



**National Forum of Partner Municipalities**



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
  
Swiss Confederation



Ukraine

**United Nations Development Programme**

# MUNICIPAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT PROGRAMME



**UNDP Project “Municipal Governance and Sustainable Development Programme” was initiated in April 2004, to promote democratic governance and improve the quality of life in urban Ukraine. The Project is operational at three levels. At the level of communities MGSDP provides support and training to active community organizations in Ukrainian municipalities. These include Associations of Co-Owners of Multi-Apartment Houses (ACMHs), service co-operatives, civil society organizations of schools and kindergartens and their networks. At municipal level the Programme develops the institutional potential of City Councils through providing advisory services, training, visits, study tours and equipment. Lessons learned at the local level, particularly in the areas of decentralization and local self-governance, are raised for policy dialogue through policy research, seminars, conferences, round tables, etc.**

#### **Donors and budget:**

<b>Year</b>	<b>Budget, USD</b>	<b>Key Donors</b>	<b>Phase</b>
2004	462,995.43	UNDP	Pilot phase
2005-2007	4,114,520.15	UNDP, SDC, Norwegian Embassy	Demonstration phase
2008-2009	2,668,802.57	UNDP, SDC, CIDA	Consolidation phase
2010-2011	1,936,517.20	UNDP, SDC	Knowledge dissemination phase
<b>Total</b>	<b>9,182,835.35</b>		

#### **Objective of the Programme:**

MGSDP applies a community-based local development approach to promote local partnerships and strengthen a bottom-up approach to urban development planning in partner municipalities. The Programme is operational at three levels – the level of local communities, municipal and national levels.

The Programme aims at building capacity for political participation of the local communities and municipalities into decision making process. It supports integration of the community-based development approach in the local/national policy/legal framework based on experience from Ukrainian cities to strengthen urban/ social/ economic/ environmental governance.

#### **Programme area:**

The number of partner municipalities increased from 3 at the end of 2004 to 29 in 2011, verifying the high demand to adopt the Programme’s approaches to community-based local development.

MGSDP is active in 29 municipalities from 12 Regions of Ukraine, namely Ivano-Frankivsk, Halych, Dolyna (Ivano-Frankivska oblast); Rivne (Rivnenska oblast); Zhytomyr, Novograd-Volynskiy (Zhytomyrska oblast); Mykolaiv, Voznesensk (Mykolayivska oblast); Kirovske (Donetska oblast); Hola Prystan’ (Khersonska oblast); Kaharlyk, Ukrayinka (Kyivska oblast); Novovolynsk (Volynska oblast); Mohyliv-Podilsky, Tul’chyn, Kalynivka, Vinnytsa (Vinnytska oblast); Lviv (Lvivska oblast), Rubizhne (Luhanska oblast); Saky, Dzhankoy, Shcholkin, Yevpatoria and Bakhchysaray and partner settlements of city types Nyzhn`ogirskiy, Krasnogvardiyske, Pervomayske, Zuya and Novoozerne (AR Crimea).

## Programme methodology:

The Programme activities at all levels are implemented under partnership arrangement with the stakeholders. It is founded on commitment for resource sharing, ownership and sustainability. Under the partnership arrangement, the partner municipality creates a Municipal Support Unit for handling the cooperation with local communities and other stakeholders at local level and contributes its share of resources for co-financing the local development initiatives of the communities. UNDP/MGSDP provides necessary technical support to build institutional capacity of the partner municipality to strengthen municipal governance. It also provides technical and financial support to local communities for undertaking sustainable development initiatives.

MGSDP Project process describes all stages of cooperation of partner municipalities and MGSDP from negotiations on cooperation to implementing local community projects and capacity development activities aimed at improving quality of municipal services and quality of life. This process includes the following stages:

- I) Negotiation and establishing partnership of MGSDP and municipality
- II) Establishing Municipal Support Unit, a department of the City Council or a separate organisation, created by the City Council to implement MGSDP activities in the municipality
- III) Capacity development of local authorities, personnel of the MSU, local communities
- IV) Community Mobilisation Process

## Programme activities:

### Development of local communities' competence to solve local problems

- Supporting formation of participatory community-based organisations in urban Ukraine (Associations of Co-Owners of Multi-Apartment Houses, Service Cooperatives, Civil-Society Organisations (SCOs) of schools and kindergartens and their Networks).
- Development capacities of local communities to transparently define and implement local SD initiatives in partnership with local authorities.
- Supporting multi-sectoral (social, economic and environmental) initiatives on sustainable development through seed grants based on cost-sharing principle.



*The Project promotes energy efficiency in public sector*

## **Strengthening capacity of municipal governments for better service delivery**

- Institutional capacity development (establishing Municipal Units for Supporting Community Initiatives and training them to successfully fulfil their tasks).
- Support municipalities to introduce energy efficiency, housing reform, e-governance, innovative practices of solid waste management etc
- Advisory services, trainings, strategic planning, introduction of quality management system for municipal services (ISO 9001-2008), conduction of public hearings and integration of community plans into the local development plans.
- Information-communication technologies — support to creation of modern official web-pages for effective communication of local authority and communities.
- Support for inter-municipal cooperation between partner municipalities
- Exposure visits for municipal officials for learning successful experience in the implementation of the community-based local development approach, East-West exchange visits to learn experience and practice of local self-governance.
- Raising public awareness on MDGs, sustainable development, energy efficiency and human development

## **Policy and legislation**

- Accumulation and promotion of experiences in decentralization and local self-governance all over Ukraine (through research, seminars, conferences, round table discussions etc).
- Consulting for the state authorities to improve housing and municipal service provision.
- Cooperation with the Ministry of Construction, Housing and Municipal Economy of Ukraine of Ukraine and the Committee of the Parliament of Ukraine on State Development and Local Self-Governance, fostering reforming of local administration and decentralisation in Ukraine.
- Elaboration of standard training programme for the managers of ACMH in partnership with the Ministry.
- Trainings for officials working in central and local government bodies on “Decentralization and Effective Local Self-Government” course, approaches for community participation in the decision making in development processes, elaboration of local strategies for sustainable growth.
- Preparation of future generation to be competent in questions of community-based development approach, global problems of humanity and sustainable development via introduction of the educational course “Sustainable Development of Society” in Ukrainian institutions of higher education.

## **National Forum of partner municipalities of UNDP/MGSDP**

In 2004 National Forum of partner municipalities (NFPM) was established, which includes 29 partner municipalities and settlements. The purpose of the NFPM is to ensure effective platform for policy dialog between local and national authorities, exchange of experience and best practices, promoting inter-municipal cooperation for local sustainable development and lobbying for favourable environment for wider application of community-based local development approach. The meetings of NFPM are held annually for exchange of expert opinions, presenting professional presentations and democratic discussion on current condition and problems of local self-governance in Ukraine. In

course of the meeting, the participants elaborate proposals and recommendations which are taken into account by the Government of Ukraine, UNDP management and other donor organisations.

### **Project “Every Drop Matters” (implemented under MGSDP)**

In 2011 MGSDP started implementation of a sub-project “Every Drop Matters”. The Project is a joint initiative of United Nations Development Programme and “Coca-Cola” company, which aims at raising awareness of partner municipalities of MGSDP on the problem of limited water resources, promoting sound water management and involving local authorities and communities to solving this problem. The Project is implemented by UNDP/MGSDP in its 29 partner municipalities.

## **Results and achievements:**

### **Community level:**

In total MGSDP provided seed funds to support **272** projects aimed at improving local infrastructure and promoting overall sustainable development. The total cost of these projects reached **UAH 30.77 mln**. These projects directly improved the quality of life for more than **167 000** people. The Programme strongly promotes creation of an Association of Co-owners of Multi-Apartment House (ACMH). The nature of the project is mainly related to energy efficiency in multi-apartment buildings and public sector (schools and kindergartens), water supply and sanitation.



*Living conditions of more than 167 thousand urban citizens improved through seed grants to over 270 community projects implemented under cost-sharing principle.*

### **Municipal level:**

- 5 municipalities were supported through introduction of quality management system for municipal services (ISO 9001-2008),
- 18 municipalities received official web-sites,
- 1 municipality elaborated strategic planning,
- 9 exchange visits between East and West conducted for more than 320 local officials,
- 5 trainings on decentralization and effective local self-government organized for more than 250 civil servants,
- 1 inter-municipal initiative on solid waste management initiated

### **National level:**

- 1 Law “On Bodies of Self-Organization of the Population” amended in partnership with the Committee of Verkhovna Rada on state construction, local self-government and regional development;
- More than 16 policy dialogs supported on various agenda, primarily on housing reform, energy efficiency, solid waste management, e-governance etc;

- 4 best practices of local self-governance elaborated under MGSDP support were highlighted on the national level for wider dissemination;
- 1 parliamentary hearings on local self-governance conducted.

### **Outlook for future:**

MGSDP has gained rich experience and expertise that can be utilized in such areas:

- Energy efficiency in multi-apartment buildings and public sector;
- Inter-municipal cooperation (including solid waste management);
- E-governance.

These directions fully coincide with the priorities of the Government of Ukraine and were highlighted / prioritized by Ukrainian Municipalities.

### **CONTACTS** **Central office of the MGSDP**

Kyiv, 01601, 20 Esplanadna St., 7th floor, office 33-35,

Tel.: 584-34-75, Fax: 584-34-76

<http://msdp.undp.org.ua>

Facebook: <http://www.facebook.com/pages/Vdkritij-prostr-mscevogo-samovryaduvannya/210266252072>

Iryna Skaliy, Project Manager, e-mail: [iryna.skaliy@undp.org](mailto:iryna.skaliy@undp.org)