human resource development

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**ABBREVIATIONS**

<b>AI</b>	Academic Institutions
<b>BPC</b>	Business Promotion Centre
<b>CSA</b>	Cost Sharing Agreement
<b>CSU</b>	Communal Service Unit (same as Zhek)
<b>EDC</b>	Ecological Development Centre
<b>ICT</b>	Information and Communication Technologies
<b>LA 21</b>	Local Agenda 21
<b>LoSD</b>	Localising Sustainable Development
<b>MDG</b>	Millennium Development Goals
<b>MGSDP</b>	Municipal Sustainable Development Programme
<b>MST</b>	Municipal Support Team
<b>MSU</b>	Municipal Support Unit
<b>NGO</b>	Non-Governmental Organization
<b>NO</b>	Neighborhood Organisation
<b>NDO</b>	Neighbourhood Development Organisation
<b>PPP</b>	Public Private Partnership
<b>SD</b>	Sustainable Development
<b>SDevC</b>	Social Development Centre
<b>SDC</b>	Swiss Agency on Development and Cooperation
<b>SME</b>	Small and Medium Enterprises
<b>TOR</b>	Terms of Reference
<b>UAH</b>	Ukrainian Hryvna
<b>UNDP</b>	United Nations Development Programme
<b>WSSD</b>	World Summit on Sustainable Development
<b>Zhek</b>	Housing and Communal Services (same as CSU)





## **Chapter ONE**

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# **CONTEXT**

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## 1.1 PROGRAMME GENESIS

Municipal Sustainable Development Programme (MSDP) of UNDP/Ukraine was initiated in April 2004 as a pilot project to (a) develop a participatory and transparent mechanism for localizing the principles of sustainable development, and (b) demonstrate the effectiveness of public private partnership for resolving local social, economic and environmental problems.

The goal of MSDP is to promote democratic governance so as to improve living quality of the people in urban Ukraine. To achieve this goal, the Programme executes activities through local and national partners from public and private sectors. Some of the key partners are city councils and their association, local communities, academia, small businesses, NGOs and government institutions.

Focus of the Programme in 2005 was placed on the following objectives:

- To provide advisory support on the municipal development.
- To upgrade national policy and legal frameworks to support municipal governance.
- To enhance institutional capacity of the stakeholders from public and private sectors to support participatory governance.
- To improve quality of life of the citizens in the partner municipalities
- To enhance quality of human resources through participation, public-private partnership and ICT.
- To develop monitoring and impact assessment system on participatory municipal governance.

Strategically, the Programme promotes appropriate institutions of the local communities. These institutions are founded on the principles of self-help and good governance. In the process, it builds institutional capacity of the local/national partners such as to strengthen municipal, social, economic and ecological governance for sustainable development. As a result, the stakeholders are able to practice the norms of good governance and gain first hand experience in mainstreaming the popular decisions and carrying out development activities that ultimately lead towards accomplishment of Ukrainian Millennium Development Goals (UMDG). The Programme activities are implemented through the partners under partnership arrangement, which is founded on commitments for resource sharing, ownership and sustainability. Details on strategic framework and the process of the Programme are given in Annex – I, and implementation arrangements are highlighted in Annex – II.

Since its inception until the first quarter 2005, MSDP functioned as Preparatory Assistance. Since the 18<sup>th</sup> of April 2005 the Programme is being executed by UNDP under DEX-modality, and is called Municipal Governance and Sustainable Development Programme (MGSDP).

### **Box – I: How Will Ukraine Benefit from MGSDP**

- Capacity built at the local level will enhance the quality of municipal governance and create an environment that enables local stakeholders to jointly address local development problems;
- Communal infrastructures built on self-help basis by the local community will not only improve their living conditions but also enable them to sustain the infrastructures on their own;
- Local level ownership and sustainability of development infrastructures will lessen burden on the state machinery for service delivery
- Experience gained to manage participation-based development process will remain with the stakeholders as institutional memory and will serve for continuity of similar efforts;
- Over time, the experience will be internalized at local/national level through appropriate changes in policy/legal frameworks



## 1.2 SITUATION ANALYSIS

Development strategy of Ukraine is guided by commitments taken on the World Summit on Sustainable Development (WSSD, Johannesburg, 2002) to achieve Millennium Development Goals and by its policy to get integrated into European Union. There are many pre-conditions to be met by the country to implement WSSD decisions and to realise EU integration policy, including poverty eradication, establishment of gender equality, fighting HIV/AIDS, maintaining sustainable environment etc. One of the most important pre-conditions and at the same time tool for this is the integration of the participatory approach into governance at national and local levels and the sustainable development values into economic, social and environmental development policies.

Development agenda is relatively city oriented in Ukraine as more than 60% of population lives in cities. Besides villages, cities are the basic units both in the administrative-territorial system, and in the financial-budgeting system. Since the efficiency of the basic unit determines the efficiency of the whole system, the problems of economic growth, social stability and well-being of citizens are more concerned with the problems of municipal development due to concentration of population on their territories.

Challenge facing economic sector is obvious in light of existing 9.1% unemployment rate and 26.6% of population living below poverty line. Besides, outdated systems of healthcare and education have strongly affected the quality of services in these sectors. Adult mortality rates and the spread of tuberculosis are higher than in the neighboring European countries and Ukraine is on the threshold of a national HIV/AIDS epidemic with approximately 1.4% of population infected. Socio-economic development is also hampered by environmental degradation followed by inefficient energy system, high air/water pollution, and persistent solid wastes. Deteriorating GDP in relation to 2004 has posed challenge for its immediate improvement. HDR (2005) indicates a lower HDI of the country relative to 2001. It requires additional effort to ameliorate the human condition. On the list of HDI, Ukraine ranked 85<sup>th</sup> in 2001, 70<sup>th</sup> in 2002 and 78<sup>th</sup> in 2003.

To solve the above mentioned problems and improve the quality of people's life, the Parliamentary Hearings on "Decentralisation of Power in Ukraine: Expanding the Rights of Local Self-Government" was held on October 12<sup>th</sup> 2005. During this event the necessity of improvement of the delivery of administrative services to citizens was stated, as well as of the decentralization of power, and systematization of the bodies of state power and local self-government. It is planned to be achieved through increased participation of population in the sustainable social-economic development of their settlements, in consequence of which community should become the most important unit of local self-government.

However, most of the municipalities (and villages as well) and the communities have not been able to feel the effectiveness of the self-governing bodies' activities as a vehicle to improve quality of their life. They still carry the mindset of command driven system of Soviet times. People are passive in their mind set thinking that state/municipality will deliver the services while authorities would like to seek more power to command the citizens. The value of 'public-private partnership' approach for local development and community approach for good governance, proven effective in many parts of the world, is yet to be recognised and internalized in Ukraine.

Responsibility to ensure delivery of services for quality living conditions lies mainly with the municipalities. Ukrainian cities have potential opportunities for employment and conducive living. But they face many difficulties amidst these opportunities. They are constrained by experience, skills and resources in tackling these problems within a decentralized environment and therefore require external support for building their capacity.

### 1.3 PROGRAMME AREA

The country is administratively divided into 27 regions (24 oblasts, 1 Autonomous Republic, and 2 cities of republican significance)<sup>1</sup>.

The Programme is operational in 6 municipalities from 4 oblasts, namely Ivano-Frankivsk, Rivne, Zhytomyr, Mykolaiv, Novograd-Volynski (Zhytomyrska oblast) and Halych (Ivano-Frankivska oblast). The first three municipalities joined the Programme during 2<sup>nd</sup> quarter of 2004 while the last three joined the Programme during November 2005. Map-1 shows location of the Programme area in Ukraine.



**Map 1:** Expansion of MSDP Programme Area

Where:

- - Pilot partner municipalities
- - New municipalities selected for partnership:
  - 1 – Novohrad-Volynskyy
  - 2 – Halych

<sup>1</sup> Which together include 176 cities of oblast significance, and 279 cities of rayon significance (See Annex - III).



## Chapter TWO

# PROGRAMME ACHIEVEMENTS

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## 2.1 DEVELOPMENT RESULTS

Activities were initiated in 2005 in the partner municipalities to establish/promote the concept propagated by the Programme. Such activities were related to developing favourable environment for strengthening local governance. It involved institutional development, building capacity of the local stakeholders, legal and policy reforms, implementation of the local social, economic, and ecological projects through public-private partnership and citizens' participation in decision-making process (see Chart - I).



**Chart – I:** Vision of MGSDP Activities for 2005

Description of the Programme achievements is given in subsequent section. Results achieved in the area of legal and policy frameworks for municipal sustainable governance, and monitoring and impact assessment system are reflected in the sub-section "Legal and Policy Reforms" (2.1.1); attainments of building the institutional capacity for participatory governance are highlighted in the sub-section "Institutional Capacity Building" (2.1.2); sub-section "Local Sustainable Development Initiatives" (2.1.3 and 2.1.4) deals with the progress made on living quality enhancement through improved governance and human resource development; activities on advisory support for municipal governance and project management are reflected in the appropriate sections on "Management and Effectiveness" (2.2).

## 2.1.1 Legal and Policy Reforms

Experience of UNDP/MGSDP shows that the legal and regulatory framework for municipal governance and sustainable development needs improvement. While accomplishing sustainable development initiatives at local level, the local communities face legal and regulatory barriers. Particularly, they face difficulty in joint bottom-up planning process and have to go through complex procedures while implementing projects financed under public-private partnership.

### *Major Events on Legal and Policy Reforms*

Activities initiated by the Programme during 2005 to upgrade national legal, policy and advisory frameworks on sustainable municipal governance were aimed at developing proposals to improve the legal and regulatory environment for local sustainable development initiatives, joint local development planning and financing. In this context, three major events were held (see Table - I).

**Table – I: Major Events of MGSDP on Legal and Policy Reforms in 2005**

Event	All-Ukrainian Conference “Local government in the context of constitutional and democratic reforms in Ukraine”	All-Ukrainian Workshop “Decentralisation of power and finance - a prerequisite of development of local self- government in Ukraine”	All-Ukrainian scientific- practical conference on environmental problems of sustainable development in Ukraine
Date	April 14th, 2005	September 13-16th, 2005	October 6-7th, 2005
Location	Kyiv	Zatoka (Odes'ka oblast')	Odesa
Organised jointly by	Ukrainian Association of Local and Regional Authorities and UNDP/MGSDP	Ukrainian Association of Local and Regional Authorities, UNDP/Governance: Integrity in Action and MGSDP	Ministry of Environmental Protection of Ukraine, UNDP/MGSDP, European Centre of Technological Safety, and British Council
Participants	120 officials of local and national governments, representatives of academia, policy-makers and donor organisations	220 officials of local and national governments, representatives of academia, policy-makers and donor organisations	120 scientists and practitioners in the sphere of sustainable development, governmental officials
Major areas of concern	<ul style="list-style-type: none"> <li>- Formation of democratic municipal ideology</li> <li>- Municipal policy on SD</li> <li>- Material and financial resources for local governments</li> <li>- Legislation for reforms of local self-government</li> <li>- Administrative and territorial reforms</li> </ul>	<ul style="list-style-type: none"> <li>- Models of people's participation in governance</li> <li>- Democratisation of the process of local elections</li> <li>- Financial sources for local budgets oriented on sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental Safety</li> <li>- Natural resources management, biotic and landscape biodiversity</li> <li>- Economic provision for the ecological problems' solution</li> <li>- Environmental education</li> <li>- impact on environment</li> </ul>
Outcomes	Practical recommendations for the Government and the Parliament on strengthening the legal base of local self-governance, financial resources for local governments, reforming administrative territorial system, interaction of central and local authorities with the civil society structures	Resolution and the appeal to the Cabinet of Ministers on legislative provision for decentralisation, financial maintenance of the bodies of local self-government, their investment activities, and reformation of communal services in the municipalities	Policy recommendations on scientific, methodological and legislative maintenance of solving the ecological problems of sustainable development of Ukraine

Further details on the above events are given hereunder:





**Photo - 1:** R.Bezsmertnyy, Vice-Prime-Minister on administrative-territorial reform, and F.O'Donnell, UN Resident Coordinator in Ukraine, during the conference on local self-government

(1) *All-Ukrainian Conference “Local Government in the Context of Constitutional and Democratic Reforms in Ukraine”* was organised to address the common concerns of MGSDP, CIDP, CRDP, partner municipalities and village councils covered under these Programmes through following steps:

- A brainstorming session organised in participation of the officials from MSUs, UALRA, UNDP, MGSDP, CIDP, CRDP identified specific changes required in the existing policy/legal framework of the country;
- A document was prepared for national consultation
- National conference was organised to prepare the recommendations on formation of new democratic ideology in Ukraine, strategy of sustainable municipal development, and legislative support of structural reforms of local governance.

Major speakers on the Conference were Mr. R. Bezsmertnyy, Vice Prime Minister of Ukraine on Territorial Administrative reform; Mr. Francis O'Donnell, UN Resident Coordinator and UNDP Resident Representative in Ukraine; Mr. V. Tykhonov, the President of Ukrainian Association of Local and Regional Authorities; Mr. Y. Klyuchkovsky and Mr. V. Bondarenko, people's deputies.

Important policy recommendations were made by the Conference (Box – II) besides recommendation for adoption of the provisions and procedures of the Operational Guidelines of MGSDP as fundamental for interaction between local authorities and communities. Details on this workshop are given in Annex – IV.

The outcome of the Conference was taken for further discussions at various forums in the country.

#### **Box – II: Key Recommendations of the Conference Based on the Experience of UNDP/MGSDP**

Following steps toward creating new democratic municipal ideology were proposed by the participants:

- To provide the necessity to include the plans of local development of village and regional councils, house and street committees and municipal councils to the national development programs
- To plan regional development with regard to the development plans of community organizations adopted by community general meetings and coordinated with general plan of territorial development
- To provide the possibility for planning the sustainable local development bottom-up, creation of appropriate mechanisms for common planning and control as well as to provide training of local authorities on local sustainable development strategy and implementation.
- To create legal and regulatory base for joint financing of the projects and programs developed through bottom-up planning process at local level, and consider the system of block grants for supporting and financing of local sustainable development initiatives within the system of intergovernmental transfers

(2) *All-Ukrainian Workshop “Decentralisation of Power and Finance - a Prerequisite of Development of Local Self-Government in Ukraine”*

As a follow up action to the first conference the *All-Ukrainian workshop on decentralisation* was held in Zatoka to reinforce the policy recommendations, enlarge the horizon of consultation, and further lobby the appropriate policy/legislation changes.





**Photo - 2:** R. Bezsmertnyy, Vice-Prime-Minister on administrative-territorial reform, and J. Kazana-Wisniowiecka, UNDP Deputy Resident Representative, during the workshop on decentralisation

Reports were delivered by Mr. Roman Bezsmertnyy, acting Vice Prime Minister of Ukraine on Territorial Administrative reform, Ms. Joanna Kazana-Wisniowiecka, UNDP Deputy Resident Representative in Ukraine, Mr. Yuriy Klyuchkovsky, people's deputy, other official representatives of local self-government bodies of all levels, UNDP/MGSDP, NGOs, scientific and educational institutions.

Key recommendations of the Conference in connection with the sphere of UNDP/MGSDP are given below and details on the same are given in Annex – V.

- Consideration of the people's plans while preparing the development plans of administrative-territorial units;
- Legislative provisions for the bottom-up sustainable local development planning;
- Simplification of the registration system for the bodies of local self-government;
- Financing of the projects developed through bottom-up participatory planning process;
- Transferring of the project assets under the control and management of participating citizen organisations.

Recommendations of the above two conferences were considered for writing the corresponding legislation in cooperation with the appropriate Working Group, formed through the decree of the President of Ukraine, on local self-government and administrative-territorial reform under the Cabinet of Ministers of Ukraine.

### *(3) All-Ukrainian Scientific-Practical Conference on Environmental Problems of Sustainable Development in Ukraine*

Cooperation with the Ministry of Environmental Protection of Ukraine continued during the year in context of following up the reactivation of the National Council on Sustainable Development and approval of the national concept and strategy for sustainable development. The conference on the ecological problems of sustainable development was held in this perspective at Odesa.



**Photo - 3:** P. Ignatenko, Minister of Environmental Protection, during the conference on sustainable development

Reports were delivered by Mr. P. Ignatenko, Minister of Environmental Protection of Ukraine, Mr. Sergei Volkov, Sr. Programme Manager of UNDP in Ukraine, Mr. V. Pidlisnyuk, people's deputy, other official representatives of local self-government bodies of all levels, UNDP/MGSDP, NGOs, scientific and educational institutions.

Key recommendations of the Conference in connection with the sphere of UNDP/MGSDP are given below and details on the same are given in Annex – VI.

- To approve the project "Strategy for sustainable development" as the one that corresponds to world principles of sustainable development and defines the key approaches of Ukraine's transformation to sustainable development base taking into consideration the national development conditions, environmental situation, and to accentuate on the role of the family and religion in ecological education;

- To assist the functioning National Council on Sustainable Development, and to establish in its framework the coordinating councils which will take care of ecological health and education for sustainable development in compliance with international practice;
- To recommend the local organs of governance to develop the measures and to integrate into the programs of socio-economic development that will be able to solve urgent ecological problems.

Follow-up actions are required in the forthcoming year to further consolidate and materialize these recommendations.

Some initial success in changes on the local policy level for municipal development due to MGSDP activities is highlighted in the Box – III:

**Box – III: Ideas of Sustainable Development Are Integrated in the Municipal Development Policy**

One of the major concepts MGSDP uses in its activities is the concept of sustainable development. As it is stated in the Report of the World Commission on Environment and Development “Our Common Future” (1988), *sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs*. It is the coordination between the economic and social development of the society and environmental protection. Though till recently the environmental component has not been paid necessary attention in the national/regional/local development policies.



**Photo - 4:** B. Bilyk shares the achievements of MGSDP

“The practice of preparing “Plans for Socio-Economic Development” of the cities, regions, state in general was inherited by Ukraine from administrative-command system”, says B.Bilyk, Municipal Project Coordinator in Ivano-Frankivsk. “The name of the standard document itself neglects environmental issues. Upon establishing partnership with MGSDP, the municipality started trying to introduce issues of sustainable development to other municipal programmes functioning in the city, e.g. with our support the chapter “Sustainable Tourism” was added to the programme of the development of tourist industry which is the priority in our regional economy. One of our major successes in this respect is that the development plan mentioned above will now onward be called the “Plan for Social, Economic, and Ecological Development of Ivano-Frankivsk”.

***Policy Studies to Support Municipal Governance***

It was realized that more experience from the ground on participatory governance ought to be brought for dissemination among national stakeholders so as to broaden their awareness and facilitate the process of improvement in the policy/legal environment on the subject. In this context, three policy studies were initiated in December 2005, to –

- Prepare an analytical report on local/national/regional experiences on municipal governance for SD with a set of recommendations how to link them to policy-making process in Ukraine
- Develop a proposal for the national policy and strategy for municipal governance for SD to include municipal economic governance, municipal social governance and governance of ecology
- Prepare the proposal for policy/normative and legislative changes suitable for participation-based sustainable development initiatives, joint local development planning and financing

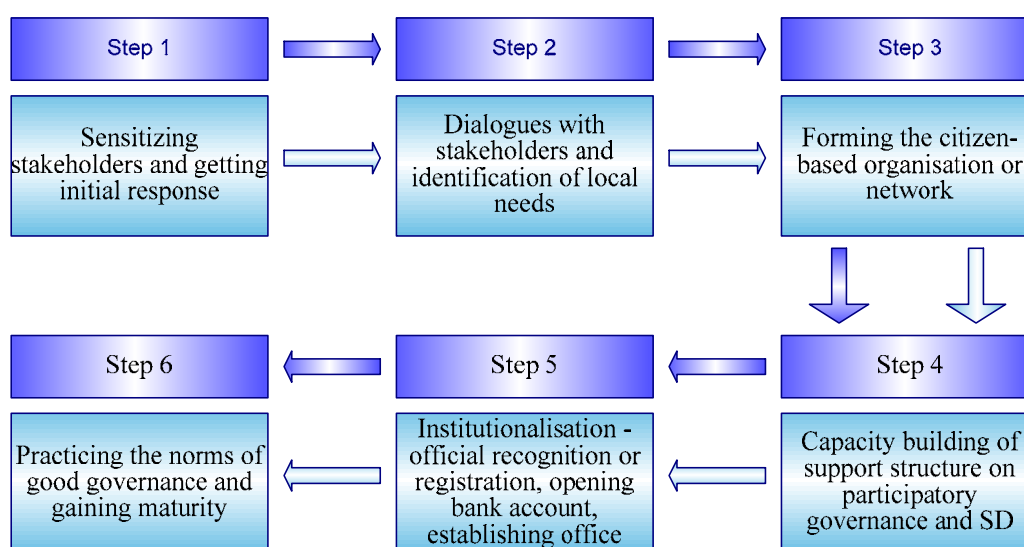
The studies are expected to be completed by February 2006. The findings of the studies will be disseminated among the local/national stakeholders, used for public discussions, and submitted to the Working Group on self-governance under the Cabinet of Ministers of Ukraine for further action.

## 2.1.2 Institutional Capacity Building

Institutional capacity building activities were carried out in the partner municipalities to support participatory governance for sustainable development. It involved efforts to build capacity and knowledge base of local/national partners on social, economic and ecological governance for SD, demonstration of public-private partnership, and creation of citizen-based institutional support structures. Followings are the major activities carried out in 2005 in this respect:

### *Institutional Development at the Local Level*

The process followed for institutional development consists of sensitizing the stakeholders, holding dialogues with the local stakeholders, and supervising the development of institutional support structures by MGSDP/MSU teams. Logical flow of events is given in Chart – II below:



**Chart – II:** Steps of the Process of Institutional Development



**Photo – 5:** In process is the meeting with the school network of Ivano-Frankivsk

These steps are essential for laying foundation of good governance at the local level; building capacity of local community to forge partnership with local government and other development agencies and to pool local/external resources for implementation of development initiatives and sustainability of development efforts.

The achievements in the area of the institutional development in the partner municipalities gained during 2005 are given below:

- 31 additional NOs have emerged in participation of 4354 women and 2581 men from 34 *doms* of the partner municipalities;
- 16, 6, and 30 additional schools in Ivano-Frankivsk, Rivne and Zhytomyr respectively joined the existing School Networks;
- 2 and 13 NGOs in Rivne and Zhytomyr respectively joined the existing NGO networks;
- 1 business network emerged in Rivne in participation of 23 entrepreneurial structures;

In cumulative term, the total number of NOs in 2004/2005 reached 48 with the participation of 5061 women and 3803 men from 55 *doms*. 78 schools joined the School Networks, and 38 NGOs joined the NGO networks. NOs in Ivano-Frankivsk municipality have federated themselves into a *zheo*-level Neighbourhood Development Organisation (NDO).

Relevant data on institutional development is given in Table – II.

**Table – II: Institutional Development in the Partner Municipalities in 2005**

S N	Description	Total until 2004	Progress in 2005 by Municipality							Total 2004- 05
			Ivano- Frankivsk	Rivne	Zhytomyr	Halych	Novohrad Volynski	Mykolayiv	Total 2005	
1	Neighbourhood Dev. Orgn.	1	0	0	0	0	0	0	0	1
2	Neighborhood organizations	17	8	2	6	2	3	10	31	48
3	Members of NOs	4510	871	502	581	242	798	1360	4354	8864
a	Women	2480	470	316	364	128	419	884	2581	5061
b	Men	2030	401	186	217	114	379	476	1773	3803
c	No of buildings/ <i>doms</i>	21	13	0	6	2	3	10	34	55
d	No of households	1470	694	239	678	135	N/A	N/A	1746	3216
4	Number of School Networks	3	0	0	0	0	0	0	0	3
5	No. of school members	26	16	6	30	0	0	0	52	78
6	Number of NGO Networks	2	0	0	0	0	0	0	0	2
7	No. of NGO-members	23	0	2	13	0	0	0	15	38
8	No. of Entrepreneurs Network	0	0	1	0	0	0	0	1	1
9	No. of entrepreneur-members	0	0	23	0	0	0	0	23	23
10	No. of micro-rayon covered	7	5	1	3	NA	NA	4	13	20

Practice shows that in order to create institutional support structure for participatory municipal governance the citizens should:

- Believe in community approach i.e. working together approach
- Select genuine leadership from among the members to facilitate the activities.
- Meet regularly to discuss on local development issues and seek possible solutions
- Contribute money on regular basis to sustain the organisation
- Join other people in planning, undertaking activities, and monitoring of the actions for development of the neighbourhoods/ academia/ NGO/ business
- Avoid personal agenda or any social/religious/political agenda that will cause a conflict

Affirmative response from 80% or more of the members could be considered as a clear indication that they are willing to make decision in favour of forming an institution. The appropriate experience of local NOs is given in the Boxes – IV, V and VI:

**Box – IV: We Became a Community**

**Photo – 6:** V. Hudyma, member of FG, proves the readiness of the community for partnership

“When we first talked with the neighbours about the possibility to get support of the Programme for repairing the pipes in the basement, and installing the heating meter in the building, everybody laughed at us. People did not believe in this idea...After having numerous meetings and arguments, the functional group consisting of 7 members was formed. We gathered several times to talk about the Programme and the initiative of the city management; identified our priorities and ways of participation in the project. It was jointly agreed that, first of all, the basement pipe bifurcations should be repaired.

I am leaving behind the details on how we protected our ideas on public hearings with ZHEO#3, how we tried to prove to the representatives of UNDP/MGSDP who came to get to know our community that we are worth to be provided with support, and that we already did a lot around our building on our own. ...As soon as we successfully passed the first round of the competition and were selected for the financial support, the inhabitants started behaving even more faultfinding than previously. There were continuous arguments taking place near the building; some people would offer one thing, others would offer something else, there were those who wanted to refuse the cooperation with MGSDP because they didn't trust the contractor, and instead offered to work through the administration. The community was split...Now everything is OK. We will get the grant from UNDP and the municipality. We'll fulfill all our promises. Now there can be no more doubts. But even for the time being we made the major conclusion – we became a community”.

*Volodymyr Hudyma, member of FG of NO “Vytvytskoho, 28” in Ivano-Frankivsk  
“UN Grant for the Community”, an extract from the article published in  
newspaper “Gazeta.if.ua” from 7<sup>th</sup> July 2005*

**Box – V: Young People of the Community is a Pledge of Success**

“At the very beginning it sounded unbelievable that we would be able to mobilise the dwellers of our building and try to solve our heating problem on our own”, says L. Shevchuk, member of the FG of NO “Dobrobut” by Kyivska Str., 104 in Zhytomyr. “A lot of retired people live here, who are used to getting services from the authorities, many people lost every hope for better and are very pessimistic towards some new changes. But the initiative group of people including myself knew that it is the way of solving the problem. At first we invited Mr. Vorobyov, the Municipal Project Coordinator of MGSDP, to make the presentation for the whole community, and later on started going to every single apartment to convince people in the necessity of self-organisation for our community.



**Photo – 7:** L. Shevchuk shares her vision of success

We tried to avoid those who were the most aggressive, and didn't disturb them much. We knew that it was necessary to bring together all the like-minded people, and also decided to count on the youth, 15-25 years old. Young people are a new wave. They want to live according to European standards of life, so they are very supportive to new progressive technologies. We involved them to the regular Saturday meeting to clean the surroundings of our building, to maintain some documentation, other activities. Cashiers noted the hours of community work, and evaluated their contribution. The work began. Due to this Programme and our growing self-confidence, we installed new entrance doors, and managed to solve 2 other problems (capital repair, and sewerage system) with support of city council. When our opponents saw how everything is slowly improving, one by one they started coming to us themselves, and bring their part of cost contribution...It was our success”.



### Box – VI: Institution Is for Solving the Problems of the Community as a Whole

Citizens in the neighbourhood of Mazepy street, 157 in Ivano-Frankivsk have suffered from a leaking roof for many years. Some most active dwellers kept struggling with this problem by addressing it to appropriate ZHEO, and department of the city council. But because of the lack of resources solving of this problem was postponed. Upon learning the information about MGSDP, they tried to motivate all the inhabitants of the building to form a Neighbourhood Organisation, which would develop and implement this project on its own. But suddenly they faced the problem within their own community. Dwellers living in the lower floors of the building resisted this project, and refused to contribute as the part of cost-sharing for the problem which was not prior to them.



**Photo – 8:** Meeting with the leaders of the NO “Prometey”

“It is our great success that we did create this NO”, says Vira Mahas, the Head of the NO “Prometey”. “Only in the result of numerous meetings with most inhabitants, also in participation of the MSU team, we managed to convince them, that this institution is not being created for the sake of this project only. It has a long-term perspective, and is meant to help us in solving many other problems of our well-being here. Next turn will be for the project of sewerage system which is most painful for the lower floors”

### National Forum of Partner Municipalities (NFPM):

The pilot partner municipalities formed a national forum of their own on 25<sup>th</sup> February 2005. Purpose of this Forum is to –

- Enhance inter-municipality cooperation for local sustainable development action
- Identify existing legal/policy provisions that need to be changed
- Lobby for new policy/legal options
- Strengthen local stakeholders on sustainable development in the municipality zone

The 1<sup>st</sup> meeting of NFPM reviewed progress made in 2004 and approved the workplan for 2005. This Forum is expected to play a vital role in promoting the ideas of MGSDP (see Box - VII).

### Box – VII: NFPM Is for Fostering Sustainable Development in Cities

During the first meeting of NFPM, the participating members selected Ivano-Frankivsk municipality to serve as the chairperson to lead the Forum. In our view, this Forum will assist all partner municipalities in the following ways:

- Provide possibilities for the municipal authorities to exchange experience in the sphere of effective usage of the resources of city budget for solving the priority local socio-economic and ecological problems
- Elaborate the most efficient ways and mechanisms of transferring the apartment houses from the communal to the private ownership based on the completion of the capital repair works
- Build the investment attractiveness of the partner municipalities through launching the joint image bulletin to highlight the local strengths in context of sustainable development potentially attractive for private investors, donors, other supporting agencies
- Disseminating the best practices of the municipal target programmes. For instance, due to the experience of Ivano-Frankivsk, the experience of passing the “Municipal Programme of Attracting the International Technical Assistance for the Socio-Economic Development of the Municipality” was adopted also by Zhytomyr and Rivne municipalities
- Work out the solutions for other global problems of sustainable municipal development with involvement of the citizens, including the HIV/AIDS, tuberculosis, gender issues, education etc
- Prepare the legislative initiatives on municipal sustainable development and lobby them on the national level directly, or through the national agencies supporting the local self-government



**Photo – 9:** Z.Shkutyak, Chairperson of NFPM

*Z.Shkutyak, Mayor of Ivano-Frankivsk Municipality, Chairperson of NFPM*



### ***ICT for the partner municipalities***

To increase access of the citizens to information about the activities of partner municipality, as well as to other essential information in the sphere of local self-government, participatory governance, sustainable development etc., the Programme supports municipalities in strengthening its capacity to manage participatory governance through Information and Communication Technologies.

A set of questionnaire was developed to assess the current ICT capacity of the partner municipalities, and needs on its enhancement (see Annex - VII). Based on the analysis of the feedback gained, it was found that Ivano-Frankivsk and Rivne municipalities have the official web-sites, but Zhytomyr municipality does not, and needs the official web source of information.

The official web-site of Zhytomyr City Council was created and placed on internet, and the guidelines for its usage were developed. The municipality designed the structure of the web-site, prepared the information to be posted on it, and deputed the chief administrator of the web-site so as to ensure inter-departmental coordination for information updating and continuity of the website. UNDP/MGSDP supported the creation of the web-site, manual preparation and training for 24 officials and representatives from the municipality and communal enterprises. The participants received manuals providing information on using and administrating the web-site.

Due to its high effectiveness, this activity of the MGSDP is expected to generate demand from other partner municipalities in 2006.

A brief concept of using the official web-site in the activities of the municipality, and their interaction with the local community is given in the Box – VIII:

#### **Box – VIII: ICT Improves Cooperation Between Municipality and Local Communities**

The official web-site of Zhytomyr City Council [www.zt-rada.gov.ua](http://www.zt-rada.gov.ua) contains various thematic sections, including the information about the City Council itself, its directorates and departments, data bases of the local legislative and regulatory acts; local industrial enterprises, investment policy of Zhytomyr municipality and MGSDP activities at the local level. Announcements about major events of the municipality are also placed there, as well as the news, history of the city, useful links related to it, and the photo gallery. Some interaction tools are introduced to the web-site to make the dialogue between municipal authorities and local community possible, in particular sections “Questions and Answers”, “On-Line Voting”, “Local Inquiry” etc.



**Photo - 10:** Training on ICT for municipal officials of Zhytomyr is in process

It is expected that developed in such way, the official web-site of Zhytomyr City Council will:

- Reflect the true activities of the members of the local parliament and their executive committee
- Allow interaction between the citizens and local government on their urgent needs and problems
- Involve the local community into the decision-making process through posting their feedback, remarks and suggestions, personal opinions on the pages of a forum, participating in the on-line surveys on the most vital local issues
- Provide access to the data base of locally adopted legislative and regulatory acts
- Promote investment opportunities of Zhytomyr through the section on investment activities, proposals, local tenders, and data base of all industrial enterprises of the city
- Increase the qualification level of the municipal officials through availability of new knowledge, and section of vacancies to enable the competitive selection process for the municipality
- Provide opportunities for the management of the City Council on fast monitoring the activities of concrete departments, directorates, and communal enterprises

*Anatoliy Kovtonyuk, IATP (Internet Access and Training Program) Zhytomyr Representative*

### 2.1.3 Local Sustainable Development Initiatives

UNDP/MGSDP combines process with the product. Process that establishes and promotes participatory governance should lead to the product desired by people. After learning about the Programme, the community members willing to establish partnership with MGSDP have to go through several preparatory stages, such as to familiarise all the members of the community about the Programme and gain their agreement on cooperation with it; identify their needs and agree about the priorities; prepare the project proposals; form the functional group; arrange for the project implementation; conduct public auditing, and others in accordance with Operational Manual of the Programme.

The Programme creates enabling environment for participation of the citizens in decision making process. It is done by offering them opportunity of learning by doing. In organized form they plan and implement sustainable development initiatives on participatory basis. Opportunity is competition based and the resources for it come from UNDP, municipality and the beneficiaries. This component of MGSDP not only improves living condition of the citizens but also promotes good governance at the local level.

In total, 12 local initiatives were supported during 2005. Out of all the projects developed and implemented by the local community organisations, 2 initiatives were from Rivne, and 10 from Ivano-Frankivsk.

Total cost of the projects approved and supported during 2005 was UAH 1.1 million. Of this amount, UAH 631,100 (54% of the total) went to social sector followed by UAH 446,900 (39%) to energy and environment and UAH 80,300 (7%) went to economic development.

The local sustainable development proposals are implemented on the cost-sharing principle whereby each associated partner bears a portion of the total cost. The total cost of the proposals was shared in 2005 by different partners involved in the process. The partner municipalities shared 59% of the total cost followed by UNDP/MGSDP (25%), beneficiaries (10%) and others from public/private sectors (6%) (Table III; see detailed information in Annex - VIII).

More than 13,600 persons are expected to benefit directly upon completion of these projects.

**Table – III: Status of Resource Allocation in 2005 by Purpose**

SN	Purpose	Number of Projects	Total Cost ('000 UAH)	Estimated Cost Sharing (UAH) by				Number of beneficiaries
				Beneficiaries	Municipality	UNDP/MGSDP	Others	
<b>1</b>	<b>Social Development (Health)</b>	<b>7</b>	<b>631.1</b>	<b>64</b>	<b>386.4</b>	<b>165.5</b>	<b>15</b>	<b>6062</b>
1.1	Sports Ground	4	420	41.7	264.8	113.4	-	5155
1.2	Drinking water	3	211.1	22.3	121.6	52.1	15	907
<b>2</b>	<b>Energy and Environment</b>	<b>4</b>	<b>446.9</b>	<b>41.7</b>	<b>252.7</b>	<b>108.3</b>	<b>44.1</b>	<b>4923</b>
2.1	Window Insulation	2	139.7	15.3	83.5	35.8	5	625
2.2	Roof Reconstruction	1	109.6	10.9	64.4	27.6	6.7	98
2.3	Heating System	1	197.6	15.5	104.8	44.9	32.4	4200
<b>3</b>	<b>Economic Development:</b>	<b>1</b>	<b>80.3</b>	<b>13.3</b>	<b>45.5</b>	<b>19.5</b>	<b>2</b>	<b>2630</b>
3.1	Computer-Based Training	1	80.3	13.3	45.5	19.5	2	2630
	<b>TOTAL</b>	<b>12</b>	<b>1158.3</b>	<b>119.0</b>	<b>684.6</b>	<b>293.3</b>	<b>61.1</b>	<b>13615</b>

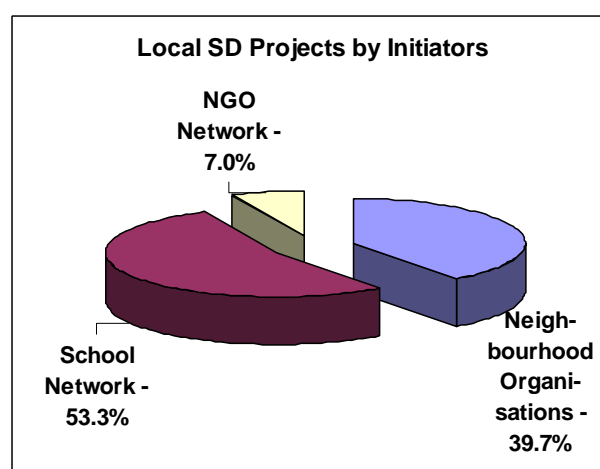
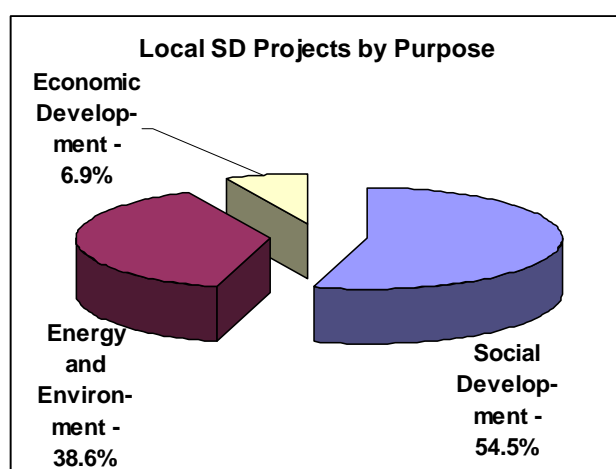
As for the institutional beneficiaries, 6 projects were initiated by the neighbourhood organizations, 5 by the school network, and 1 by the NGO network (see Table - IV).

**Table – IV: Status of Resource Distribution in 2005 by Initiators**

SN	Initiators	Number of Projects	Total Cost ('000 UAH)	Estimated Cost Sharing (UAH) by				Number of beneficiaries
				Beneficiaries	Municipality	UNDP/MGSDP	Others	
1	Neighbourhood Organisations	6	460.4	48.5	269.5	115.5	26.7	1630
2	School Network	5	617.6	57.2	369.6	158.3	32.4	9355
3	NGO Network	1	80.3	13.3	45.5	19.5	2	2630
	<b>TOTAL</b>	<b>12</b>	<b>1158.3</b>	<b>119.0</b>	<b>684.6</b>	<b>293.3</b>	<b>61.1</b>	<b>13615</b>

The project costs differ widely in proportion with the number of projects approved, number of beneficiaries and nature of the project. About 53.3% of the approved resource was utilised by the school networks, 39.7% was utilised by the neighbourhood organizations and 7% was utilised by the NGO network.

Seven projects (54.5% of total) in 2005 were related to social development, in particular with the construction of the sports grounds and improvement of drinking water, followed by four projects (38.6%) related with the projects on energy and environment, including those on heating system, roof reconstruction, and window insulation and one project (6.9%) on economic development (diagram – I and II).



**Diagram – I-II: Local SD Projects Cost by Purpose and by Initiators**

Also, the implementation of the 10 local initiatives out of 11 ones started in 2004 continued in 2005. About 98-100% of those 10 projects were completed by end 2005. Financial and physical status of all the local sustainable development projects initiated in the partner municipalities in 2004 and 2005 is described in Table - V. Detailed information on the same is given in Annex - IX.

**Table – V: Status of Local SD Initiatives Undertaken by Local Partners, (UAH)\***

SN	Purpose	Total planned amount by cost-sharing of		Total disbursed amount by cost-sharing of		Status of project completion (%)	
		UNDP	Municipality	UNDP	Municipality	Financial	Physical
1	<b>Energy and Environment</b>						
1.1	Heat & Hot Water	146107	137590	146065	137548	100	98
1.2	Heating System	161144	214418	152164	193494	92	74
1.3	Roof reconstruction	27611	64424	30371	61663	100	100
1.4	Window insulation	35810	83558	17502	40840	49	24
1.5	Drainage System	54000	54000	41843	25117	62	70
	<b>Sub-total</b>	<b>424672</b>	<b>553990</b>	<b>387945</b>	<b>458662</b>	<b>87</b>	<b>73</b>
2	<b>Social Development (Health)</b>						
2.1	Drinking water	52114	121600	22632	40174	36	29
2.2	Sports ground	123518	274831	45806	93503	35	55
	<b>Sub-total</b>	<b>175632</b>	<b>396431</b>	<b>68438</b>	<b>133677</b>	<b>35</b>	<b>42</b>
3	<b>Economic Development</b>						
3.1	Computer-based training	19492	45482	1949	4,548	10	50
	<b>Sub-total</b>	<b>19492</b>	<b>45482</b>	<b>1949</b>	<b>4548</b>	<b>10</b>	<b>50</b>
	<b>Total</b>	<b>619796</b>	<b>995903</b>	<b>458332</b>	<b>596887</b>	<b>65</b>	<b>55</b>

\*Including data on the projects started in 2004, implementation of which continued in 2005

In the result of the implementation of local SD projects, financial transactions on 22 projects were made in 2005. Judging from the data, certain delay was noticed in the financial and physical progress of the projects. Most of the projects came into operation in the second half of the year. Moreover, there were delays in fund transfers and cost sharing resources to be provided from the partner municipalities. Natural time lag was another reason for delay in accomplishment of the projects.

### **Public Auditing**

According to the concept of good governance, all the leaders and functional groups of partner agencies have to be accountable to people - the general members of their organisations. For this purpose, practicing of public auditing is being established in the partner municipalities in accordance with the developed manual. In 2005, 4 partner agencies, namely NO “Zhytlovyyk”, NGO “School Network” (Rivne), NO “Prometey”, NO “Horobryy” (Ivano-Frankivsk) carried out public audits, submitted their appropriate reports to general members and provided copies to MGSDP. In the reports, the members of the respective organisations confirmed their satisfaction with the quality and quantity of physical output of the project and the related expenditures (in cash as well as kind).

### Box – IX: Local Community Goes Beyond the Formal Project Boundary

The NO “Prometey” which brought together residents from 3 multi-storeyed buildings undertook the initiative on constructing the sports ground for their neighbourhood. For several years the inhabitants were concerned about promoting the healthy lifestyle for their kids, youth, and adults – 484 persons in total. It was of urgent necessity to them. So, they developed the project proposal worth 160,39 thousand UAH to compete with others at the Project Selection Committee. As soon as financial support was provided to the citizens, they started to work actively. People were so united and committed, that the project implementation was progressing quite fast.



**Photo - 11:** Construction of the sports ground is in process

But in the course of project's implementation, the involved experts advised the citizens that the sports ground could be constructed in a much more functional way. They claimed that in case of covering it with concrete it could serve not only in dry summer weather, but also for rainy weather, as well as for hockey games in winter. Real sportsmen of the community understood the expediency of the suggestion. They managed to convince the local authorities in their committed participation, show the result achieved, and the efficiency of cost utilisation. Seeing that, the city council appreciated the citizens, and agreed to provide additional support for the second stage of the project in the amount of 100 thousand hrn. Now onward inhabitants of the 3 participating buildings and others in the neighbourhood will be able to go in for sports and stay healthy.

### Box – X: Municipal Schools Adopt Participatory Planning



**Photo - 12:** Meeting with the partner school – member of the network

“Schools have always been the first institutions to adopt new knowledge and progressive technologies”, says S.Uvarova, the secretary of the school network of Ivano-Frankivsk. “It is because we always think about the future of our children. When we found out from the MSU information about the activities of MGSDP in our municipality and the principles of sustainable development it promotes, we agreed on the necessity of establishing close partnership between each other”. Following that idea, the NGO School Network of Ivano-Frankivsk “Zdorova Dytyna” was created, initially in participation of the teachers and representatives of parents' community of 12 schools and specialists of the department of education of the municipality.

It has become a good practice to hold regular meetings and planning sessions, where representatives of all the schools and their newly created Trustee Councils present their needs identified by them during the discussions on the level of each concrete school, substantiate them, and try to prove their priority to all the members of the network. B.Bilyk, the Municipal Project Coordinator, and community mobilisers often participate in such meetings, to share their knowledge on the principle of participatory planning, and coordinate the process. During the latest planning workshop held on the 16<sup>th</sup> of November the review of the priority proposals of the schools was held, and the members of the network approved them according to the problematic groups. The priorities identified for 2006 included the reconstruction of drainage system, construction of the sports ground, window insulation, establishment of autonomous water supply system, and roof reconstruction.

The School Network of Ivano-Frankivsk now involves the representatives of 26 schools already. The same kind of network has successfully operated in Rivne since 2004.



### Box – XI: Impact of MSDP Activities in Citizens' Perception

“Sport is health, and health is the healthy lifestyle, movement. Almost every school student loves playing soccer, volleyball, goes in for sports at sports ground using various sports equipment. Only now, being the 11<sup>th</sup> grade school student, I managed to value the role of the sports ground in my life. My whole family could observe the reconstruction of our school sports ground. Also the volleyball and basketball playgrounds emerged on our school yard, and now we happily attend the physical culture lessons – after all, we have the place where to go in for sports! Due to the Municipal Sustainable Development Programme of UNDP we can confidently hope that our growing generation will have strong health and good mood going in for sports on the newly created sports grounds”.

***Iryna Demchenko, 11<sup>th</sup> grade student of the secondary school #13  
Ivano-Frankivsk Municipality***

“Now we don’t even remember that until 2004 each winter was a trial for us: the temperature in the gym was about 8°C, hoar-frost on the apparatuses and draughts were a usual thing, sometimes even snow was lying on the window-sills. It even happened so that the sport classes had to be cancelled. Now it is all the matter of the past”

***Larysa Nos, teacher of the sports school #1***

“I like freestyle very much. Previously it used to be very cold to train and we had to be dressed warm. And now we can go in for sports in shorts and T-shirts. It is very comfortable and gaily”.

***Viktor Borysyuk, 12 years old school student  
Rivne Municipality***



**Photo - 13:** Sports classes in a gym with a newly installed windows in Rivne

“When I received the bill for heating services, I was surprised by the substantially lower amount I had to pay and thought that it was some mistake in the calculations. With this question I approached Mr. R. Vasylyshyn, the Head of our condominium. But he calmed me down, saying that everything is correct with the calculations, and it is really true that now onward the inhabitants of our building will pay for heating by 1/3<sup>rd</sup> less. I am very happy about economizing my money, and glad that last year I supported the project of our community on installment of the thermoregulators”.

***Hanna Samoylo, the dweller of the building 22 by Konovaltsya Str., retired  
Rivne Municipality***



**Photo - 14:** V. Zadereyko shares her experience of participation in the community project

“I have lived in my building for 21 years. It’s been a long time I had to stay at home during the autumn-winter season dressed like a cabbage – in thousands pieces of clothes. I often slept in a sweater... The inhabitants tried a lot of ways to solve the problem, and one day we found information about the Municipal Sustainable Development Programme, which started in the municipality in 2004. We went through the whole way of bringing all people together, creating the Neighbourhood Organisation, and implementing our project. Warmth brought to our apartments is the best proof of the necessity of our joint efforts”.

***Valentyna Zadereyko, the dweller of the building 62 by Borodiya Str.  
Zhytomyr Municipality***



## 2.1.4 Human Resource Development

The Programme achieved essential results in enhancing the quality of human resources at various levels in order to better manage local development through participation, public-private partnership and information technology use. It was done through various orientations, training, exposure visits, conferences, workshops etc.

### Training

In cumulative terms, 20 major events were organised during 2005 to build the capacity of the stakeholders, including 13 training, 4 exposure visits/ study tours, and 3 workshops (see Table - VI). In total, 359 persons directly benefited from the HRD activities of MGSDP in 2005. Out of all the participants, about 54% were female and 46% were male.

**Table – VI: HRD Activities (2004-2005)**

SN	HRD Activity	Number of Events		Number of Participants in 2004			Number of Participants in 2005		
		2004	2005	Female	Male	Total	Female	Male	Total
<b>1</b>	<b>Training</b>	<b>9</b>	<b>13</b>	<b>47</b>	<b>66</b>	<b>113</b>	<b>176</b>	<b>95</b>	<b>271</b>
a	Awareness on Sustainable Development	1	3	6	13	19	98	43	141
b	Communication and Conflict Resolution	2	2	19	25	44	13	13	26
c	Project Management	1	2	4	7	11	14	7	21
d	Strategic Planning	2	2	3	3	6	22	10	32
e	Training for Project Staff	1	2	4	4	8	13	9	22
F	Pre-project Training for MPCs	1	1	2	5	7	3	5	8
G	Pre-job Training for Community Mobilizers	1	1	9	9	18	13	8	21
<b>2</b>	<b>Study Tour/Exposure Visit</b>	<b>2</b>	<b>4</b>	<b>10</b>	<b>19</b>	<b>29</b>	<b>17</b>	<b>11</b>	<b>28</b>
<b>3</b>	<b>Workshops/Conferences</b>	<b>4</b>	<b>3</b>	<b>9</b>	<b>17</b>	<b>26</b>	<b>24</b>	<b>36</b>	<b>60</b>
A	MSU Conference*	3	2	7	10	17	23	26	49
B	Pre-project Orientation for the Mayors	1	1	2	7	9	1	10	11
	<b>Total</b>	<b>15</b>	<b>20</b>	<b>66</b>	<b>102</b>	<b>168</b>	<b>217</b>	<b>142</b>	<b>359</b>

\* No. of participants indicate persons without repetition.

The trainings were organised for –

- Raising public awareness on such issues as MDGs, gender, HIV/AIDS, sustainable development. These trainings were conducted for the members of the school network, and enhanced skills of the participants as well as their interest to make use of the knowledge gained (Box - XII)
- Informing Mayors of Ukrainian cities about the Programme.
- Building capacity of MSU teams. These trainings were related to project management, strategic planning, enhancing skills of MPCs and community mobilisers.
- Conference was organised primarily for the MSU teams & PMU-team where each team learned from each other for enhancing Programme effectiveness.

### Awareness Trainings on Sustainable Development

To enhance knowledge and awareness on SD principles at local level, trainings of trainers from Ivano-Frankivsk and Rivne school networks were organised within the framework of appropriate awareness campaigns on SD principles, MDGs, LA-12, and related issues. The objective of the trainings “**Sustainable Development and Activities of United Nations Development Programme in Terms of Their Implementation**” was to make participants knowledgeable in SD principles and policies, LA-21, major objectives and role of MSDP, MDGs, role of the school network in implementation of SD principles. Training was held on September 7<sup>th</sup> in Ivano-Frankivsk and September 23<sup>rd</sup> in Rivne in participation of 46 and 35 persons respectively (school directors and deputy director, municipal authorities, school networks, etc.).

The participants gained new knowledge on the following issues during the trainings:

- Sustainable development and its principles. MGSDP: Promoting participatory governance and localizing sustainable development. Local Agenda – 21
- MDGs and their implementation in Ukraine.
- The role of the school network in implementation of SD principles
  - Ivano-Frankivsk: 1) Deficit of iodine and ways of overcoming it; 2) Sanitary-hygienic norms and standards to be satisfied by the schools; 3) Experience of energy saving in the municipality.
  - Rivne: 1) Gender equality; 2) Fighting HIV/AIDS; 3) Human rights and rights of children; 4) Overcoming the consequences of Chornobyl catastrophe.

At the end of the training feedback from the participants on the knowledge gained was analyzed to learn their views on its further dissemination. Most of the school directors consider usage of the new knowledge as supplementary materials to existing school subjects to be the best way of introducing them to the school curriculum (70%); though, they also suggest initiating the appropriate optional course (26,7%). In general, the possible ways of further dissemination of the knowledge gained during the training included:

- Thematic talks, meetings, roundtables, open classes and lectures with teachers, parents, students
- Reporting on the issue during the meeting of the pedagogical council
- Disseminating publications, providing them to libraries
- Holding seminars, trainings, inviting resource persons for giving lectures
- Issuing and disseminating the thematic information bulletin

86,7% of the participants consider cooperation with MSDP to be necessary for the schools of municipality, and would like to get detailed information on possibilities of joint projects. It has already had some impact on the school curriculum (see Box - XII).

#### **Box – XII: Ideas of Sustainable Development Go Through the Schools**

“During the training for the school network of Rivne, I learned a lot of useful information about the general principles of sustainable development, and the overall situation in this context in my city. I found the subject on the children’s rights to be one of the most necessary for the school students. The trainer V.Mushkeyev was agreed to speak in the 11<sup>th</sup> grade during the education class about “Children’s Rights and Behaviour in Life”. The reaction of the students exceeded all my expectations: the lecture grew into a dispute, and there were so many questions that the discussion lasted for about an hour. I realized that legal education is very interesting and useful at school, and advised my colleagues to address Mr. Mushkeyev”

*Hanna Karpyuk, methodologist of the chair of education in Ukrainian Gymnasium*

“The issues raised by the professional trainers during the training on sustainable development were so timely and vital, that we introduced them into our workplans for holding educational classes, and various debates. Kids were listening with great pleasure”

*Iryna Klymyshyna, teacher of the school #30, Rivne Municipality*

#### ***Exposure Visits / Study Tours***

Exposure visits / study tours were organised for the following reasons –

- Two exposure visits on social mobilisation, participatory planning and local sustainable development projects’ implementation (1 for PMU team, and 1 for MSU teams and some members of NOs/networks) were organised to Ovruch, a municipality in Zhytomyrska oblast’ supported by Chornobyl Recovery and Development Programme. The participants observed the project implementation sites of UNDP/CRDP – the Youth Centre and the Ambulance. They interacted with the community members and FGs of the community organisations on the issues of their self-organisation, development of the local SD projects and their implementation.

- A study visit was organised to Crimea Integration and Development Programme for I. Kovalchuk, and O. Ursu, the project staffs of MGSDP. The staffs visited the successful project sites, attended the Regional Development Centres to learn from the experience of RDC-level staffs of CIDP, interacted with other local stakeholders involved in the process, and exchanged inter-project experience through interaction between CIDP-MGSDP staffs.
- Mrs. I. Hudz, the MPC of Novohrad-Volynskyy Municipality, participated in the workshop on community-based regional development in Lithuania “Future Vision of Rural Europe” to share Ukrainian experience and learn from European practices (see Box - XIII).

Study tours were found effective in that the PMU/MSU-teams learned the effectiveness of social mobilisation and area based approaches from the process followed by the local stakeholders of CIDP and CRDP, and identified practices which could be adopted in case of MGSDP.

#### **Box - XIII: MGSDP Learns European Experience of Sustainable Development**

“On behalf of UNDP/MGSDP I participated in the regional workshop “Future Vision of Rural Europe” in Lithuania on 2-9<sup>th</sup> of October, 2005. 78 persons from 21 European countries took part in this workshop”, says Iryna Hudz, MPC of Novohrad-Volynskyy Municipality. “Its purpose was to share the best practices of the participating countries in the sphere of developing the villages and small cities and implementing the sustainable development on the territory of European countries. I learned a lot about the community organisations, which implement the SD principles on their territories, independently prepare various projects on social, economic and ecological issues, and search for support from various donor organisations. Based on the knowledge learned, the participants developed the joint vision of future Europe, which included:

- Support for communities of villages and small cities, and sustainability of their functioning;
- Human right to choose the place for living, and mutual respect of citizens, and their cooperation;
- Preservation of environment and its natural resources;
- Coordination between the social, economic and ecological aspects of human activities.

According to the developed vision, communities should have the balanced age structure in context of attracting youth to the villages and small cities; high level of local educational and medical services, and developed infrastructure; harmony between various social and ethnic groups of the population; community empowerment; strong initiative of each community to arrange its own well-being; opportunities for cooperation with local governments and other institutions; etc.

We, the participants of the workshop, will do our best to reflect this vision in the policy and development Programmes on the local, regional, and national levels in our countries”.

*Iryna Hudz, Municipal Project Coordinator of Novohrad-Volynskyy Municipality*



**Photo - 15:** I. Hudz, MPC of Novohrad-Volynskyy Municipality

#### ***Resource Centre for Sustainable Development (RCSD)***

Efforts were put into creation of the RCSDs in the partner municipalities, which are expected to play a vital role in providing following services in oblast –

- Professional information on sustainable development;
- Training of municipal staffs of the entire oblast
- Organisation of knowledge sharing and exchange of experiences, and networking

Appropriate statute prepared for RCSDs of the municipalities was reviewed and discussed during the year while adjusting to the local conditions/legislation. To further ensure enhanced capacity of RCSDs, procurement of equipments was made for them. Final arrangement about the office premises for RCSDs was made in Ivano-Frankivsk, and the transferring of equipment took place. The MIS in a display-mode was also established at the RCSD of Ivano-Frankivsk municipality.

## 2.2 MANAGEMENT AND EFFECTIVENESS

### 2.2.1 Expansion of Programme Area

#### *Identification of Potential Partners*

UNDP/MGSDP aims to focus its strategic role on promoting democratic governance by utilising UNDP's global experience and unique position in the country. In this context activities on the Programme expansion were undertaken during the year. The expansion included inter-oblast, intra-oblast and intra-municipality locations. The inter/intra-region expansion process included –

- Prioritising oblasts for potential expansion based on social, economic and environment hardship reflected by such criteria as HDI, ecological situation, provision of social services, living conditions of population in the region and regional balance
- Making direct contact/visit to the potential municipalities and making preliminary briefing to the city authorities/mayors about the Programme and expansion policy;
- Providing a detail orientation on the Programme and terms of partnership to the mayors who show interest in forging partnership;
- Allowing time for consultative process in the municipalities;
- Signing partnership agreement between UNDP and the municipalities, which show formal willingness and commitment to join the Programme

Based on these considerations, following 14 oblast level municipalities were identified as potential partners:

- Luhansk, Donetsk, Sumy, Dnipropetrovsk, Mykolaiv, Kherson, Kirovohrad, Odesa, Lutsk, Zaporizhzhya, Chernihiv, Cherkasy, Kharkiv, Poltava

In case of intra-regional expansion, municipalities facing social, economic and environmental hardship and situated within a driving distance of about an hour from regional headquarters (taking into consideration the capacity of the current MSUs to provide backstopping) were considered as potential ones. Following municipalities were identified as potentials with support from current MSUs –

- **Ivano-Frankivska** – Halych, Tysmenytsya
- **Rivnenska** – Kvasyliv, Zdobuniv, Shpaniv
- **Zhytomyrska** – Novohrad-Volynsky, Berdychiv

#### *Sensitization of Potential Partners*

Orientation sessions were organised for the municipalities which showed interest to join the Programme. A brief description of the same is given in Box – XIV.

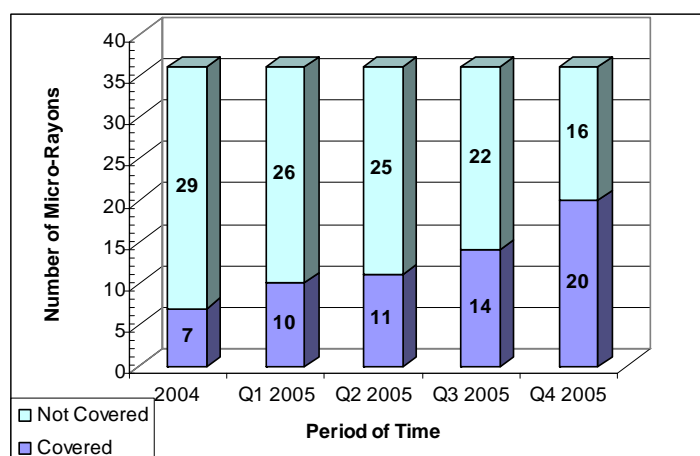
Box – XIV: Orientation Sessions Held for Programme Expansion		
Indicator	Orientation Session for the Mayors	Orientation Session for the MPCs
Event in process (photo 16-17)		
Date of the Event	April 5 <sup>th</sup> 2005	August 11 <sup>th</sup> 2005

Participating municipality	Berdychiv, Chernihiv, Dnipropetrovsk, Kharkiv, Odesa, Ternopil, Vinnytsya, Zaporizhzhya municipalities	Mykolayiv, Odesa, Chernihiv, and Novohrad-Volynskyy municipalities
Outcomes	<ul style="list-style-type: none"> <li>Benefits of social mobilisation and area-based approach for citizens and local authorities were proved</li> <li>Mayors were informed about UNDP policies and strategies, and experience of MGSDP in pilot cities</li> <li>Understanding about the terms of partnership with the Programme and mechanism of cost-sharing was reached</li> </ul>	<ul style="list-style-type: none"> <li>Coordinators were fully informed about the procedures of operationalising UNDP/MGSDP</li> <li>Legal background for the Programme activities was identified from the current legislation on local self-government</li> <li>Further plan of activities on localising sustainable development was developed</li> </ul>

Upon genuine interest shown by 3 municipalities namely Mykolayiv (oblast level municipality), Halych (Ivano-Frankivska oblast), and Novohrad-Volynskyy (Zhytomyrska oblast), Partnership agreements were signed with them on August 4<sup>th</sup>, June 1<sup>st</sup> and June 7<sup>th</sup> respectively. Based on partnership agreement signed, the Programme expanded to these municipalities.

### *Intra-Municipal Expansion*

13 additional micro-rayons in the partner municipalities and 2 small municipalities with no division into micro-rayons were covered by the Programme activities in 2005. In cumulative term, it ended up with 20 micro-rayons of out 36.



**Diagram – III:** Dynamics of Intra-Municipal Expansion of MGSDP in Pilot Municipalities in 2004-2005

### *Launching Programme Activities in New Municipalities*

UNDP/MGSDP was officially inaugurated in the new municipalities of Novohrad-Volynskyy, Mykolayiv, and Halych on November 4<sup>th</sup>, 10<sup>th</sup>, and 24<sup>th</sup> respectively. Partnership Agreements with the municipalities were signed by UNDP this year in the context of expanding the Programme activities on improvement of the municipal, ecological, economic and social governance to the new cities of Ukraine.

The official introductory presentations of UNDP/MGSDP were held in participation of the City Mayors, their deputies, officials of the municipality, representatives of neighbourhoods,

academia, local NGOs, businesses, media, and other interested parties. Focus was placed on necessity to implement the sustainable development principles in the cities with commitment-based public-private partnership and on using the methods of social mobilisation as major instruments of community empowerment.

#### Box – XV: Opinions of the New Municipalities about Partnership with MGSDP



Photo – 18: M. Borovets

“We are thankful to the management of UNDP for choosing our municipality for cooperation with Municipal Governance and Sustainable Development Programme. On our part, we will do everything possible to jointly implement projects to improve life of our local citizens. We value MGSDP as an opportunity to increase the community involvement into the strategic development of our city”.

*M. Borovets, the Mayor of Novohrad-Volynskyy*

“We at Mykolayiv municipality hope that with support of the Municipal Governance and Sustainable Development Programme it will be possible to change the mentality of our population, and make them responsible for their own well-being. This is a very good idea to cooperate with the local schools, and start educating the self-help approach in municipality from the very early age”.

*V. Yavorskyy, the First Deputy Mayor of Mykolayiv*



Photo – 19: V. Yavorskyy



Photo – 20: S. Leochko

“Thank you for the interesting information about the history of social mobilisation and its usage in urban context. The only thing I can claim is that this idea is not new for Ukraine. The self-help approach has deep roots in Ukrainian history. Remember the saying “A thread per everybody – a shirt for a poor man”. There will be no state until the community realises its power and organises itself. We have to understand that we will work for our own well-being”.

*S. Leochko, the deputy of Rayon Council of Halych*

## 2.2.2 Partnerships/Linkages

Efforts were put during the year to build linkage of the Programme with other agencies of similar nature so as to create synergy. Followings are some activities in this context:

### *Linkage with Swiss Agency for Development and Cooperation*

On invitation of SDC in Ukraine, Jaysingh Sah, International Project Manager, Iryna Kovalchuk, Governance and Sustainable Development Officer of MGSDP, Tamara Zakladna, community mobiliser of Rivne MSU, and Inessa Medvedenko, Director of the Directorate of Strategic Planning and International Cooperation of the Ministry of Environmental Protection of Ukraine, participated in the workshop on community approaches and social mobilization, held in Symferopol (Crimea) on September 20-22, 2005.

This workshop was organised by SDC in Ukraine with an objective to gather available experiences and to recommend further action to the Swiss Development Agency on Cooperation



programme in regard of decentralisation, social mobilisation and community empowerment and the future country strategy of SDC.

In the course of the workshop, Inessa Medvedenko shared the vision of the Government on peoples' participation for sustainable development, Jaysingh Sah made presentation on "The Theory of Decentralisation and Community Empowerment through Social Mobilisation" to provide the workshop participants with a common understanding and the definitions of decentralisation, social mobilisation and community empowerment. Iryna Kovalchuk and Tamara Zakladna shared the experience of MGSDP on "Community Approach in the Urban Context".

Based on the ground-level experience, the following lessons and suggestions for promoting social mobilisation approach were offered for discussion by the participants of the workshop:

- Community-based approach is possible in urban context and resource mobilization is possible under public-private partnership arrangement.
- Initial process of the community empowerment must be ensured before delivering resource to seek the product desired by the community.
- Experimentation and documentation on the social mobilization-based development efforts in Ukraine should continue, being supported by donor agencies in collaboration with government.
- Current generation should be prepared to recognize this approach. It might require establishing of social mobilization experimentation and learning centre; providing trainings to university graduates before they enter labour market; encouraging small research, theses and internship on the subject; as well as organizing trainings/ visits for civil servants, administrators and policy makers.
- Support for policy/legislative changes in favour of the approach should be ensured. Municipalities allocate resources from sectoral budget as a part of cost-sharing. It makes difficult to respond to the multiple nature of local needs. To resolve this problem, the municipality should adopt an advance planning, or consider a policy of 'block grant' to respond to the local initiatives. However, it has legislative barrier.

### ***Linkage with Ukrainian Association of Local and Regional Authorities (UALRA)***

Experience of the MSUs in 2004-2005 warranted the need for policy changes in context of participatory governance promoted by the Programme. For it, linkage was built with Ukrainian Association of Local and Regional Authorities (UALRA) during the first quarter of 2005 to prepare appropriate policy paper and get it discussed at national level. UALRA, led by Mr. V. Nehoda, has 1571 local councils of all levels as the members of Association, including 73 city councils.

The Association works to represent the interests of the bodies of local self-government and advocate their rights and interests, to establish and develop local self-government in line with constitutional provisions and the European Charter of Local Self-government, to learn and disseminate the experience of local self-governments' activities.



**Photo - 21:** In progress is the brainstorming session on preparing policy paper on local governance reform

In terms of cooperation with UALRA this year, several initial meetings were held, brainstorming sessions on preparing the policy paper on local governance reform, and two conferences were jointly organised – on local self-governance and decentralization.

At present, UALRA is following up the recommendations derived from the conferences in the working group on self-governance and administrative-territorial reform created under the Cabinet of Ministers of Ukraine. UALRA is expected to support the Programme for the activities that will enhance its national impact.

### ***Linkage with the Ministry of Environmental Protection of Ukraine (MoEP)***

Cooperation was established with the Ministry for Environmental Protection of Ukraine in the context of joint activities in the sphere of sustainable development. Major directions of this cooperation are as follows:

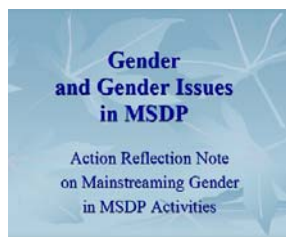
- Awareness creation on sustainable development through supporting series of orientations
- Supporting the national conference on SD through co-financing and supply of MGSDP publications on Johannesburg Action Plan and policy paper on SD in Ukraine
- Supporting the formation of National Council on Sustainable Development

Major result of this cooperation was the All-Ukrainian conference on the ecological problems of sustainable development held in Odesa on October 6-7<sup>th</sup> 2005 (see details in sub-section 2.1.1 and recommendations in the Annex - VI).

### ***Linkage with other UN-Projects and Programmes***

#### **With the Programmes in Ukraine**

MGSDP is meant to enhance the knowledge and awareness on sustainable development at local level. In this context linkage was built with other UNDP projects in Ukraine so as to create synergy effect. In particular, they are: “Human Security for Ukrainian Youth”, “Equitable Access to Opportunities Programme”, “Governance: Integrity in Action”, “Chernobyl Recovery and Development Programme”, “Millennium Development Goals”, “Crimea Integration and Development Programme”.



Specific co-operation was initiated with the “Equitable Access to Opportunities Programme” to promote gender issues within the framework of UNDP/MGSDP. In context of participation in “Gender Mainstreaming” TTF project, the importance of gender issues was addressed to all the local stakeholders of the partner municipalities in pilot oblasts, and the national Programme management, monitoring and reporting systems were improved with respect to gender.

In particular, the following achievements were made:

- Capacity of the national MGSDP team in terms of gender was built
- Up to 200 representatives of 3 pilot and 3 new municipalities (local authorities, citizens, members of academia, businesses, NGOs) built their capacity in the sphere of gender

- Project Management Unit and 6 municipal teams of project implementation are all balanced in terms of gender
- Gender-sensitive indicators were introduced to the Management Information System
- The gender-sensitive language is being used in public reporting system
- Linkage was built with Rivne-based gender-specialised NGO “Chayka”
- Gender component was introduced to the awareness campaigns on sustainable development launched in the partner municipalities during the year.

Support was provided to the UNDP project “National Capacity Self-Assessment for Global Environment Management in Ukraine” in the context of sharing the information and practical experience of MGSDP with them. The MGSDP provided several of its publications on WSSD, Policy Paper on Environmental Aspects of SD and SD Reference book at the request of NCSA.

### With the United Nations Volunteer Programme

In course of raising public awareness on HIV/AIDS during 2004/2005, the stakeholders in the partner municipalities expressed strong desire to increase the focus on this sector. Consequently, effort was made to undertake this activity at increased scale and with larger intensity. In this context, linkage was built with the UN Volunteer Programme to mobilize relevant expertise on this subject. UN Volunteer Programme supported MGSDP with a specialized UN Volunteer for 2005-06 to undertake this task. This task will involve –



- Piloting of the HIV/AIDS prevention approaches in one of pilot municipalities. It will require:
  - Making assessment of existing situation and identifying the gap in the on-going prevention efforts;
  - Designing appropriate tools and techniques to effectively reach the target population;
  - Implementing these tools/techniques to reach the objective
  - Assessing the effectiveness of the approaches and refining the tools/techniques for further use
- Replicating the experience in other municipalities based on demand.

Also, the resource person support was provided by Mrs. O.Ursu to UNV Programme for the initial briefing for UN Volunteers on November 17<sup>th</sup> to present the cross-cultural communication issues in Ukrainian context.

### ***Linkage with other agencies***

Linkage was built with the “UCAN-Project” and the legal hotlines, namely “Bureau of First Aid to the Third Sector” and “Legal Hotline for Ukrainian CSO”, sponsored by it, for utilizing their facility in favour of local partners. The purpose of these “hotlines” is to enhance the capability of Ukrainian CSOs to properly use the legislation and increase their financial stability. The partner municipalities can benefit from this facility by getting free access to legal information.

Preliminary linkage was built with different local organisations of the partner municipalities showing interest in further involvement of capacity building activities of MGSDP, which may turn into more functional cooperation in future, in particular with –

- Rivne Oblast Centre of Prophylactics and Fighting HIV/AIDS
- Directorate on Protecting the Population from the Consequences of the Tragedy on Chornobyl Nuclear Power Station of Rivne oblast administration
- Local hospital and sanitary-epidemiologic station of Ivano-Frankivsk.

### ***Other linkages***

- *With ESCO-Rivne and SPARE*: Joint training programmes on energy saving, MDGs, LA-21, and sustainable development were conducted in cooperation with ESCO-Rivne and SPARE for the school networks of Zhytomyr and Ivano-Frankivsk in the first quarter.
- *With UTTN*: Linkage was established with the 'Ukrainian Think Tank Network' being an internet-portal of analytical centres of Ukraine, and MGSDP was posted on its website.
- *With other oblasts*: Informational packages about MGSDP were disseminated to all deputy governors of Ukrainian oblasts during the seminar “Gender Component in the Regional Policy” held on June 22-23<sup>rd</sup> by EOP/UNDP.
- *With the National Library*: Resource person support was provided by Mr. M.Polonsky and Mrs. O.Ursu to the Department of International Relations and UN Publications of V.Vernadsky National Library of Ukraine for the workshop on education for sustainable development on October 25th in participation of the school directors from Kyiv.
- *With UNDP/Afghanistan*: Mr. Jaysingh Sah, the International Project Manager, performed a mission “The Needs Assessment and Formulation Mission for Micro-enterprise/Social Mobilization/Sustainable Livelihoods Development” to Kabul, Afghanistan during November, 10-23<sup>rd</sup> to contribute the experience of social mobilisation for sustainable development gained within the framework of MGSDP, Ukraine.

## **2.2.3 Communication Results**

### ***Media and Information***

Local/national media disseminated various aspects of the Programme activities during the year to highlight some concrete results of Programme activities. Internet sources of information are being widely used by the communication unit of the Programme. As a result, number of communication activities significantly grew - from 23 in 2004 to 90 in 2005 (Table VII).

**Table – VII: Number of Media Events**

SN	Media	Q1 2005	Q2 2005	Q3 2005	Q4 2005	Total		
						2005	2004	2004/05
1	Newspaper	4	8	11	11	34	7	41
2	Radio	3	3	6	3	15	6	21
3	TV	2	4	7	4	17	10	27
4	Web		6	6	12	24	-	24
	<b>Total</b>	<b>9</b>	<b>21</b>	<b>30</b>	<b>30</b>	<b>90</b>	<b>23</b>	<b>113</b>

National and local newspapers were the most frequent source used to highlight the Programme activities – 34 of 90 (38%) followed by official web-sites (27%) and the local radio (19%) and TV channels (16%).

Most of the media-activities of the national level highlighted the concept and principles of MGSDP, e.g. sustainable development in the cities; participatory governance, public-private partnership, area-based development approaches, and major national level events of the Programme like All-Ukrainian conference on local self-governance, and Programme expansion. Most of the media activities at the local level included events on the Programme activities at the municipal level, mission of Mr. J. Christen, visit of Mr. Francis O'Donnell, awareness campaigns on sustainable development, World Environment Day, success stories of MGSDP and

institutional support structures. New municipalities took the opportunity of media resources to widely highlight launching of the Programme activities on their local level.

Details on the media activities are given in Annex - X.

### *Studies and Publications*

- (1) **Quarterly Progress Reports** compiling in details the Programme achievements during the appropriate periods were prepared and disseminated in English and Ukrainian versions.
- (2) **A brochure** on the concept and activities of the Programme was prepared in English and Ukrainian version and published for wider circulation.
- (3) **Newsletters** were launched to highlight the Programme achievements:
  - a) On the findings of the National Conference on the “Local Self-Governance in the Context of Constitutional and Democratic Reforms in Ukraine” for circulation among the UNDP Projects.
  - b) Municipal Bulletins of the MSUs on the Programme activities on the municipal level for the local stakeholders in Ivano-Frankivsk and Zhytomyr (issues #1-8 and #1 accordingly).
- (4) **Simplified manuals** were prepared and made ready for wider dissemination in English, Ukrainian and Russian versions. The manuals were related with the following areas –
  - (a) Public Auditing.
  - (b) Organising a Field Visit
  - (c) Operational Guidelines for Municipal Support Units.
  - (d) Operational Guidelines for Neighbourhood Development Organisations.
  - (e) Operational Guidelines for School Networks.
  - (f) Operational Guidelines for Business Networks.
  - (g) Operational Guidelines for NGO Networks.

Two of these manuals were published in 2005 and remaining will be published in 2006. It is expected that these manuals will help the Programme team to follow the process uniformly across the municipalities and maintain the desired quality of the outputs.

## **2.2.4 Resource Mobilisation**

Resources were available from various agencies to support the activities of the Programme in 2005. Among them were UNDP/Ukraine, partner municipalities, SDC, Capacity 2015 project of Bratislava Resource Centre of UNDP. Details are given in Table – VIII.

**Table – VIII: Resource Mobilisation during the Year**

SN	Donor Name	Cost Sharing Agreements, (US '000)			
		Date of agreement	Amount determined in agreement	Amount actually received	Amount utilized
1	Ivano-Frankivsk Municipality	29.04.2005	283	63	54
2	Rivne Municipality	12.08.2005	198	25*	25
3	Zhytomyr Municipality	-	-	40*	40
4	UNDP TRAC	-	-	301	297
5	Capacity 2015	02.03.2005	7.2	7.2	6.9
6	SDC	02.12.2005	328	135	0
7	UNV Programme	-	27	NA	NA
	<b>Total</b>		<b>816.2</b>	<b>571.2</b>	<b>422.9</b>

\* Carried over from 2004



The resources were given by major donors of MGSDP for the following purposes:

- |  |  |
|--|--|
| 1. UNDP:   | To implement the activities of MGSDP particularly for capacity building, policy/legal framework, local initiatives, advisory and management support.   |
| 2. Municipalities, communities                   | As a part of cost-sharing to provide financial support to the local sustainable development initiatives developed by the local community organisations.  |
| 3. Capacity 2015                                 | For training and educational services on sustainable development, local travel, translation cost   |
| 4. Swiss Agency for Development and Cooperation: | <p>To implement the sub-project “Promoting Conditions of Participatory Governance and Development in Urban Areas”, through the following objectives:</p> <ul style="list-style-type: none"> <li>• To support the implementation of community based local development initiatives.</li> <li>• To establish and consolidate the legal/policy framework and implement guidelines for community based development initiatives.</li> <li>• To establish a model of collaboration between Eastern and Western cities as a platform for discussing experiences, methodologies, aspirations and issues of common concern.</li> </ul> |

*Linkage with the Embassy of Japan:* Effort was made during the year to link local partners with small grant facilities available with various national/international donors in Ukraine. In this quest, linkage was built with the Grass-Roots Grant Programme of the Japanese Embassy in Ukraine. NOs/Networks in the partner municipalities were assisted to prepare proposals for the Grass Roots Programme. In total, 5 proposals were submitted of which 2 were accepted for final consideration. If accepted, local partners of Ivano-Frankivsk municipality will get projects US \$ 50,000 from Japanese Embassy.

*Linkage with Potential Donors:* In context of resource mobilisation, meeting about possible partnership with UNDP/MGSDP was concluded with the representatives of several potential donors, including SDC, the Embassy of Japan, CIDA, SIDA, MATRA.

## 2.2.5 Programme Reviews

### *Visit by Ms. Louisa Vinton*

Ms. Louisa Vinton, Senior Programme Manager and Team Leader, Western CIS and Caucasus, Regional Bureau for Europe and the CIS paid a visit to MSDP on 23<sup>rd</sup> February 2005. The Programme team made a briefing about the Programme and shared their experiences gained so far. Sr. Programme Manager, Mr. Sergei Volkov, highlighted the importance of the Programme approach in building close and positive ties between the citizens and municipal authorities and responded to the queries of Ms. Vinton on key issues and opportunities facing the Programme.

### ***Internal Audit of the Programme Activities***

Audit of the Programme activities took place during 14-25 March 2005 by a team of two professionals from Profi-Audit Company. Auditing process consisted of two steps. The auditors' team visited the project office and the Business Centre of UNDP to review documents and inspect inventory. The audit was conducted in conformity with the IAS auditing standards and the principles and procedures prescribed for the United Nations (UNDP) with respect to funds obtained from or through UNDP. The audit opinion was limited to project expenditures incurred during 2004.

The team submitted its audit report with following observations and findings:

- The rate of programme\project delivery is fully justified as per the work plan
- The disbursement have been made in accordance with the programme support document\project document; financial rules, regulations, practices and procedures of the Operational Manual for UNDP-assisted Projects in Ukraine
- The programme\project disbursements are valid and supported by adequate documentations
- The programme\project financial statements present fairly and accurate the financial position at the end of the period audited
- The equipment management is proper
- An appropriate financial management structure, internal controls and record keeping systems are maintained by the programme\project management

Key recommendations made in the Report were:

- Project system for keeping incoming reports from sub-contractors should be revisited
- System for monitoring of milestones as reached by contractors should be strengthened
- Proper execution modality of project activities beyond 31 March 2005 should be obtained as the preparatory assistance modality will come to an end by March/April 2005.

The Programme took necessary actions in line with the above suggestions

### ***A review visit of Mr. Francis O'Donnell, UN Resident Coordinator and UNDP Resident Representative in Ukraine***



**Photo - 22:** Francis O'Donnell, UN Resident Coordinator/ UNDP Resident Representative, interacts with the community members

On the 18<sup>th</sup> of May 2005 Mr. Francis O'Donnell, UN Resident Coordinator and UNDP Resident Representative in Ukraine, together with Mr. Serhiy Volkov, Programme Senior Manager, visited the partner municipality of UNDP/MSDP in Ivano-Frankivsk. In the course of his visit, Francis O'Donnell met with Zinoviy Shkutyak, the Mayor of Ivano-Frankivsk, where the Sharing Agreement for 2005 was signed in presence of UNDP and city officials. Mr. O'Donnell also visited several project sites where he interacted with local stakeholders of the MSDP.

Mr. O'Donnell appreciated the joint efforts of the community and good results in project implementation, and stressed the value of participatory planning, public participation, public private partnership and good governance in improving people's standards of life. He further remarked that quality of citizen's life depends mostly on their motivation and ability to mobilization, participation and empowerment.

### ***Independent Assessment and Technical Backstopping***

Two missions on the independent assessment of the Programme activities and technical backstopping were held in 2005 under leadership of Mr. Juerg Christen, the Managing Director of Skat-Consulting (Switzerland) and expert on decentralization and social mobilisation. The first mission was held in April under the support of UNDP/Ukraine and the second one was held in December under the aegis of SDC in context of the sub-project “**Promoting Conditions of Participatory Governance and Development in Urban Areas**”, being implemented by UNDP/MGSDP.



**Photo - 23:** Mr. Christen with NO member observing the installed equipment in Zhytomyr.

The missions looked into the process of MGSDP; assessed the capacity of the support organizations, effectiveness of the process followed and quality of the output. Review of the documents, meetings with key stakeholders namely, UNDP, SDC, partner municipalities, oblast administration, MoEP, Ministry of Economy, UALRA, NOs/Networks, MSUs, PMU and visits of several pilot projects constituted activities of the mission.

Besides providing technical backstopping to the PMU and MSU-teams at the spot, the Mission provided recommendations for enhancing further effectiveness of the Programme.

The mission reports concluded that MGSDP combines a process with a product and offers the entry point for community participation through social mobilisation. It strengthens local self-governance through sustainable interventions in the fields of institutional, social, economic and environmental development. As such, it is undisputed that the Programme meets a great demand in the urban communities in Ukraine.

The mission also made recommendations that include further capacity building of PMU and MSU teams; consolidation of the mechanisms and principles of MGSDP in the partner municipalities; ensuring quality outputs of local sustainable development initiatives; dissemination of demonstration projects' experience and expansion of national and local partnerships. Some key recommendations were:

- Sharing of cost between partner municipalities and UNDP/MGSDP should be in 50:50 ratio
- MSU should operate trans-sectorally in collaboration with the respective sectoral departments of the municipality and directly report to the Mayor.
- In view of sustainability, MPCs should have line positions within the city administration, whilst social mobilisers should either be employees of the city administration or employed by the same under contract.
- MSU should serve as the secretariat of the Resource Centre for Sustainable Development
- Efforts should be focused on partnerships and interventions that most evidently demonstrate the effectiveness of the MGSDP approach/model
- Planning system should be strengthened to ensure sector-wise allocation of funds; workplans should be completed before budgets have been finalised by the city councils



**Photo - 24:** Mr. Christen meets with Mr. Borovets, the Mayor of Novohrad-Volynskyy

- The establishment of appropriate funding mechanisms for sustainable development initiatives implemented through MSU (e.g. block grants) should be seriously assessed.
- Oblast and rayon administrations should be involved into partnership
- Demonstration projects that are technically and organizationally sound for replication should be developed. Their lessons should be documented and disseminated through the RCSDs
- Local projects should be planned in a more targeted and in a comprehensive way that considers sustainable development holistically.



**Photo - 25:** Mr. Christen during the meeting with the school network member in Ivano-Frankivsk.

- Regular site inspections and final inspections with participation of the respective municipal line departments and specialized project staff should be institutionalized to ensure quality of the work performed
- The obligation towards operation and maintenance should become a central concern and included in the NO, network and cost sharing agreements.
- Mechanisms should be consolidated in the three pilot oblast municipalities before undertaking expansion.
- Simplified version of operational manual should be prepared for local partners as a part of the consolidation
- In view of the limited financial and human capacities, a possible expansion of the programme into other oblasts should be considered carefully and only after permanent institutional arrangements have been in place. Further scaling up should concentrate on smaller towns and cities, i.e. < 100,000 inhabitants, based on demonstrated demand
- Exchange of experiences and mutual learning between eastern and western cities should be actively promoted
- The fund flow should be carefully tracked to ensure smooth and uninterrupted progress
- Capacity of the national partners should be utilised for ensuring the quick national impact of the Programme activities

### ***Annual Review and Workplanning Conference***

On December 27<sup>th</sup> the Annual review and Workplanning Conference was organised in Koncha Zaspa (Kyivska oblast') for the Municipal Support Units of the 6 partner municipalities. Objectives of this meeting were:

- To critically assess the Programme activities in 2005
- To share opinions and views on its achievements on the local and national levels
- To discuss and draft future course of joint actions for 2006.

During this meeting the participants were briefed about new policies and procedures of UNDP/MGSDP for 2006 regarding cost sharing agreement, project implementation, payment procedures, workplan for 2006 and others. Other discussions included:

**Programme Activity Review:** Discussion was made on the Programme activities, achievements made during 2005, challenges faced during implementation and opportunities lying ahead. A summary of the same is given hereunder:



**Photo - 26:** MSU teams in the course of the Annual Review Conference in Koncha Zaspa.

### Major challenges

- Income flow of the municipalities makes it suitable to transfer the amount of cost sharing during 3<sup>rd</sup> and 4<sup>th</sup> quarter of the year while 2<sup>nd</sup> and 3<sup>rd</sup> quarters are suitable period for implementation of the local initiatives. This time gap affects timely completion of the local projects.
- Fund transfer mechanism was found to be time consuming resulting into delay of project implementation
- Some partner municipalities could not bring the MSU-staffs under the frame of salary provision during the year
- It was difficult to find all the mayors of the partner municipalities to be available at same time for the meeting of the National Forum of Partner Municipalities
- Forthcoming local elections might slow down the Programme activities at the local level for a short period

### Major Opportunities

- Demonstration effect of the Programme activities is resulting into high demand for it from those micro-rayons of the municipalities which are yet to be covered
- Community-based activities initiated by the programme result in consolidation of the community plans into the municipal development policy
- Citizens participating in NOs/networks show great demand for the capacity building activities
- The mayors and his/her teams are supportive to the Programme
- Municipalities see value in expanding role of the National Forum of Partner Municipalities

### **Workplan for 2006:** Discussion was made on the MSU-planning for 2006 focusing on:

- Raising public awareness on sustainable development: trainings, information campaigns, preparation of success stories, working with media
- Enhancing capacity of the municipalities to manage participatory governance: ICT, training materials, exposure visits, identification of the best practices
- Enhancing living quality of the citizens through participatory-based local development initiatives
- Management Information System: reporting format, monitoring and impact assessment
- Documentation of local experience in municipal governance and linking to policy making
- Improving human resources to facilitate decentralization process and participatory governance
- Preventing the spread of HIV/AIDS



## Chapter THREE

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# LESSONS AND OPPORTUNITIES

### 3.1 Taking Stock of the Experience, p. 38

### 3.1 TAKING STOCK OF THE EXPERIENCE

Having gained the experience of cooperation with the stakeholders, it was found that MGSDP has been successful in demonstrating the value of participatory approach and social mobilisation. However, some challenges also prevail in harnessing potential of the people. National level opportunities are connected with ratification of progressive world and European documents on local self-government and sustainable development, whereas major threats are in the drawbacks of the current legislation, and weak institutional capacity and knowledge base of the local and central authorities for interaction with the civil society organizations (see Chart – III).



**Chart – III:** SWOT-Analysis of MGSDP Activities in 2004-2005

# ANNEXTURE

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## Annex – I

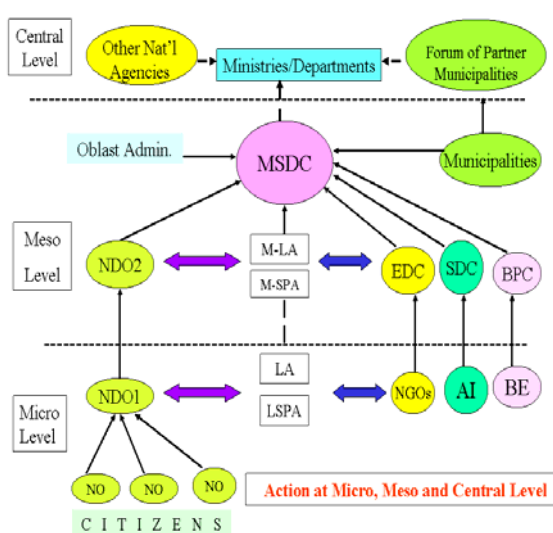
**Strategic Framework and the Process of UNDP/MGSDP**

To achieve its goal, the Programme uses the concept of sustainable development, participatory approach and social mobilisation methodology where sustainable development propagates the idea of non-compromise with the ability of future generations to meet their own needs while meeting the needs of the present; participatory approach entails the full involvement of all-level stakeholders in development tasks and social mobilisation means harnessing potentials of the people to help themselves for their well-being. Specifically, it focuses on -

- Building institutional capacity of the actors involved from local to national level to enable them to plan and implement sustainable development initiatives (bottom up)
- Activities based upon cooperation and partnership under environment of open competition, willingness and commitment to cost-sharing
- Element of ownership, internalization and exit built in the mechanism from the beginning

The Operational Guidelines of the Programme provides following strategic steps to materialise the objectives of the project -

1. **Selection of a municipality** is done based on social, economic, environmental hardship facing the municipality and competition.
2. **Establishing of partnership** is done based on willingness to adopt principles propagated by the Programme and commit resources to realize it on self-help basis.
3. **Establishment of the support structure (Municipal Support Unit)** is done by the partner municipality to implement the local component of the Programme.
4. **Selection of work area (micro-rayon)** for the Programme activities in the partner municipality is done based on social, economic and environmental conditions; gender equality; institutional development etc. with the priority for the least developed micro-rayons.
5. **Institutional support mechanism** is developed to promote political participation of the stakeholders in decision-making, and includes creation of the following support structures:



**Chart-IV: Institutional Support Mechanism**

(a) Neighbourhood Development Organisation (NDOs) in participation of the families of *doms* to plan and undertake local level sustainable development (SD) initiatives and support the municipality to strengthen municipal governance.

(b) Network of Academic Institutions (AI) in participation of academia serves as a '**Social Development Centre (SDevC)**' for strengthening of participatory social governance.

(c) Network of Business Communities in participation of SMEs, employment promotion agencies and vocational training centres for economic oriented SD. It functions as a '**Business Promotion Centre (BPC)**' for strengthening of participatory economic governance.

(d) Network of Civil Society Organizations in participation of NGOs functions as an '**Ecological Development Centre (EDC)**' for strengthening the participatory ecological governance.

(e) Municipal Sustainable Development Council (MSDC): The above NDOs and Networks with participation of authorities of the municipality, oblast administration, and service delivery agencies form 'MSDC' upon they

have gained maturity. MSDC focuses on vision and policies related with sustainable development in the municipality and explores actions to strengthen participatory approach.

(f) Networking of Municipalities: The partner municipalities form a national forum of their own for enhancing inter-municipality cooperation; suggesting policy/legal options on and lobbying for promoting participatory governance for sustainable development.

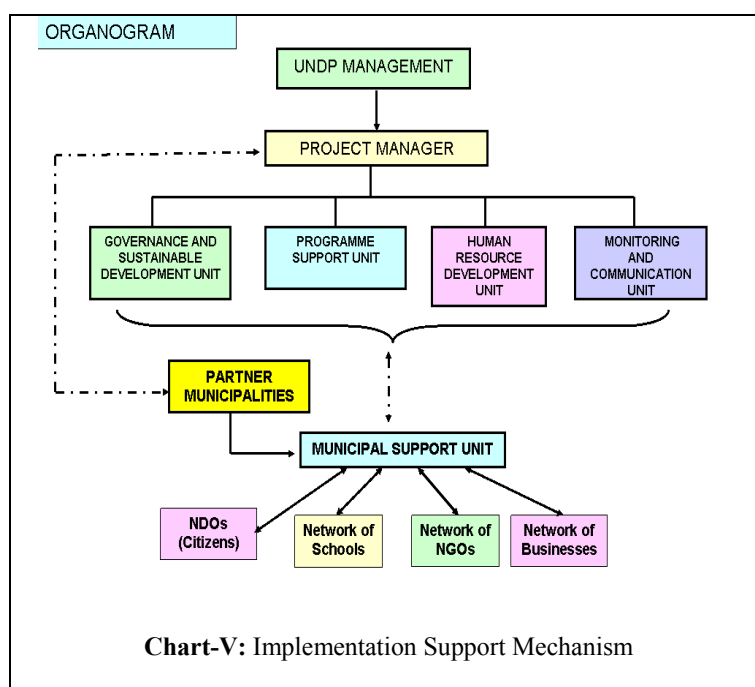
6. **Building Capacity** of the support organizations and the partner agencies in planning, management, monitoring and implementation of SD activities is done through training, exposure visits, dialogues and knowledge transfer.
7. **Participatory Planning and Prioritization** by the NDOs and the Networks is done bottom up under facilitation of MSU. Their SD plans are prioritized, and further incorporated in the municipality's plan.
8. **Implementation of Plans**: The NDOs and the Networks implement their prioritized plans through the functional groups (FGs). They mobilize resources from constituent members, public and private agencies, the municipality and the Programme. The Programme support is provided on the basis of competition, transparency and upon proper technical appraisal.
9. **Monitoring and Impact Assessment**: The management and information system (MIS) is established to make the stakeholders directly involved in the process of monitoring and assessment. The MIS of the Programme includes monitoring of process, input, output and impact. Public auditing is carried out upon completion of the projects. Independent assessments are carried out through appropriate agencies/missions. National monitoring and impact assessment system for municipal SD is envisaged upon gaining adequate experience.
10. **Policy reform and institutional development**: Lessons learned on municipal, social, economic and ecological governance are documented and utilized in developing national policy, strategy and framework on municipal sustainable development, as well as for preparing manuals and accomplishing training courses.



## Annex – II

**Programme Implementation Mechanism of UNDP/MGSDP**

The Programme is executed by UNDP/Ukraine. Under its management, a project team implements the Programme activities. The project team consists of a project management unit (PMU) at national level and a Municipal Support Unit (MSU) at municipality level. The PMU in Kyiv is led by an international project manager and is supported by UNDP/Ukraine and consists of four functional units related with governance and sustainable development, human resource development, monitoring and communication, and management support.



The local component of the Programme is implemented through municipal support unit (MSU) supported by the partner municipality. MSU is led by a municipal project coordinator, assisted by community mobilizers. This arrangement ensures ownership of the Programme activities and sustainability of the knowledge base at local level. The contacts of MSUs are given on the back page of the report.

The MSU deliberates its functions through NDOs and Networks developed during the process (Chart – V). Network of schools, Network of NGOs, and Network of Businesses function to plan and undertake the sustainable development activities related with social, ecological and economic sectors respectively.

Annex – III  
Statistical Data on the Existing Municipalities of Ukraine by 01.01.2005

SN	Name of Region (AR, oblast, city)	N u m b e r			SN	Name of Region (AR, oblast, city)	N u m b e r		
		cities in total	cities of oblast signifi- cance	cities of rayon signifi- cance			cities in total	cities of oblast signifi- cance	cities of rayon signifi- cance
1	AR Crimea	16	11	5	15	Odeska	19	7	12
2	Vinnyska	18	6	12	16	Poltavska	15	5	10
3	Volynska	11	4	7	17	Rivnenska	11	4	7
4	Dnipropetrovska	20	13	7	18	Sumska	15	7	8
5	Donetska	52	28	24	19	Ternopilska	18	1	17
6	Zhytomyrska	11	5	6	20	Kharkivska	17	7	10
7	Zakarpatska	11	5	6	21	Khersonska	9	3	6
8	Zaporizka	14	5	9	22	Khmel'nytska	13	6	7
9	Ivano-Frankivska	15	5	10	23	Cherkaska	16	6	10
10	Kyyivska	25	11	14	24	Chernivetska	11	2	9
11	Kirovohradska	12	4	8	25	Chernihivska	15	3	12
12	Luhanska	37	14	23	26	Kyiv	1	-	-
13	L'vivska	44	9	35	27	Sevastopol'	2	-	1
14	Mykolaivska	9	5	4	<b>Total in Ukraine</b>		<b>457</b>	<b>176</b>	<b>279</b>

## Annex – IV

**Major Recommendations of All-Ukrainian Conference  
"Local Government in the Context of Constitutional and Democratic Reforms in Ukraine"****General Information**

All-Ukrainian conference on the subject of *"Local Government in the Context of Constitutional and Democratic Reforms in Ukraine"* was held on April 14th, 2005 in Kiev. The Conference was organized jointly by Ukrainian Association of Local and Regional Authorities and Municipal Sustainable Development Programme of UNDP, Ukraine, being also granted from other government and civil society organizations. Total number of participants was more than 100 persons, representing Cabinet of Ministers of Ukraine, Verkhovna Rada, Secretariat of the President, central and local executive bodies, local authorities, representatives of public, scientific and educational organizations.

*The goal of the Conference* was to prepare the practical recommendations for the Government of Ukraine concerning formation of new democratic ideology, strategy of sustainable municipal development as well as the legislative support of structural reforms of local governance in Ukraine.

**Major conclusions of discussions on functioning of local authorities at present and in prospect**

1. The local Government is in the deep systematic recess in Ukraine. One of the main reasons is the absence of appropriate territorial, material and financial and economic basis for ensuring full-scale functioning of local government as well as realization of its allocated powers.
2. Commitments of Ukraine concerning local self-governance in the section XI "Local Self-Governance" of Constitution of Ukraine, provisions of European Charter on Local Self-Governance, Millennium Development Goals and implementation of Local Agenda 21st are still not fully fulfilled. The existing legislative base creates additional tension between local executive bodies and local authorities.
3. The future of Ukraine lies in decentralization, developing of local and regional democracy, ensuring the supremacy of law. The majority of rural, town and many city communities do not receive high-quality services from local authorities. The newly formed government plans for the comprehensive reform of a local government focused on ordinary citizen and maximum approximated to European standards.

On the basis of discussions and practical conclusions, including positive experience of National Forum of Partner Municipality of MGSDP, participants of the Conference proposed the following steps toward creating new democratic municipal ideology:

**On strengthening the constitutionally legal base of local self-governance**

- To adopt as soon as possible the draft law #3207-1 on modification of the Constitution of Ukraine in the part concerning the local government, which will be important base for further carrying out reforms aimed at improving the administrative and territorial system of Ukraine and increase the efficiency of local authorities, representing common interests of communities, district and regional councils
- To adopt the laws "On Territorial system of Ukraine", "On Local Self-Governance in Ukraine" (new edition), "On Executive Authorities", "On Local Elections" for strengthening constitutionally legal warranties for local government
- To provide the necessity to include the plans of local development of village and regional councils, house and street committees and municipal councils to the national development programs
- To plan regional development with regard to the development plans of community organizations adopted by community general meetings and coordinated with the general plan of territorial development
- To provide the possibility for planning the sustainable local development bottom-up, creation of appropriate mechanisms for common planning and control as well as to provide training of local authorities on local sustainable development strategy and implementation.

**On providing the activities of local authority with financial resources, introducing of efficient systems of management of municipal property, and improving of intergovernmental relations**

- To observe the provisions of current legislation concerning financing of powers delegated from executive authorities to local government, including issues of basing transfer relations on clear distribution of powers, and considering social standards of citizen services while calculating of equalization transfer payments on the improved transfer formula

- To create systems of encouragement of local governments for upgrading their resources, and to extend the base of own revenues for local authorities
- To abolish existing social privileges and tax credit concerning the taxes and fees that are entered in the local budgets, and refuse unconditionally from introduction of any new ones
- To create the possibility of regulating the activity of the Treasury and protesting its actions
- To introduce appropriate amendments into the Law of Ukraine “On Fundamentals of the State Regulatory Policy in the Sphere of Economic Activities” concerning organization of one-window centers for facilitating registration and functioning of businesses
- To introduce appropriate amendments into the Law of Ukraine “On Local Self-Government” on providing to local authorities and local communities the right to possess and use municipal and community property, as well as to provide legal base for transferring program and project assets under the control and management of participating citizen organizations
- To create legal and regulatory base for joint financing of the projects and programs developed through bottom-up planning process at local level, and consider the system of block grants for supporting and financing of local sustainable development initiatives within the system of intergovernmental transfers

#### ***On reforming the system of territorial organization of government and administrative territorial system of Ukraine***

- To perform an urgent survey of social, economic and financial state of administrative and territorial units, and draw up the inventory lists of services
- To create the base administrative and territorial units – communities - and eliminate district state administrations having passed their functions and powers to the district councils
- To implement three-tier territorial government system (community, district/city district, region)
- To transfer the tasks of social, economic, and cultural development from regional state administrations to local governments
- To increase role of associations and other voluntary affiliations of local authorities in representation and protection rights and interests of communities

#### ***On improvement of the legislation on local elections***

- To separate parliamentary and local elections in the time
- To hold the elections to the village, small-town, city and city district councils under majority system, to municipal councils of regional centers – under proportional system, to regional and district councils – under mixed system

#### ***On interaction of central authorities, local authorities with the civil society structures***

- To form National coordinating council on administrative reform, local and regional development under the President of Ukraine, and the Congress of Local Self-Government of Ukraine as the highest representative body of local government and endow it with consultative-advisory functions
- To introduce into municipal practice more actively municipal hearings and meetings of local authority associations
- To introduce and implement mandatory community and professional expertise of the drafts of legislative acts and sub-national development plans, monitoring of their realization, feedback and exchange of experience mechanism.
- To implement the contract relations at all levels, and the mechanism of the social order for community participation in socially important programs
- To provide stable and predictable relations between central and local authorities in the realm of local development planning, and complete the development of local strategy of sustainable development conformed with European standards

\*\*\*\*\*

These recommendations will ultimately assist Ukraine to meet its commitments in implementation of Local Agenda 21; will facilitate the achievement of main goals of reforming Ukrainian society, strengthening of basic principles of democracy and realization of prospects, opened before Ukraine after 2004.

The Conference recommended for adopting the provisions and procedures of the Operational Guidelines of MGSDP as fundamental for interaction between local authorities and communities in Ukraine. The original version of the document is available on the web-site of MGSDP <http://msdp.undp.org.ua>

## Annex – V

**Recommendations of All-Ukrainian Workshop “Decentralisation of Power and Finance - A Prerequisite of Development of Local Self-government in Ukraine” in Relation to the Law of Ukraine “On the Bodies of Self-Organisation of Population”**

Ukrainian Association of Local and Regional Authorities made a request to MGSDP to provide recommendations regarding the Draft Law of Ukraine “On Introducing Changes to the Law of Ukraine “On the Bodies of Self-Organisation of Population”. As the result of common work of UNDP Projects and Programmes in the area of good governance, their national and local stakeholders, and also taking into consideration the positive experience of foreign countries, the recommendations of the All-Ukrainian Conference “Local Self-Government in the Context of Democratic Reforms”, held in April of 2005 in Kyiv, and the recommendations of the workshop, held by the Swiss Development Agency on Cooperation in Berehove of Simferopol’ rayon in September 2005,

*The following recommendations were suggested:*

***To the Law of Ukraine “On the Bodies of Self-Organisation of Population”:***

1. To ensure introduction of the provisions to the Law about the necessity to include the provisions developed in participation of the population of appropriate administrative-territorial unit (including house, street and quarter committees), and in participation of the local councils, into the strategic plans of ATU development, as well as concordance and coordination of appropriate plans.

To ensure the legislative opportunity to plan regional development with regard to the development plans of organizations of population (house, street and quarter committees) adopted by community general meetings and coordinated with the general plan of territorial development.

To ensure the legislative opportunity for planning the sustainable local development bottom-up, creation of appropriate mechanisms for common planning and control as well as to provide training of local authorities on local sustainable development strategy and implementation.

2. To introduce appropriate amendments to the Law of Ukraine “On the Bodies of Self-Organisation of Population” with the purpose of simplification of the registration system for the bodies of self-organisation of the population on the community level and the order of opening and servicing the bank accounts for them.
3. To consider the Law of Ukraine “On the Bodies of Self-Organisation of Population” inseparably with the Law of Ukraine “On the Association of the Citizens”. If necessary, to take over some terms and mechanisms.

***To the Law of Ukraine “On the Local Self-Government in Ukraine”:***

1. To create legal and regulatory base for the maintenance of joint financing of the projects and programs developed through bottom-up planning process at local level.

While reforming the intergovernmental transfers, as a variant, the system of block grants for supporting and financing of local sustainable development initiatives within the system of intergovernmental transfers should be introduced.

Appropriate amendments to the Law of Ukraine “On the Local Self-Government in Ukraine” regarding the provision of the right to the communities to possess and use the community property should be introduced. To introduce into legislation the defined principles and procedures of using and managing the property, which belongs to certain communities.

To ensure the legislative possibility to solve the question of transferring program and project assets under the control and management of participating citizen organizations.

To introduce the appropriate amendments to the Budgetary Code of Ukraine for ensuring the possibility of mobilization of resources on all levels of power for the implementation of the projects of community development.

2. To create and support the activities of “one-window” centers for simplification of registration procedure and facilitating functioning of businesses (e.g. the “one-stop” departments, electronic registration etc).



## Annex – VI

**Policy Recommendations Derived from the All-Ukrainian scientific-practical Conference on Environmental Problems of Sustainable Development in Ukraine**

The members of National scientific-practical conference in ecological problems of sustainable development in Ukraine suggested following policy recommendations in context to sustainable development in environment:

**General**

- To conduct, on regular basis, conference on ecological problems of sustainable development in Ukraine;
- To approve the project “Strategy for Sustainable Development” as the one that corresponds to world principles of sustainable development and defines the key approaches of Ukraine’s transformation to sustainable development base taking into consideration the national development conditions, environmental situation, and to accentuate on the role of the family and religion in ecological education;
- To assist the functioning National Council on Sustainable Development, and to establish in its framework the coordinating councils which will take care of ecological health and education for sustainable development in compliance with international practice;

**Specific**

- *For the Ministry of Environmental Protection and National Academy of Sciences in Ukraine*
  - To conduct the analysis of governmental national programs with ecologic issues and to develop the proposals for their optimization;
  - To recommend the local organs of governance to develop the measures and to integrate into the programs of socio-economic development that will be able to solve urgent ecologic problems;
- *For the Ministry of Environmental Protection of Ukraine*
  - To organize the national register of dangerous factors that influence environment;
  - To define 100 of the most serious polluters of environment in Ukraine, to organize ecological auditing in these spheres to develop and implement recommendations that are aimed to decrease the anthropogenic pressure on environment;
  - To support the NGO with ecologic approach.
- *For the Ministry of Environmental Protection mutually with the Ministry of Education and Science of Ukraine (MES), NASU*
  - To prepare and to approve national concept and national plan for its realization to implement the Strategy of education and sustainable development;
- *For the Ministry of Education and Science of Ukraine*
  - To practice the improvement of qualification process for governmental workers and HR specialists in the sphere of sustainable development;
  - To organize special study course in sustainable development in higher educational institutions, to supply the appropriate literature, to provide support to educational programs in sustainable development and to provide the scientific support in their practical realization;

## Annex – VII

**Questionnaire for the MSUs on Strengthening ICT Capacity of the Partner Municipalities  
And Analysis of the Feedback Gained**

Questionnaire

**Section 1. Assessment of the Current ICT Capacity of Municipalities.**

1. Name of the official web-site of your municipality (hereunder – web-site).
2. Level of use of the web-site by you.
3. Does the web-site provide enough information about the city and the activities of local government?
4. Do you consider the information provided by the web-site helpful?
5. Are you satisfied with the design of the web-site?
6. Is the web-site easy and fast to navigate?
7. Availability of the following options on the web-site (Search engine, Useful links to other internet-resources, Track of visitors, Forum / Book of Remarks and Suggestions of Visitors)
8. What kind of information on the web-site do you feel lack of?

**Section 2. Issues on Development and Maintenance of the Web-site.**

1. Who developed the web-site? (Physical person, Company, Own staff, Other)
2. Is there a specialist within the staff of the local government specifically responsible for operating and maintenance of the web-site?
3. Who provides updating of information on the web-site?
4. What is the process of managing (updating) the web-site?
5. Does the city office have enough capacity to maintain the web-site?
6. Which software does the city office use for managing the web-site?

**Section 3. Enhancement of ICT Capacity.**

***Improving the existing official web-site of the municipality***

1. Which issues concerning the web-site would you like to improve (Amount, vitality and quality of information provided, Easiness and speed of navigation, System of updating the information, Search engine, Useful links to other internet-resources, Track of visitors, Forum / Book of Remarks and Suggestions of Visitors, Other)
2. Which problems do you aim to solve by means of these improvements?
3. Which kind of assistance will be needed for that?

***Introducing MSDP Section to the web-site***

1. Do you think MSDP should be introduced as a section on the existing web-site, or the creation of a new specific web-site is needed?
2. Where in the structure of existing web-site do you see the place of MSDP section?
3. Does the existing structure of the web-site need to be improved for introduction of MSDP section?
4. What should the structure and contents of MSDP section/web-site be?
5. In case any improvements are suggested and planned, who will be responsible for their implementation?

Analysis

The analysis of the information showed that there exists certain level of ICT capacity in the partner municipalities, but there are opportunities for its enhancement:

1. Municipalities of Rivne and Ivano-Frankivsk do have official web-sites (developed respectively by its department of computer technologies, and by the company-contractor).
2. Municipality of Zhytomyr does not have an official web-site. The one which functions is being maintained by the local public organization and does not provide much information about the local government's activities.
3. Ways of strengthening the ICT capacity of partner municipalities are as follows:
  - To create the official web-site for Zhytomyr municipality, and introduce some amendments to the existing web-sites of Rivne and Ivano-Frankivsk
  - To introduce the section on UNDP/MSDP activities to the official web-sites of the partner municipalities providing all appropriate links and useful publications on SD, LA-21, MDG, other important concerns of UNDP/Ukraine
  - To introduce the section for citizens' feedback on the activities of the city council and MSDP at local level
  - The updating of MSDP's section should be done by the responsible specialist of local government based on the information collected from MSUs and Kyiv office

Annex – VIII  
Project Proposals: Estimated Cost and Cost-Sharing

Project Proposals: Estimated Cost and Cost-Sharing							
SN	NO/Network	Purpose	Total Cost ('000 UAH)	Estimated Cost Sharing (UAH) by			
				Beneficiaries	Municipality	UNDP/ MGSDP	Others
2004 Projects							
A	Zhytomyr						
1	Comfort	Heat& Hot Water	124.2	11.0	56.6	56.6	
2	Hromada	Heating System	64.7	4.7	28.0	28.0	4.0
3	Dobrobut-62	Heat& Hot Water	123.5	9.9	56.8	56.8	
4	Dobrobut-104	Heating System	76.9	8.9	32.7	32.7	2.6
5	Vlasnyi Dim	Heating System	62.6	8.3	25.5	25.5	3.3
6	Nasha Oselya	Heat& Hot Water	114.7	7.9	53.4	53.4	
B	Rivne						
1	Zhytlovyyk-22	Heating System	52.4	8.6	21.9	21.9	
2	Balsamin	Drainage System	224.2	15.5	54.0	54.0	38.9
3	School Network	Heating System	128.0	20.0	84.9	84.9	
C	Ivano-Frankivsk						
1	NDO, Zhek # 3	Sports Ground	130.7	14.3	50.0	50.0	16.4
2	Horobryi	Heating System	58.5	8.9	24.8	24.8	
	Total 2004		1160.4	118	488.6	488.6	65,2
	2005 projects						
A	Rivne						
1	Association of Disabled	Computer-Based Training	80.3	13.3	45.5	19.5	2.0
2	School Network	Heating System	197.6	15.5	104.8	44.9	32.4
B	Ivano-Frankivsk						
1	“Kvitka Karpat”	Sports ground	92.5	9.2	58.3	25.0	0
2	“Kalynon’ka”	Sports ground	82.3	8.3	51.8	22.2	0
3	“Strumochok”	Sports ground	128.1	12.9	80.6	34.5	0
4	“Nashe Zdorovya”	Sports ground	117.1	11.3	74.1	31.7	0
5	“Uhorn. School”	Drinking water	61.9	7.9	34.3	14.7	5.
6	“Prometey”	Roof reconstruction	109.6	10.9	64.4	27.6	6.7
7	“Svitanok”	Window Insulation	61.5	7.6	37.7	16.2	0
8	NO“Vytvytskoho, 28”	Drinking water	73.7	6.5	44.2	18.9	4.0
9	NO“Korolya Danyla, 146”	Window Insulation	78.2	7.7	45.8	19.6	5.0
10	NO“Mykolaychuka, 11”	Drinking water	75.5	7.9	43.1	18.5	6.0
	Total 2005		880.4	90.3	534.4	229.0	26.7
	Total 2004/2005		1158.3	119.1	684.6	293.4	61.1

Annex – IX  
**Status of Local SD Initiatives Undertaken by Local Partners by the End of 2005 (UAH)<sup>2</sup>**

SN	NO/Network	Purpose	Total planned amount by cost-sharing of		Total disbursed amount by		Status of project completion (%)	
			UNDP	Municipality	UNDP	Municipality	Financial	Physical
	2004 Projects							
A	Zhytomyr							
1	Comfort	Heat& Hot Water	48164	48164	48122	48122	100	98
2	Hromada	Heating System	23811	23811	23811	23811	100	98
3	Dobrobut-62	Heat& Hot Water	52516	43999	52516	43999	100	98
4	Dobrobut-104	Heating System	27768	27768	27768	27768	100	98
5	Vlasnyi Dim	Heating System	21679	21679	21679	21679	100	98
6	Nasha Oselya	Heat& Hot Water	45427	45427	45427	45427	100	98
B	Rivne							
1	Zhytlovyk-22	Heating System	21908	15336	21908	15336	100	100
2	Balsamin	Drainage System	54000	54000	41843	25117	76	70
C	Ivano-Frankivsk							
1	NDO, Zhek # 3	Sports ground	10033	10033	10033	10033	100	100
2	Horobryi	Heating System	21040	21040	21072	21072	100	100
	Total 2004	*	326346	311257	314179	282364	98	96
	2005 Projects							
A	Ivano-Frankivsk							
1	“Kvitka Karpat”	Sports ground	25000	58334	22500	52500	90	50
2	“Kalynon’ka”	Sports ground	22196	51791	3330	7769	15	50
3	“Strumochok”	Sports ground	34547	80608	5182	12091	15	41
4	“Nashe Zdorovya”	Sports ground	31742	74065	4761	11110	15	33
5	“Uhornytska School”	Drinking water	14700	34299	13230	30869	90	60
6	“Prometey”	Roof reconstruction	27611	64424	30371	61663	100	100
7	“Svitanok”	Window Insulation	16175	37742	14557	33968	90	40
8	NO“Vytvytskoho, 28”	Drinking water	18952	44222	6633	2843	15	10
9	NO“Korolya Danyla, 146”	Window Insulation	19635	45816	2945	6872	15	8
10	NO“Mykolaychuka, 11”	Drinking water	18462	43079	2769	6462	15	16
B	Rivne							
1	Association of Disabled	Computer-Based Training	19492	45482	1949	4548	10	50
2	School Network	Heating System	44908	104784	35926	83828	80	25
	Total 2005		293420	684646	144153	314523	46	40
	TOTAL 2004/2005	*	619766	995903	458332	596887	65	55

<sup>2</sup> This data does not include 1 local SD project which was completed in 2004.

Annex – X  
**Details on Major Media Activities in the Partner Municipalities**

SN	Author/Speaker	Title/Article	Media	Date
1	News Reporter	Sustainable development in Ukraine is possible. Proved by regions	Daily Ukrainian newspaper “Den”, Weekly Ukrainian newspaper “Volynski vidomosti”	February 9
2	News Reporter	Presentation of textbook for energy-saving in Ivano-Frankivsk	Newspaper “Zahidnyy kurer”, radio “Boychuk studia”, local TV studio “Halychyna”	February 24
3	News Reporter	The National Conference on the Local Self-Governance	<a href="http://www.un.kiev.ua">http://www.un.kiev.ua</a> , <a href="http://www.undp.org.ua">http://www.undp.org.ua</a> “Khreshchatyk”, “Investgazeta”	April 14
4	News Reporter	Mr. J.Christen’s review visit	Radio and TV “Vezha”, web-site of IF municipality	April 25
5	Series of articles on the national conference	There will be no sustainable development of the country without the local self-government	“Volya-Region” newspaper	April
6	Database of Analytic Centres (Think Tanks)	Municipal Sustainable Development Programme	<a href="http://www.intellect.org.ua">http://www.intellect.org.ua</a>	April
7	News Reporter	Mr. F.O’Donnell’s review visit	Radio and TV “Vezha”, web-site of IF municipality	May 18
8	News Reporter	TV debates with Mr. B.Bilyk, the MPC	TV Channel “Vezha”	May 2005
9	Burchenya V.	UNDP is glad that citizens of Rivne have hot water	Rivne Vechirnye	May 19 2005
10	Petro Vakhnyuk	World Environment Day	7 Days	June 3 2005
11	Natalia Olbishevskya	Introduction of the New Curriculum Course in Zhytomyr	Volynski Hubernski Vidomosti	May 12 2005
12	Olena Ursu	Sustainable Development in the Cities of Ukraine Is Possible	“Volya-Region”, web-site of UALRA <a href="http://www.alau.org.ua">www.alau.org.ua</a>	June
13	Volodymyr Hudyma	UN Grant for the Community	Newspaper “Gazeta.if.ua”	July 7 2005
14	News Reporter	Signing MoAs between UNDP and local partner agencies	TV Channels “Vezha”, “Halychyna”, “3-rd Studio”, “5-th Channel”, web-site of IF municipality <a href="http://www.mvk.if.ua">http://www.mvk.if.ua</a>	July 20 2005
15	News Reporter	About the exposure visit of MGSDP officers to Crimea	Newspaper “Ogni Mayaka”	August
16	Olena Ursu	UNDP Is Offering Its Supporting Hand	Newspaper of UALRA “Volya-Region”	September
17	Olena Ursu	Ukrainian Cities Are Invited for Partnership	Newspaper of UALRA “Volya-Region”	December 6
18	Emilia Nakonechna	It Is Prestigious to Live in Halych	Newspaper “Halytske Slovo”	November 16
19	News Reporter	Now onward Municipal Sustainable Development Programme Also in Novohrad-Volynsky	Newspapers “Zvyagel-Inform”, “Novohrad-Volynskyy News”, “Lesyn Kray”	October-November
20	News Reporter	UNDP – the Municipal Partner of Mykolayiv	Newspapers “Nilolayivskyy Biznes”, “Vecherniy Nikolayev”, “Nikolayevskyie Novosti”	November



Annex – XI  
**The Programme Support Team**

**A) MGSDP Kyiv Office****SN Project Staffs**

SN	Project Staffs	Designation
1	Jaysingh Sah	International Project Manager (Apr 2004 - Dec 2005)
2	Mykola Polonsky	HRD Expert (Apr 2004 - Dec 2005)
3	Iryna Skaliy (Kovalchuk)	Governance and Sustainable Development Officer (May 2005 - Dec 2005)
4	Olena Ursu	Monitoring and Communication Officer (Apr 2005 - Dec 2005)
5	Natalia Kovaliv	Programme Assistant/ Admin (Sept 2004 - Oct 2005)
6	Julia Rak	Programme Assistant/ Admin (Nov 2005 - Dec 2005)
7	Iryna Malgivska	Programme Assistant/ Fin (May 2004 - Jun 2005)
8	Valeriya Panasenko	Programme Assistant/ Fin (Sept 2005 - Dec 2005)
9	Hubert Topinka	HIV/AIDS Specialist, Volunteer (Nov 2005 - Dec 2005)
10	Andriy Rudenko	Driver (May 2004 - Dec 2005)

**B) Ivano-Frankivsk Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Bohdan Ivanovych Bilyk	Municipal Project Coordinator (Apr 2004 - Dec 2005)
2	Tetyana Romaniv	Community Mobilizer (Jun 2004 - Sept 2005)
3	Lesya Popelyukh	Community Mobilizer (Sept 2005 - Dec 2005)
4	Oleh Fedoryshyn	Community Mobilizer (Jun 2004 - Dec 2005)

**C) Rivne Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Volodymyr Borysovyh Panchuk	Municipal Project Coordinator (Jun 2004 - Jul 2005)
2	Serhiy Mykolayovych Kyselyov	Community mobiliser (Jun 2004 - Jul 2005)
		Municipal Project Coordinator (Aug 2005 - Dec 2005)
3	Tamara Zakladna	Community Mobilizer (Jun 2004 - Dec 2005)
4	Olena Kazmyrchuk	Community Mobilizer (Jun 2004 - Dec 2005)
5	Valentyn Mushkeyev	Community Mobilizer (Jun 2004 - Jun 2005)

**D) Zhytomyr Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Andriy Petrovych Vorobyov	Municipal Project Coordinator (May 2004 - Dec 2005)

**E) Halych Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Nadiya Oleksandrivna Kovtun	Municipal Project Coordinator (Nov 2005 - Dec 2005)
2	Mariya Sokhan	Community Mobilizer (Nov 2005 - Dec 2005)
3	Zoryana Martynyuk	Community Mobilizer (Nov 2005 - Dec 2005)
4	Lyubomyr Lashkiv	Community Mobilizer (Nov 2005 - Dec 2005)

**F) Mykolayiv Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Oleksandr Zakharovych Kushylevskyy	Municipal Project Coordinator (Nov 2005 - Dec 2005)
2	Olena Matyukhina	Community Mobilizer (Nov 2005 - Dec 2005)
3	Halyna Machulina	Community Mobilizer (Nov 2005 - Dec 2005)

**G) Novohrad-Volynskyy Municipality****SN Municipal Support Team**

SN	Municipal Support Team	Designation
1	Iryna Leonidivna Hudz'	Municipal Project Coordinator (Nov 2005 - Dec 2005)
2	Oleksandr Osovets	Community Mobilizer (Nov 2005 - Dec 2005)
3	Larysa Svydynyuk	Community Mobilizer (Nov 2005 - Dec 2005)

**Photos on the Title Page:**

1. Project implementation site of the NO by Kyivska 104 in Zhytomyr
2. In process the training for MSUs of the new partner municipalities in Ivano-Frankivsk, 17-20 October 2005
3. The official opening of the object on heating system created by the NO in Zhytomyr in presence of Mr. Buravkov, the City Mayor
4. The implementation site of the local SD project "Construction of the Sports Ground" in Ivano-Frankivsk, June 2005

**Our contact:****UNDP / Municipal Governance and Sustainable Development Programme**

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 Official web-site of the municipality: <http://www.mvk.if.ua>

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 Official web-site of the municipality: <http://www.city-adm.rv.ua>

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 Unofficial web-site of the city: <http://www.zt-rada.gov.ua>

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