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ROYAL NORWEGIAN EMBASSY



## FIRST QUARTERLY PROGRESS REPORT 2010



### MUNICIPAL GOVERNANCE AND SUSTAINABLE DEVELOPMENT PROGRAMME



**JANUARY-MARCH 2010**

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## Acknowledgement to Our Partners

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	Municipality of Ivano-Frankivsk		Municipality of Zhytomyr		Municipality of Rivne		Municipality of Kalynivka
	Municipality of Novograd-Volynskiy		Municipality of Galych		Municipality of Mykolayiv		Municipality of Saky
	Municipality of Kirovske		Municipality of Hola Prystan'		Municipality of Kagarlyk		Municipality of Dzhankoy
	Municipality of Voznesensk		Municipality of Ukrayinka		Municipality of Novovolynsk		Municipality of Shchelkino
	Municipality of Mogyliv-Podilskiy		Municipality of Lviv		Municipality of Dolyna		Municipality of Rubizhne
	Academy of Municipal Management		Municipality of Tulchyn		Municipality of Yevpatoria		Municipality of Bakhchysaray
	Settlement of Nyzhnegorskiy		Settlement of Zuya		Settlement of Pervomayske		Committee of Vekhovna Rada on State Construction Local Self-Government
	Settlement of Krasnogvardiyske		Settlement of Novozerne		Ministry of Housing and Municipal Economy		Ministry of Regional Development and Construction of Ukraine

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The achievements of the project would not have been possible without the assistance and cooperation of the partner municipalities of our Programme, in particular *Ivano-Frankivsk, Rivne, Zhytomyr, Galych, Novograd-Volynskiy, Mykolayiv, Kirovske, Hola Prystan', Kagarlyk, Voznesensk, Ukrayinka, Mohyliv-Podilskyi, Lviv, Rubizhne, Dolyna, Tul'chyn, Kalynivka, Saky, Dzhankoy, Shchelkino, Bakhchysaray, Yevpatoria and settlements Krasnogvardiyske, Pervomayske, Nyzhn`ogirskiy, Zuya and Novozerne; Parliamentary Committee on State Construction and Local Self-Government, Academy of Municipal Management, Institute of Chemical Technologies (Rubizhne) and National University of Water Economy and Nature Resource Management, Tavrian Ecologic and humanitarian Institute (Simferopol)* as well as the international partners, namely *Canadian International Development Agency, Swiss Agency for Development and Cooperation and Royal Norwegian Embassy in Ukraine*. The Programme team extends warm appreciation to them for their support and cooperation. Similarly, 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 in Ukraine, as well as citizens, municipal officials, members of academic institutions, business communities, NGOs, media, other public and private agencies.

**UNDP/MGSDP Key Statistical Information on Programme Activities in January-March 2010**

#	Activities	Up to 2010	Q1 2009	Cum since 2004
1	<b>Area coverage</b>			
a	Oblasts	12	-	12
b	Municipality	28	-	28
2	<b>Institutional development</b>			
a	Community-based organisations	470	17	487
b	Networks of schools and CBOs	13	-	13
c	Network of businesses	2	-	2
d	Network of NGOs	8	-	8
e	Municipal Sustainable Development Council (MSDC)	4	-	4
f	National Forum of Partner Municipalities (NFPM)	1	-	1
g	National Forum of Partner Universities (NFPU)	1	-	1
3	<b>Membership</b>			
a	Number of citizens – total	49498	1676	51174
i)	Women	28343	1024	29367
ii)	Men	21155	662	21817
b	Schools	251	1	252
c	NGOs	92	-	92
d	Businesses	31	-	31
4	<b>Human Resource Development</b>			
a	Number of HRD activities carried out	363	22	385
b	Beneficiary/participating – total	9500	478	9978
5	<b>Improving Living Quality of People</b>			
a	Local community projects approved	232	-	232
b	Total cost of the projects (UAH '000)*	26285.056	-	26285.056
i)	Community share	3478.023	-	3478.023
ii)	Municipality share	12879.787	-	12879.787
iii)	UNDP/SDC/CIDA/Royal Norwegian Embassy share	8782.146	-	8782.146
iv)	Share from others	1145.1	-	1145.1
c	<b>Status of project implementation</b>			
i)	Amount released	19981.325	-	19981.325
ii)	Completed projects	172	-	172
d	Direct beneficiaries of the projects	142225	-	142225
i)	Women	45418	-	45418
ii)	Men	35845	-	35845
iii)	Children	60962	-	60962
6	<b>Resource Mobilisation and Utilisation</b>	<b>Budget for 2010</b>	<b>Utilised in Q1st</b>	<b>Delivery,%</b>
a	Rivne municipality	13 305,69	4 625,46	37,20
b	Novograd-Volynskiy municipality	31,25	-	0,00
c	Kirovske municipality	7 625,90	-	0,00
d	Hola Prystan municipality	3 149,29	-	0,00
e	Ukrayinka municipality	5 792,29	-	0,00
f	Zhytomyr municipality	114,20	-	0,00
g	Mogylyv-Podilskiy municipality	1 549,27	-	0,00
h	Novovolynsk municipality	2 519,14	-	0,00
i	Mykolayiv municipality	2 775,46	2 079,57	80,17
j	Dolyna municipality	5 348,54	-	0,00
k	Saky municipality	5 031,21	1 780,40	37,86
l	Ivano-Frankivsk municipality	3 821,96	-	0,00
m	Dzhankoy municipality	2 275,99	849,03	39,92
n	Kagarlyk municipality	2 024,17	1 950,75	103,12
o	Tulchyn municipality	6 983,46	-	0,00
p	Voznesensk municipality	14 075,36	2 591,48	19,70
q	Rubizhne municipality	4 057,09	3 177,07	83,79
r	Galych municipality	1 083,76	-	0,00
s	Nizhnegorskiy municipality	8 107,27	6 956,40	85,80
t	UNDP	100 000,00	14 667,65	14,67
U	SDC	412 152,30	49 039,57	12,73
v	Norwegian Embassy	4 333,50	-	0,00
w	CIDA	346 874,13	29 282,56	9,03
	<b>Total</b>	<b>953 031,23</b>	<b>116 999,94</b>	<b>13,14</b>

\* 1 US Dollar = 8.05 UAH (March 2010)

## **A Glimpse of the Major Achievements of MGSDP in first Quarter 2010**

### ***The main tasks during the quarter included:***

- Training/exposing local civil servants and local officials on fiscal decentralization, strategic planning etc
- Assisting partner municipalities to introduce municipal services quality management system ISO
- Assisting municipalities to establish Municipal Sustainable development Councils
- Strengthening cooperation with partner Ministry of Regional Development and Construction of Ukraine for contributing to implementation of European Strategy for Innovation and Good Governance at the Local Level and its principles

### ***The main achievements during the quarter were:***

#### **1. Legal and Policy Reforms:**

- The mayors of UNDP/MGSDP partner municipalities of Ukrayinka, Novograd-Volynskiy and Galych received awards on February 4 from the Ministry of Regional Development and Construction of Ukraine for contributing to implementation of European Strategy for Innovation and Good Governance at the Local Level and its principles in 2009. The partner municipalities ensure citizens' participation in local decision-making, developed the Codes of Ethical Conduct of Public Servants, and participated in the other activities related with the strategy implementation at the local level
- On February 18, the round table was conducted concerning the questions of introduction in Ukraine the additional protocol to the European Charter of Local Governance and Utrecht Agenda to ensure the good governance at the local level. The Round Table was organised by the Ministry of Regional Development and Construction under support of UNDP/MGSDP.

#### **2. Institutional Capacity Development:**

- 17 additional community-based organisations (CBOs) emerged in participation of 109 buildings, 1024 women and 662 men;
- The survey was conducted in March among MPCs of SDC-supported area to assess the impact of MGSDP activities under support from the Swiss Confederation. The SDC-supported municipalities include Ivano-Frankivsk, Dolyna, Novograd-Volynskiy, Voznesensk, Kirovske, Tulchyn, Mogyliv-Podilskiy, Kalynivka, Dzhankoy, Saky and Scholkino.
- The survey on needs assessment was conducted.

#### **3. Human Resource Development:**

- In total, 22 HRD activities were held during the quarter, out of which 18 were conducted by the MSUs of partner municipalities and 4 were conducted by the PMU/Kyiv. These trainings were devoted to awareness on SD, MDGs, HIV/AIDS, gender, Project Management (for FGs on local SD projects), creation and operation of ACMHs and other community-based organisations.
- They covered 478 participants, in particular 53.6 % of men and 46.4% of women.

#### **4. Improving Living Quality – Community Infrastructure Projects:**

- In total, 161 local SD projects were fully completed by the partner CBOs/networks in the municipalities since Programme inception and 55 projects are at the final stage of completion (average status 75-90%). 13 projects are implemented by less than 50%.

#### **5. Resource Mobilisation and Utilisation**

- In total, the amount of 953.03 thousand USD was mobilised by end of 1st quarter for the Programme activities, including USD 100.00 thousand from UNDP, USD 4.33 thousand from Norwegian Embassy, USD 412.15 thousand from SDC, USD 560.47 from CIDA and USD 346.87 thousand from CIDA, USD 89.67 thousand USD as national cost-sharing.

#### **6. Communication Results**



- During the quarter, the MGSDP/MSU communication teams were able to collect information about 53 media records about the Programme activities, out of which 11 were of national level, and 42 were local. Mentioning on official web-sites brought 26.42%, newspapers and radio remain popular information channels for highlighting the Programme activities bringing 49.06%, the rest of information appears on TV of the involved agencies. In total, it makes 1285 media records since 2004 when the Programme was initiated.

### **7. Linkages for Synergy**

- With CIDA: for improving public service delivery in municipalities of Crimea, and to mobilizing communities in order to support and develop local capacities for community-led development
- With SDC: for training/exposing local civil servants and local officials on fiscal decentralization, strategic planning and assisting partner municipalities to introduce municipal services quality management system ISO
- DesPro: for creating synergies in the field of supporting decentralization process in Ukraine.
- NAPA: for introducing the course on Decentralisation and Effective Local Self-Governance into curriculum for servants of local self-governance in Ukraine studying in the National Academy of Public Administration
- Minregionbud: for contributing to implementation of European Strategy for Innovation and Good Governance at the Local Level and its principles

### **Outlook for the 2nd Quarter**

- Training central government officials on concepts/processes of sustainable development and decentralisation
- Revising, finalising and disseminating the curriculum on Sustainable Development
- Providing ICT support for 2 municipalities
- Supporting municipalities in establishing Municipal Sustainable Development Councils
- Supporting local SD initiatives
- Organising a study tour for local decision-makers to Switzerland
- Raising the issues of ISO, solid waste management on public policy agenda and elaborating recommendations for the Government

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**ABBREVIATIONS**

<b>AI</b>	Academic Institutions
<b>ACMH</b>	Association of Co-Owners of Multi-Apartment House - is a non-profit union, which is created by owners of residential living premises and non-residential premises situated in multi-apartment house for facilitating operation of shared property and management, servicing and operating indivisible and mutual property
<b>PO</b>	Public organisation
<b>CBO</b>	Community-Based Organisation
<b>CIDA</b>	Canadian International Development Agency
<b>CSA</b>	Cost Sharing Agreement
<b>ICT</b>	Information and Communication Technologies
<b>UMDG</b>	Ukrainian Millennium Development Goals
<b>MGSDP</b>	Municipal Governance and Sustainable Development Programme
<b>MGCEP</b>	Municipal Governance and Community Empowerment Programme
<b>MSU</b>	Municipal Support Unit
<b>NGO</b>	Non-Governmental Organisation
<b>NDO</b>	Neighbourhood Development Organisation
<b>SD</b>	Sustainable Development
<b>SDC</b>	Swiss Agency on Development and Cooperation
<b>SME</b>	Small and Medium Enterprises
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>UAH</b>	Ukrainian Hryvna
<b>UNDP</b>	United Nations Development Programme

## Chapter ONE

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# CONTEXT

**1.1. Programme Genesis, p. 1**

**1.2. Programme Area, p. 4**



## 1.1 PROGRAMME GENESIS

### Background

Municipal Governance and Sustainable Development Programme (MGSDP) of UNDP/Ukraine was initiated in April 2004, as a preparatory phase, to develop a participatory and transparent mechanism for localizing the principles of sustainable development. It entered into second phase in 2005 to demonstrate the effectiveness of public private partnership for resolving local social, economic and environmental problems. The Programme is being executed by UNDP. It is registered with the Ministry of Economy of Ukraine. The third phase of the Programme "Municipal Governance and Community Empowerment" is envisaged for 2008-2012.

MGSDP is a part of Local Development Programme of UNDP/Ukraine, along with other UNDP projects namely Crimean Integration and Development Programme, Chernobyl Recovery and Development Programme, Community-Based Approach to Local Development. LDP is envisaged to serve as umbrella programme to promote self-sustained local development and democratic local governance in Ukraine by means of a community-based sustainable development model.

### Goal, Strategy and Implementation Arrangement

The goal of MGSDP is to promote participatory governance so as to improve living quality of the people in urban Ukraine. To this end, focus of the Programme in 2010 is placed on following outputs:

- Improving capacity of central government to decentralise fiscal and administrative powers / responsibilities in support of local development
- Strengthening capacities of local authorities to transparently define and implement local development strategies, deliver public services and foster local development
- Enhancing capacities of communities to realize improvements in local social, economic and environmental conditions
- Focusing on SDC sub-project in Vinnytsya region and AR Crimea and municipalities of Ivano-Frankivsk, Dolyna of Ivano-Frankivsk Region, Novograd-Volynskiy of Zhytomyr Region, Voznesensk of Mykolayiv Region, Gola Prystan` of Kherson Region, Kirovske of Donetsk Region
- Focusing on CIDA sub-project in AR Crimea

Strategically, the Programme is implemented under partnership arrangement founded on commitment for resource sharing, ownership and sustainability. The Programme activities are executed through local and national partners from public and private sectors. Key partners are city councils; local communities; Parliamentary Committee on State Construction and Local Self-Governance; Ministry of Housing and Municipal Economy of Ukraine; Ministry of Regional Development and Construction of Ukraine. The partner universities include Academy of Municipal Management of Ukraine, National University of Water Economy and Management of Natural Resources in Rivne, Institute of Chemical Technologies of the Eastern-Ukrainian National University named after Volodymyr Dal' (Rubizhne).

Using social mobilisation approach, the Programme promotes appropriate institutions of the local communities of citizens, academia, small businesses and civil society organisations in the selected municipalities. These institutions are founded on the principles of self-help and good governance. Through the Programme intervention, their institutional capacity is built such that they are able to plan, mobilise resources and undertake their priorities to solve their social, economic and environmental problems in a sustainable way that ultimately lead towards accomplishment of Ukrainian Millennium Development Goals. It happens with support from the respective city councils and other national/international development agencies. The city councils integrate communities' plan in their own development agenda and contribute resources to implement such plans. The process of local sustainable development is bottom up in true sense. It moves from local level all the way up to national level.

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

Project grants support to formation of communities in the cities of Ukraine — Federation of Associations of Co-Owners of Multi-Apartment House (FACMAH), service cooperatives, non-governmental organisations of schools and kindergartens, NGO's networks and so on. These local self-governance organisations are based on the principal of democratic management and cooperate with city councils to develop common view of consistent development of their cities.

- Development of local community's competence gives opportunity to define clearly and to implement local initiatives for sustainable development in partnership with the local government. Trainings and consulting are being conducted on the topic of creation and registration of community organisation, on the choice of procedural and institutional form of the organisation, organisation of efficient and effective working process.
- Development of local community's competence helps create and implement projects directed at solving problems of local development. There are trainings and consulting on local situation analysis, preparation of project and budget estimates, on selecting contractors, monitoring and control of project implementation, drawing up reports.
- Implementation of local priorities/projects by the communities is supported by giving small grants according to the criteria of equality, productivity and sustainability according to the principal of co-financing. These projects are developed to better living environment at first hand.
- Rising of awareness of local communities as for the questions of consistent development, HIV/AIDs, Ukrainian Millennium Development Goals, gender equality, human rights, consumer rights, energy efficiency, social auditing and other issues is being done by means of round table discussions, training programs, mass-media campaigns and so on.

## **Raising effectiveness of local self-governance**

Programme develops institutional potential of partnering city councils of all levels through granting of such supporting means as consulting service, trainings, overview visits, study tours, equipment and so on in order to raise their competence and ability to improve management, provide service and high quality of life of the citizens living on the territories where the events of the Programme are taking place. In order to attract wide range of citizens to the local development process management support is granted for the implementation of initiatives on strategic planning of cities development, implementation of system managing quality of municipal service according to the international ISO standard, conduction of public hearings and integration of community plans into the local development plans.

- Cooperation with 23 cities and 5 urban-type settlements for the implementation of the local development approach with the community participation, establishing effective dialogue and cooperation between local officials and community to solve local socio-economic problems
- Establishing Municipal Support Units and development of their employees' competences via trainings, study tours and consulting.
- Technical assistance of effective work of Municipal Support Units to support web-pages of the partnering cities councils which were developed due to the support of the project.
- Support of strategic plans of cities' development.
- Fostering integration of community organisations plans into the cities' development plans.
- Support of ISO system of municipal services quality management according to ISO 9001:2008 implementation in the Ukrainian cities.
- Information visits for municipal servicemen in order to study successful experience in the implementation of the approach with the community participation, East-West exchange visits to learn experience and practice of local self-governance.
- Information-communication technologies — support of creation of modern useable official web-pages for effective communication of local authority and communities.
- Support for municipal cooperation between partnering cities for experience exchange

## Activities in politics and legislation

Lessons learned on the local level especially in decentralization and of local self-governance are being raised during the dialogue about improvement of political situation. This is implemented through research in the sphere of politics conduction of seminars, conferences, round table discussions and so on.

- Cooperation with the Committee of the Parliament of Ukraine on the questions of state development and of local self-governance. Ministry of Housing and Municipal Economy of Ukraine, Ministry of Regional Development and Construction of Ukraine fostering reforming of local administration and decentralization in Ukraine.
- Analytic research of the state of local self-governance, involvement of communities in the decision making process on the local level.
- Accumulation and distributing of experience all over Ukraine.
- Consulting for the state authorities to improve civil service provision.
- Trainings for officials working in central bodies of power and in local administration bodies on the topics of decentralization and effective local management, approaches for community participation in the decision making in development processes, creation of local strategies for sustainable growth.
- Preparation of future generation as 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.

## 1.2.MAIN RESULTS OF THE 6 YEARS PERIOD

Municipal Governance and Sustainable Development Programme can share truly unique experience collected in 28 cities and towns which became partners during these 6 years of cooperation.

### A. Project fosters decentralisation in Ukrainian cities (decentralised housing and municipal services and power decentralisation)

Decentralised housing and municipal services provision means close communication and cooperation between authorities, communities and business enterprises in order to provide service to the customers. Power decentralisation is also the opportunity to solve policy priorities on the local level taking into consideration communities' interests. So, it is a working instrument of development. Thus local governments approve of the approach involving communities on the local level. And implementation of municipal programmes gradually becomes a norm rather than an exception.

### B. Innovative mechanisms to develop cities.

Quality of the housing and municipal services and management in the partnering cities is getting better due to the project implementation. System of housing and municipal services quality management ISO 9001:2000 has been implemented in Voznesensk in 2007-2008 supported by UNDP. This year implementation of ISO 9001:2000 will be supported in Kirovske, Dolyna, Novograd-Volynskiy and Dzhankoy. Besides this project helps to create interactive modern official web-pages of partnering city councils (14 web-pages have been created). Development of cities is also being fostered by Municipal Support Units which report directly to the head of the city and can get projects implemented very fast. Programme conducts trainings on decentralisation, strategic and operational management for servicemen working in the bodies of local power, involvement of local communities in the decision making process.

### C. Support of community organisations, trainings for community activists.

State institutions do not conduct trainings for community activists but there is a lack of information, lack of knowledge of legislation, bookkeeping and other critically important matters. Project conducts trainings, research work and prepares publications useful for the members and leaders of the communities. It is very important that with the help of these programs the Project educates "effective" owners of the apartments, conducting exclusive trainings on how to create and manage community organisations (ACMH, services cooperative, non-profitable organisation). All in all almost 8 thousand people took part in 300 educational events of the project).

## D. Local community projects

During these 6 years the project supported 232 projects on energy efficiency and environment protection. Among them there are reconstruction of draining, water service and heating systems, windows replacement and repairing of toilets at schools and kindergartens. 45% of projects are of social character for example, repair works of frontages, building of sports grounds or pumprooms with high quality drinking water. Budget of the supported projects reached up to UAH 26.3 mln. Their implementation turned out to be of great use for 38 thousand citizens. This project mobilizes local communities to unite, show leadership and self-empowerment. During these 6 years local communities created 487 community organisations with 51 thousand citizens.

To exchange experience and spread innovative mechanisms study-, exchange- and other sorts of tours are being organised.

### 1.3. PROGRAMME AREA

The Programme is operational in 23 municipalities and 5 settlements from 12 regions of Ukraine, namely Ivano-Frankivsk, Galych, Dolyna (Ivano-Frankivsk Region); Rivne (Rivne Region); Zhytomyr, Novograd-Volynski (Zhytomyr Region); Mykolaiv, Voznesensk (Mykolaiv Region); Kirovske (Donetsk Region); Hola Prystan' (Kherson Region); Kagarlyk, Ukrayinka (Kyiv Region); Novovolynsk (Volyn Region); Mogyliv-Podilskiy, Tul'chyn, Kalynivka (Vinnytsa Region); Lviv (Lviv Region), Rubizhne (Luhansk Region); Saky, Dzhankoy, Shcholkine, Bakhchysaray and Yevpatoria and settlements Krasnogvardiyske, Pervomayske, Nyzhnegorskiy, Zuya and Novoozerne (AR Crimea).

Three municipalities joined the Programme during 2004; 3 joined the Programme in 2005; 8 established partnerships during 2006; 7 municipalities joined in 2007; and 1 joined in 2008 and one municipality and five settlements in 2009. Partnership agreements between UNDP/MGSDP and Yevpatoria municipality and Novoozerne settlement were signed in 3<sup>rd</sup> Quarter 2009.

Map-1 shows location of the Programme area in Ukraine by year of partnership.



**Map 1: MGSDP Programme Area**




- Where:
- - Pilot partner municipalities 2004
  - - Partner municipalities 2005
  - ▲ - Partner municipalities 2006
  - ⬡ - Partner municipalities 2007
  - ⬢ - Partner municipalities 2008
  - ▭ - Partner municipalities 2009





**Map-2:** Location of the Programme area in AR Crimea by year of partnership

Where:

-  - Partner municipalities 2007
-  - Partner municipalities 2008
-  - Partner municipalities 2009

## Chapter TWO

# PROGRAMME ACHIEVEMENTS

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2.

## 2.1 DEVELOPMENT RESULTS

In 2010, the UNDP/MGSDP focuses on improving the capacities of central government to decentralise fiscal and administrative powers / responsibilities in support of local development; strengthening capacities of local authorities to transparently define and implement local development strategies, deliver public services and foster local development; and enhancing capacities of communities to realize improvements in local social, economic and environmental conditions. In addition, UNDP/MGSDP focuses on SDC sub-project in Vinnytsya region, AR Crimea and municipalities of Ivano-Frankivsk, Dolyna of Ivano-Frankivsk Region, Novograd-Volynskiy of Zhytomyr Region, Voznesensk of Mykolayiv Region, Gola Prystan` of Kherson Region, Kirovske of Donetsk Region and CIDA sub-project in AR Crimea.

The planned results in these areas are given on the Chart – I:

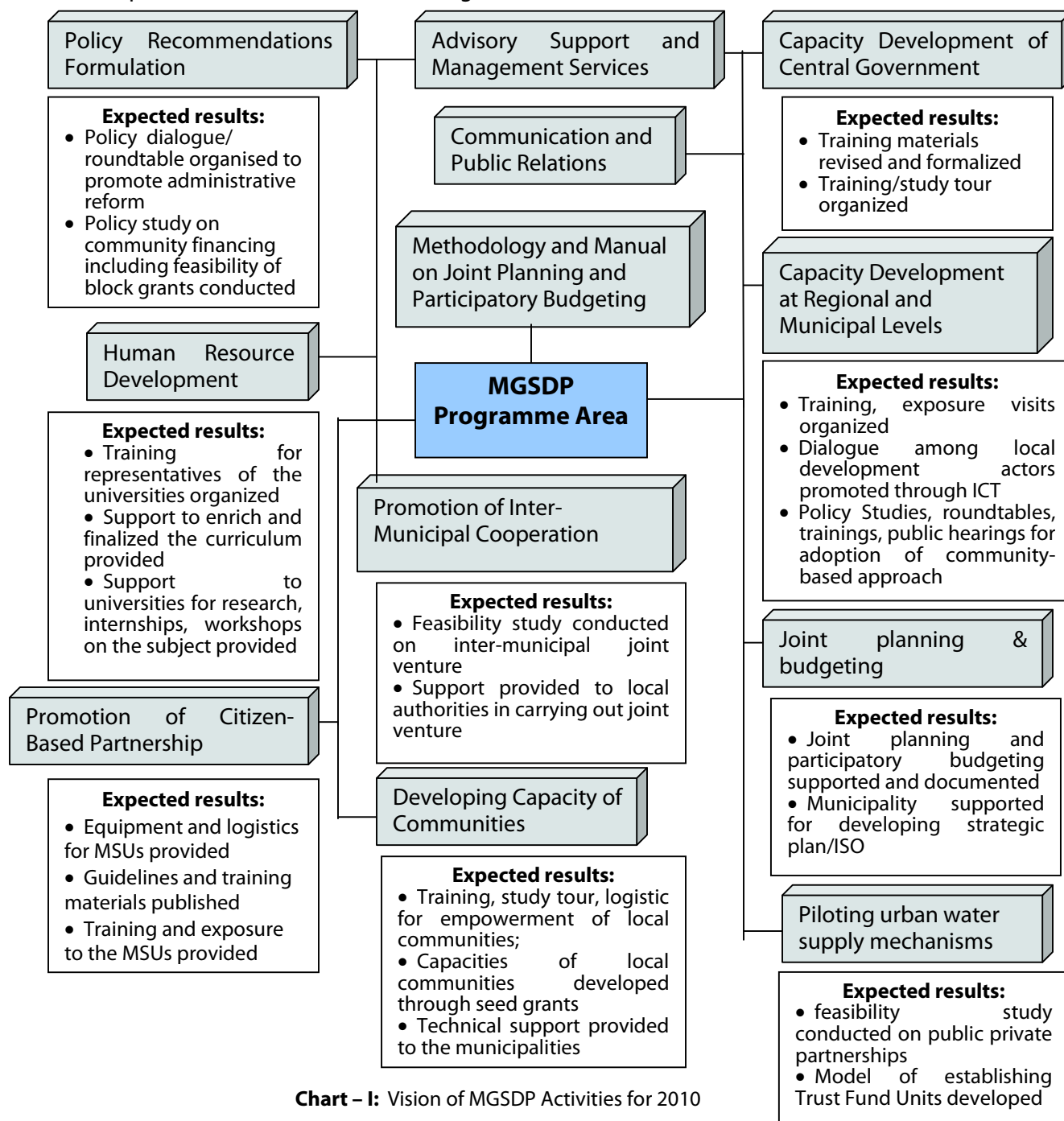


Chart – I: Vision of MGSDP Activities for 2010



The progress in these areas is being traced through monitoring the targets identified in the work plan (Table - I).

**Table – I: Achievement of MGSDP Development Targets in First Quarter 2010**

S N	Outputs	Supporting donor	Annual Target	Achievements In 2010	%
1	Improved capacity of central government to decentralise fiscal and administrative powers/responsibilities in support of local development	UNDP, SDC, CIDA	1. One set of policy proposals/Recommendations for policy reform jointly elaborated in presence of local and central decision makers 2. 10 central government officials trained on concepts/processes of SD 3. The curriculum on SD revisited, finalised and disseminated 4. Three national policy consultations, including public hearings, supported 5. One best model of local self-government and decentralization elaborated under Project support are highlighted on national level for further dissemination and replication	3. Simferopol Institute took an obligation to introduce the course into curricular  4. The national round table with Minregionbud supported	• 10  • 50
2	Improved capacity of local authorities to transparently define and implement local development strategies, deliver public services, and foster local economic development	UNDP, SDC, CIDA, Norwegian Embassy, partner city councils	1. 50 local civil servants and local officials trained/exposed on fiscal decentralization, strategic planning etc 2. Two municipalities where ISO/strategic planning is introduced 3. One local/regional programme elaborated 4. A training course for civil servants will be revised and formalised 6. Two municipalities received ICT support 7. One inter-municipal initiative forged and supported 8. One feasibility study conducted and lessons learned documented	1. 57 local civil servants and local officials trained/exposed on fiscal decentralization, strategic planning etc 2. 3 municipalities are introducing ISO (Kirovske, Dolyna, Novograd-Volynskiy)	• 114  • 150
3	Enhanced capacity of communities to realize improvements in local social, economic and environmental conditions	UNDP, SDC, CIDA	1. 55 CBOs created 2. 120 leaders and activists of CBOs trained and exposed to the approach 3. Two Municipal Sustainable Development Council established 4. 5 communities (CBOs/Networks) targeted by sensitization workshops on human development issues 5. 30 local SD initiatives supported	1. 17 CBOs established  2. Establishing of Municipal Sustainable Development Council in Novovolynsk in progress	• 31  • 100

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 local public service delivery are reflected in the sub-section "Legal and Policy Reforms" (2.1.1); attainments of developing the institutional capacity for participatory governance are highlighted in the sub-section "Institutional Capacity Development" (2.1.2); sub-section "Local Sustainable Development Initiatives" (2.1.3) deals with the progress made on living quality enhancement; achievements in HRD (2.1.4); activities on advisory support for municipal governance and project management are reflected in the section on "Management and Effectiveness" (2.2).



### 2.1.1 LEGAL AND POLICY REFORMS

Lessons learned at the local level on community-based development in Ukraine, especially in the field of decentralization and local self-governance, are brought by the Programme for policy dialogue and policy improvement. It is done through policy studies, seminars, conferences, roundtables etc.

#### ***Good governance strategy successfully introduced in the municipalities of Ukrayinka, Novograd-Volynskiy and Galych***

The mayors of UNDP/MGSDP partner municipalities of Ukrayinka, Novograd-Volynskiy and Galych received awards on February 4 from the Ministry of Regional Development and Construction of Ukraine for contributing to implementation of European Strategy for Innovation and Good Governance at the Local Level and its principles in 2009. The UNDP-backed municipalities ensure citizens' participation in local decision-making, developed the Codes of Ethical Conduct of Public Servants, and participated in the other activities related with the strategy implementation at the local level.



**Photo-1:** The mayors of UNDP/MGSDP partner municipalities of Ukrayinka, Novograd-Volynskiy and Galych received awards on February 4 from the Ministry of Regional Development and Construction of Ukraine

The municipalities were awarded at the National Round Table on Implementation of European Strategy for Innovation and Good Governance at the Local Level in Ukraine (hereinafter- Strategy) for their essential contribution to the implementation of this Strategy at local level in Ukraine. The roundtable was organised on February 4th by the Ministry of Regional Development and Construction of Ukraine in cooperation with the Council of Europe, Royal Norwegian Embassy in Ukraine, Swiss Agency for development and Cooperation and other agencies. UNDP Project "Municipal Governance and Sustainable Development Programme" established partnership with the Ministry of Regional Development and Construction of Ukraine in 2009

and the parties cooperated in implementation of the Strategy. UNDP/MGSDP will continue support for partner municipalities in order to implement national polity at the local level and promote sharing experience between the cities.

#### **Box-I: European Strategy for Innovation and Good Governance at the Local Level**

The Strategy was adopted by the Committee of Ministers of the Council of Europe in March 2008. The Strategy aims at stimulating coordinated action by national and local stakeholders, so that citizens in all European countries benefit from good democratic governance at local level, through the continuously improved quality of local public services, engagement of the population and policies that meet their expectations.

In pursuit of this aim, the Strategy has the following three objectives:

- Citizens are placed at the heart of all democratic institutions and processes;
- Local authorities constantly improve their governance in accordance with the twelve Principles of Good Democratic Governance;
- States and/or regional authorities create and maintain the institutional preconditions for the improvement of governance at local level, building on their existing commitments in accordance with the European Charter of Local Self-Government and other Council of Europe standards.

The Strategy is a practical instrument which can be used to generate synergies between local, regional, and national stakeholders by applying common instruments for improving the quality of local governance according to a shared vision defined by the Principles of Good Democratic Governance. These 12 principles are: 1) Fair conduct of elections, representation and participation; 2) Responsiveness; 3) Efficiency and effectiveness; 4) Openness and transparency; 5) Rule of law; 6) ethical conduct; 7) Competence and capacity; 8) Innovation and openness to change; 9) Sustainability and long-term orientation; 10) Sound financial management; 11) Human rights, cultural diversity and social cohesion; 12) Accountability.

The Strategy was prepared according to recommendation of Warsaw Summit of leaders of Council of Europe member states. The Strategy consists of 12 principles, which allow assessing existing governance and determining criteria, standards for implementation of good governance. In order to assess each principle, a separate toolkit was developed.

UNDP/MGSDP partner municipalities became pilot communities in Ukraine. They filled in the questionnaires to assess specific principles' introduction at local level, analyzed and compared existing situation and drew up action plans to drive improvements. In 2009 the municipalities applied CLEAR tool (acronym for Can do, Like to, Enabled to, Asked to and Responded) to assess citizen participation in decision-making process at the local level. The second component for assessment was ethical conduct at the local level. The issue of ethical conduct was examined for improving cooperation of local authorities and communities.

***Round table supported on introduction of the additional protocol to the European Charter of Local Governance and Utrecht Agenda to ensure the good governance in Ukraine at the local level***

On February 18, the round table was conducted concerning the questions of introduction in Ukraine the additional protocol to the European Charter of Local Governance and Utrecht Agenda to ensure the good governance at the local level. The Round Table was organised by the Ministry of Regional Development and Construction of Ukraine under support of UNDP/MGSDP.

During the Round Table the additional protocol to the European Charter was presented concerning the right to take part in the matters of local bodies. The additional protocol is aimed to ensure the realization of citizens' rights, foreseen by the European Charter of local governance, to take part in the local matters.

The participants were also presented draft action plan of realization in Ukraine the Utrecht Agenda for 2010-2011, considering the decisions of the 16th Session of the European Conference for Ministers, who are responsible for regional and local governance.

Olena Ursu, UNDP/MGSDP Governance and Sustainable Development Expert, presented Project's experience in involving communities into decision-making process of important social and political questions in partner municipalities. UNDP/MGSDP will organise a meeting with the representative of the Ministry for planning further joint activities.

### **2.1.2 Institutional Capacity Development**

UNDP/MGSDP assists partner municipalities in mobilising local communities of citizens to create community-based organisations (Associations of Co-Owners of Multi-Apartment Houses, their Federations, Public Organisations of schools and kindergartens and Service Cooperatives). It also assists academic institutions, NGOs and small/ medium businesses to create their respective networks. These self-governing institutions are founded on the principles of good governance. They join with city council, regional/ rayon bodies in making joint vision about sustainable development of their cities. Followings are the major activities carried out during the quarter in this respect:

#### ***A) Institutional Development at the Local Level***

The process followed for institutional development consists of holding dialogues with the stakeholders, forming the citizen-based organisations or networks, developing their capacity on participatory governance, institutionalisation (official recognition) of their structures, and supervising their development by MGSDP/MSU teams. These steps are essential for laying foundation of good governance; developing capacity of local community to forge partnership with local government and other development agencies and to pool local/ external resources for realization of development initiatives and sustainability of development efforts. The achievements in the area of the institutional development in the partner municipalities gained during the first quarter of 2010 are given below:

- 17 additional community-based organisations (CBOs) emerged in participation of 1024 women and 662 men (109 buildings);

Relevant data on institutional development is given in Table – II. The Table reflects data for 12 partner municipalities which achieved some institutional growth during the quarter.

**Table – II: Institutional Development in the Partner Municipalities in first Quarter 2010**

SN	Municipality	Associations of CBOs	Community-based organisations (CBOs)	Members of CBOs	Women	Men	No of buildings	No of households	No of School Networks	No. of school members	No of NGO Networks	No. of NGO-members	No. of Business Network	No. of business-members	No. of microrayon covered
<b>1</b>	<b>Total until 2010</b>	<b>6</b>	<b>470</b>	<b>49498</b>	<b>28343</b>	<b>21155</b>	<b>1492</b>	<b>28453</b>	<b>12</b>	<b>250</b>	<b>6</b>	<b>92</b>	<b>2</b>	<b>31</b>	<b>67</b>
<b>2</b>	<b>Progress in 2010 by Municipality</b>														
2.1	Ivano-Frankivsk		1				1	9							
2.2	Rivne		4	933	582	351	4	873							
2.4	Kirovske		1	232	121	111	5	142							
2.5	Kagarlyk		1	162	102	60	1	50							
2.6	Rubizhne		2	35	17	18	2	16							
2.7	Galych		1	16	8	8	1	4							
2.9	Scholkino		2	146	86	60	5	92							
2.10	Dzhankoy		2	122	87	45	87	87	4						
2.11	Yevpatoria		3	30	21	9	3	23							
2.12	Nyzhnegorskiy							1							
<b>3</b>	<b>Total Q1 2010</b>		17	1676	1024	662	109	1297	4						
<b>4</b>	<b>Total 2004-2010</b>	<b>6</b>	<b>487</b>	<b>51174</b>	<b>29367</b>	<b>21817</b>	<b>1601</b>	<b>29750</b>	<b>16</b>	<b>250</b>	<b>6</b>	<b>92</b>	<b>2</b>	<b>31</b>	<b>67</b>

Major agency responsible for fostering the institutional development at the local level is the Municipal Support Unit (MSU) created by the partner municipality after signing the Partnership Agreement. Due to the efforts of MSU, local citizens form their community organisation and register it in an appropriate legal form.

It is envisaged by MGSDP process that with time MSUs at local level should become a trans-sectoral Resource Centre for supporting community initiatives on sustainable development. There are successful examples of such institution in different municipalities with varying institutional arrangements – either as an internal department of the municipality, or as an independent NGO. The more active is the MSU, the more success stories are there in the municipality. The success story of Saky community is provided below.

#### **Box- II. The More Active the Community, the Better are Studying Conditions for the Pupils**

Saky municipality has 6 schools and all of them have similar problems. Usually in summers the schools reconstruct the roofs, replace old curtains with venetian blinds, install new wall boards. Also, the old furniture is replaced with modern, and equipment in the kitchens is modernised. The schools start using energy-saving lamps. Two schools in Saky reconstructed the toilets and sewage systems. 680 children study at school №1, which recently received a status of “School of Future”. The community of the school had experience of solving problems jointly.

At the parents' meetings, the decision was taken to organise a guard of the school. For this purpose, the parents submit small financial contribution to school development fund.

In beginning of 2008 the community decided to establish and register Civil Society Organisation "Nash Dim-Saky" and set a target to improve learning conditions at school. The members of the community set a priority to reconstruct the toilets. The building was put in commission in 1964 and capital repair has not been conducted since then. The sanitary equipment was old and worn out. Through cracks in the pipes, the water penetrated in floor and wall panels, damaged the plaster and caused unpleasant stench in the school premises. The pupils and the teachers even did not have a place to wash their hands therefore infectious diseases could disseminate in the school.

The community submitted an application to UNDP Project "Municipal Governance and Sustainable Development Programme" and received technical support and financing for implementing the project. Total cost of the project is UAH 128844, including UAH 57620, contributed by UNDP/MGSDP, UAH 57620 contributed by Saky City Council and UAH 13604 contributed by members of community-based organisation.

The reconstruction work took one month only and on September 1, 2009, when all children came to school after summer, the school had new modern toilets.

In summers the sanitation and epidemiological commission held a contest to select the schools with best preparation to new academic year. The school №1 was selected the school with best preparation. This happened due to efforts of the community.

All members of the community-based organisation contributed to project implementation. The portents and teachers cleaned the premises after construction works. In order to implement similar project, one should keep in mind the following:

- It is important to find initiative parents group, which can be relied upon;
- At the initial stage it is important to overcome distrust of the parents;
- It is important to have an experienced accountant who could assist;
- The people who are thrilled with idea of the project should implement it.

The community manages collected funds carefully and organises the procurement. The Project gives a lot of positive emotions and allows improving the studying conditions at schools significantly.

*Lyudmyla Kozhevnikova, Director of School №1, Saky*



**Photo - 2:** Owing to efforts of workers and members of the community-based organisation, the works have been completed in one month

## **B) Getting Acquainted with New Partner municipality - Yevpatoria**

Recently UNDP/MGSDP got two partners in AR Crimea – Yevpatoria municipality and Novoozerne settlement. The note below introduces partner municipality of Yevpatoria and achievements of the municipality in local development.

### **Box – III: Yevpatoria Municipality is the Most Populated Partner Municipality of MGSDP in AR Crimea**

Yevpatoria is the city, which is well known in Ukraine, as well as in the foreign countries. It is the seaside balneotherapeutic and climatic resort with the complex usage of the natural therapeutic factor for the medical rehabilitation and restoration treatment, as well as the huge tourist centre where the historical, cultural and architectural monuments are situated that belong to the different historical times, civilizations, ethno and religions.

The population of Yevpatoria is 104,6 thousand people, the male population is 46,5 thousand, female 58,1 thousand, which is 44,5% to 55,5%. Representatives of more than 80 nationalities live in the city and you would be surprised to see such an inter-confessional tolerance, which was built up in Yevpatoria during 2500 years.



According to the statistics, on the 1 January 2010, the city has 1206 multi-storeyed buildings that have 31550 apartments, 65 ACMH, 369 communal committees, 17 schools (419 classes), where more than 9900 children are studying and 18 kindergartens (142 groups), that are visited by more than 3200 children, 271 public institutions and 32 charity organisations (funds).

Yevpatoria has 64 sanatorium- resort establishments that are equipped with modern medical diagnostic and therapeutic equipment. Their stable cooperation with the leading institutions and clinics of Ukraine and Russia help to implement the modern methods for treatment.

There is the yearly tradition in the city to claim Yevpatoria in the book of records in Ukraine. During three years the city has established 8 records.

Yevpatoria is the space capital of Ukraine, the national centre of control which helps to control the space aircrafts according to the national and international space programmes.

The strategic and medium-term plans of the economical and social development of the city are worked out in Yevpatoria, the general plan of municipal development is created. The concepts of the regional development are made out that have significant social-economic meaning for the Crimea: "Zolotoye Kolco Zdorovia" (the golden health ring), the reconstruction and modernisation of the mud clinic "Moynaky", the construction of Yevpatoria airport, the development of the sea transportation.

Economic development projects are based on cooperation with the national and international organisations and investors.

In order to further develop the tourist and resort potential of the city and region in general, local policies are aimed at development of the marine transport communication in Kalamytskyi Bay in Black Sea.

On September 18, 2009 the Partnership Agreement was signed between the UN Development Programme and Yevpatoria City Council. On January 2010, Municipal Support Unit was found in the Executive Committee of Yevpatoria City Council, and on February the decision of the City Council from the 26 February,



**Photo - 3:** Yevpatoria became a partner of UNDP/MGSDP in September 2009

2010 № 5-58/7 approved "The programme on development of Yevpatoria community in partnership with local government and the UN Development Programme 2010". On the 29 March, 2010 the workshop for the Municipal Support Unit on UNDP/MGSDP implementation mechanism was held with the presentation of the MSU, which already designed stand, signboard and workplace.

In order to develop international cooperation and brotherhood relations the city constantly holds meetings with delegations from different countries. The joint cooperation program allows the town not only to realise projects of international technical assistance and to mobilise extra resources, but also to organise the local communities to participate actively in their implementation.

*Sergiy Strelbytskyi, MPC in Yevpatoria*

### ***C) The survey conducted on impact of MGSDP activities in partner municipalities in SDC-supported area***

The survey was conducted in March, 2010 among MPCs of SDC-supported area to assess the impact of MGSDP activities under support from the Swiss Confederation. The SDC-supported municipalities include Ivano-Frankivsk, Dolyna, Novograd-Volynskiy, Voznesensk, Kirovske, Tulchyn, Mogyliv-Podilskiy, Kalynivka, Dzhankoy, Saky and Scholkino.

The findings and conclusions of the survey are the following:

- In all municipalities of SDC-supported area, absolute majority of local councillors and personnel of executive bodies are acquainted with community-based development approach and results achieved in cooperation with UNDP/MGSDP.
- The municipalities internalise the Programme mechanism in various local normative acts. Some municipalities include the with community-based development approach into basic long-term local policy documents, such as Strategic Plan of Development of Municipality. All municipalities approve a Programme for cooperation with UNDP/MGSDP on annual basis.
- The experience of UNDP/MGSDP reveals that public events in context of the Programme facilitate the communication of local authorities and local communities, so that the number of meetings with participation of local communities and authorities grows.
- The activities of UNDP/MGSDP on building capacities of officials of local self-government bodies are highly appreciated by local partners and fully correspond to national policy. In 6 years, UNDP/MGSDP has organised 363 capacity development activities which benefitted 9500 persons. The achievements and expertise of the Project can be utilised in preparation of the training module on ACMHs for house managers and other subjects.
- The skills and capacities of local authorities to implement local development with community participation have been improved according to the survey completed by MPCs. Thus, the trained authorities apply the community-based approach on a regular basis in daily work, initiate new projects with application of the approach, share experience with other municipalities and cover the results of community-based development approach application in mass media.
- During 6 years of Programme operation, the MSUs in municipalities became trans-sectoral resource centers. They generated knowledge and experience and provide trainings for city administration personnel and local communities on community-based development approach.
- The continuous trainings for MSU personnel and municipal servants show real tangible results in the municipalities. The number of local community SD projects is growing and the public hearings and meetings of public advisory bodies are held regularly. In Ivano-Frankivsk, MSDC Forums are held regularly.

***D) Local communities in Dzhankoy implemented three projects with UNDP support and held official inauguration***

Three local communities in Dzhankoy held inauguration of the projects implemented with support of the Dzhankoy City Council and United Nations Development Programme on February 11, 2010. In 2009 unable to solve local problems at their own expense, the communities eagerly applied in order to participate in UNDP project "Municipal Governance and Sustainable Development Programme". Now local communities celebrate completion of energy-saving and educational environment improvement projects which improved the studying conditions in local educational establishments.

**Box-IV: Local Communities in Dzhankoy Organised for Improving Local Infrastructure**

The official inauguration of the projects held on February 11 was attended by **Grygoriy Ioffe**, First Deputy Chairman of Verkhovna Rada of AR Crimea, **Valentyn Synytskyi**, Dzhankoy City Mayor, **Oksana Remiga**, UNDP Senior Programme Manager, **Iryna Skaliy**, UNDP/MGSDP Project Manager and representatives of UNDP/MGSDP.

The premises of the local, educational and training centre and kindergarten required urgent reconstruction.

Costs could not be covered neither from local budget nor by community contributions. With assistance provided by the MSU, the community members discussed and identified development priorities for improvement of studying conditions and applied to UNDP/MGSDP for support. In 2009 the local communities implemented three projects in cooperation with UNDP/MGSDP and the Dzhankoy City Council worth UAH 446 thousand which benefited 1348 city residents. Civil Society Organisation (SCO) "Dobroye Delo" of School #6 selected as a top priority capital reconstruction of school's gym premises. Total cost of the project was UAH 152800, including contribution of the community - UAH 17800, contribution of the City Council - UAH 67500 and contribution of UNDP/MGSDP - UAH 67500. The local of the community projects in AR Crimea are financed under support of Canadian International Development Agency and the Swiss Agency for Development and Cooperation.

The SCO "Rhythm" of the local educational and training center selected as a priority replacement of old windows with modern PVC windows.

The previous capital reconstruction of the premises was performed 50 years ago and the windows and doors became obsolete, temperature regime in the premises could not be controlled properly which affected the studying process. Total cost of the project was UAH 152336, including UAH 17754 contributed by the SCO, UAH 67291 contributed by the City Council and UAH 67291 contributed by UNDP/MGSDP.

The sewage system of the kindergarten # 38 required urgent reconstruction because the pipes became rusty, had many leakages and clogging. Therefore, the priority was given of CSO "Topolek" of kindergarten# 38 to capital reconstruction of the toilets and sewage system. Total cost of the project was UAH 150596, including UAH 15600 contributed by the local community members, and equal amounts in UAH 67498 were contributed by UNDP/MGSDP and by the the City Council.

Successful completion of the project let significantly improve hygiene and sanitary conditions and eliminated negative impact on children attending the kindergarten.



**Photo-4:** Grygoriy Ioffe, First Deputy Chairman of Verkhovna Rada of AR Crimea, Valentyn Synytskyi, Dzhankoy City Mayor, Oksana Remiga, UNDP Senior Programme Manger at official inauguration of local SD projects in Dzhankoy



**Photo-5:** Oleksandr Bochkala, Director of school-gymnasium presents the results of the project to Oksana Remiga, UNDP Senior Programme Manger

### ***UNDP and Coca-Cola Company plan to continue joint Project "Every Drop Matters" for increasing access to drinking water***

On February 23, Steering Committee members of the joint UNDP and Coca-Cola Company Project "Every Drop Matters" (EDM) visited Novograd-Volynskyi municipality for reviewing the success of applying community-based approach for improving safe drinking water provision in the city. Based on the achievements of the 1st phase of the project, the Steering Committee concluded to continue support of the EDM project in 2010.

In 2009 UNDP and Coca-Cola Company Ukraine (under support of TM Bon Aqua) launched joint project "Every Drop Matters" (EDM). Due to this project, 15 communities in villages and municipalities in 12 regions of Ukraine revived natural water sources.



The EDM project is aimed at increasing access to safe drinking water, facilitating the use of environmentally sound industrial technologies, and promoting responsible water resource management. Implementation of the EDM Project is done through school communities in the framework of public-private partnership.

On February 22, the meeting of EDM Annual Steering Committee was held in Kyiv to review project progress and plan new activities in 2010. The participants discussed prolongation of the EDM Project for 2010 in cooperation with UNDP.

On February 23, the members of the Steering Committee visited Novograd-Volynskiy municipality and reviewed local project sites, interacted with local communities.

The delegation visited the community organisation of school #5 and reviewed the project site on roof reconstruction, façade repair and energy efficiency. School #5 is one of the most active members and co-founders of the NGO "School Network of Novograd-Volynskiy" which initiated and implemented the project on natural source renovation for the benefit of the territorial community. *"We are proud to use this chance to undertake this development initiative for the benefit of the whole population of our city, which is our way to thank the territorial community and the local government for continuous support to our own small development projects in education sector. The rehabilitated water source provides water to more than 8 thousand people of the microrayon"*, said **Larysa Kapchynska**, Head of the NGO.

Later, the delegation tasted water from the natural water source rehabilitated under EDM Project support in 2009. The school children actively contributed to project implementation by cleaning the territory before and after construction works. The project was worth UAH 77 thousand, including UAH 38.5 thousand contributed by UNDP, UAH 30.8 thousand contributed by the City Council and 7.7 thousand collected by community members. Renovation of the water complex allowed lessening the demand for water from other sources of the municipality.

Another visited community organisation was the Microrayon Committee "Gromadsky Progres /Community Progress/" (uniting 26 apartment buildings), which in 2007 constructed potable water complex providing access to drinking water for more than 2 thousand dwellers. There was high demand for water from this source and people from other districts of the municipality and adjacent villages came for the water.

The participants of the delegation included **Andrey Pogrebnyak**, Assistant Director (Operations Manager) of UNDP Bratislava Regional Centre, **Bogachan Benli**, Regional Project Coordinator, Every Drop Matters Regional Water Partnership, **Iryna Skaliy**, UNDP/MGSDP Project Manager, **Olena Ursu**, UNDP/MGSDP Governance and Sustainable Development Expert, **Yuliya Shcherbinina**, UN Public-Private Partnerships Officer and **Tatyana Kudina**, Programme Assistant, EDM Project Coordinator. UNDP/MGSDP was initiated in 2004 for promoting democratic governance aimed at improving the livelihoods of people in urban areas across Ukraine under the framework of public-private partnership.



**Photo-6:** The members of the Steering Committee visited Novograd-Volynskiy municipality and reviewed local project sites, interacted with local communities.



**Photo-7:** Local communities presented the results of the projects – artesian well providing with drinking water more than 2000 dwellers

### 2.1.3 Local Sustainable Development Initiatives

UNDP/MGSDP aims to improve the living quality of citizens. For this purpose, implementation of local priority projects of the communities is supported through small grants based on equity, productivity and sustainability criteria. These projects are designed to make direct improvement in the living environment.

#### A) Resource Delivery to SD Projects during the Year

By the end of first quarter of 2010 total amount of UAH 3.44 mln was disbursed to the partner CBOs/networks, out of which UAH 1.79 million, or 51,96 %, came from the partner municipalities, 430 thousand UAH, or 12,54 %, came from UNDP core fund, UAH 674 thousand or 19,61 % came from SDC, UAH 482 thousand or 14,03 %, came from the CIDA and UAH 64 thousand, or 1.86% came from Norwegian Embassy (See Annex-I).

#### Box-V: Guarantee of Success: Precise Aim + Belief in Own Strength

Since the specialised elementary school was established 41 years ago, it has a lot of problems today. One of them even endangered the functioning of this educational establishment. Sanitary and epidemiological city office even made conditions requiring either to fix school water system in school canteen or to close the school. Teachers could not even imagine they can cope with all those troubles on their own. Unfortunately, local budget also could not cover the repairs. Hope appeared only in 2008 when the school administration heard about UN Development Programme.

After closer acquaintance with Municipal Governance and Sustainable Development Programme of UNDP the cooperation has started. In summer 2008 public organisation “Rozvytok” was established in Rubizhne specialised school of I-III degrees to create favourable conditions for development of educational process, to promote self-realisation of scientific, creative and organising potential of young people.

It has been the first public organisation of school community in the history of Rubizhne. That is why it was necessary to explain every step not only to teachers, but also to colleagues, parents and administration. According to the mechanism of UNDP Project “Municipal Governance and Sustainable Development Programme” of during the meeting of PO “Rozvytok” the plan was approved, that selected water supply and sewage systems problem as top priority. Working group that consists of representatives of parents’ school community and teachers prepared project on grant support.

After signing an agreement between Municipal Governance and Sustainable Development Programme of UNDP and PO “Rozvytok” started the realisation of project “Reconstruction of Rubizhne school water supply and sewage system.” Since it has been the first project to be realised in Rubizhne, again they have been the first. Nevertheless, precise aim and belief in own strength helped them to overcome all difficulties. On 10 January there was a presentation of the realised project. The members of the community during the public audit highly approved the work of their organisation and functioning project groups, aimed at constant development.



**Photo-8:** The community organisation is eager to present the experience of implementing project for replacement of water supply and sewerage systems’ old pipes

Key information on the project:

- Project “Reconstruction of Rubizhne school water supply and sewage system” was realised by PO “Rozvytok”, head leader – Svitlana Pinaieva;
- The agreement about project realisation was signed in February 2009, the project was finished in January 2010.
- Amount of money and sources of financing:  
Total cost of the project – UAH 51094.00  
Community share - UAH 6040.00  
Share of City Council - UAH 22997.00  
Share of UNDP – UAH 22997.00

**Bozhych Iryna**, Municipal Project Coordinator in Rubizhne municipality



The Draft Housing Code was adopted in first reading by the Parliament in December 2009. The Draft Code envisages automatic establishing ACMHs in newly built or reconstructed multi-apartment buildings. It is expected that in three years, the number of ACMHs will increase 8 times in Ukraine. Therefore, it will be important for municipalities to inform wide public on benefits of ACMHs, provide legal, financial information to community activists eager to establish ACMHs. In this respect, UNDP/MGSDP has valuable experience generated in 28 municipalities and will share it with all interested stakeholders at the national and local levels.

In addition, the Draft Housing Code regulates establishment of ACMH Federations as legal entities, which represent and satisfy the interests of ACMHs. UNDP/MGSDP partner municipalities have already generated experience in establishing Federations of ACMHs. For example, Kirovske has two Federations of ACMH "Okolytsya" (unites 3 ACMHs) and "Molodizhny". In 2009, all-municipal Federation of ACMHs (unites 41 ACMHs) was established in Mykolyiv. The success story of one of the ACMHs in Kirovske is provided below.

#### **Box-VI: The Success Story of One ACMH in Kirovske**

The story of the house number 8 in Hirniatskiy district began in 1989, at a time when more than 29 Multi-Apartment Houses were built in the city during a few years. The coal industry of the city was developing rapidly, "Komsomolets Donbas", one of the largest energy coal mines in the USSR and Europe, was built. No need to mention about the speed of house building in those years. Miners needed housing, so it was built and new residents settled the young city.

The house number 8 was not repaired over the last 20 years. It is needed to mention that it is the largest Multi-Apartment House in the city. This building has six entrances and 215 apartments. There are more than 520 people and in the city with a population of 29 thousand a lot.

In August 2007 the initiative group of the house number 8 in Hirniatskiy district visited Kirovske city councils' Department of local development to learn about the creation and operation of ACMHs, and in two weeks the meeting of dwellers on creating the ACMH was held. As there was no resident who would become the head of the association, the residents decided to hire a house manager. From this moment, with the help of the fruitful cooperation between the board and audit committee of the ACMH and manager, the work began with the improvement of the living conditions of the residents. The initiative group and the house manager applied for grant to the Municipal Support Unit established with UNDP support and received the financial support for the project with complete replacement of the basement nets (UAH 25 thousand - City Council, UAH 25 thousand - UNDP / MGSDP and UAH 5 thousand - Community of ACMH). The participation in this project is encouraging residents of the house for further action to benefit their communities.



**Photo - 9:** Kirovske municipality is successful in establishing ACMHs: the municipality has two federations of ACMHs

That is why in 2009 with the cooperation of the Kirovske NGO "Regions of Ukraine Youth Union" they got a grant for the construction of the playground near the house. In all six entrances of the building, metal doors with intercoms were installed, entrances and ground floor of the house were repaired, urns set, flowerbeds near the entrances designed. At the general reporting meeting of the ACMH "Garniy Budynok" in 2009 the reconstruction of the roof was approved as a top priority. At the general meeting of the association was decided to pay membership fees in the amount of UAH 1.5 per square meter, thus saving money on the ACMH account for roof reconstruction. For now the reconstruction of the roof above five enters has been completed. This costed UAH 100 thousand.

This example clearly shows that getting the first financial "push" and completing a project, the community is able to develop further with the help of gained experience, successful management and the realization that this is their home, and they host it.

**Vladyslav Pahomov**, Director of Department of Local Development, Kirovske City Council

### C) Local SD Initiatives in Cumulative Terms for 2004-2010

Status of project completion for the period of Programme implementation is given in Table-III:

**Table - III: Status of Projects' Completion (2004-2009)**

№	Year	No of projects initiated	Financial Status of Completion			
			Fully completed	75-90%	Less than 50%	Average Status of Completion, %
1	2004	11	11	0	0	100
2	2005	12	12	0	0	100
3	2006	39	39	0	0	99.5
4	2007	77	59	18	0	76.6
5	2008	29	19	4	3	98.1
6	2009	64	21	33	10	72,0
	<b>Total</b>	<b>232</b>	<b>161</b>	<b>55</b>	<b>13</b>	<b>91.03</b>

In total, 161 local SD projects were fully completed by the partner CBOs/networks in the municipalities since Programme inception and 55 projects are at the final stage of completion (average status 75-90%). 13 projects are implemented by less than 50%.

The completed projects yielded expected benefits thereby improving living quality of the beneficiary men, women, youth and children. Living conditions improved significantly.

#### 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. 478 person from MSU/ CBOs/ networks/ municipalities enhanced their knowledge about the Programme's approaches and principles through various orientations, training, exposure visits, conferences, workshops etc. Details on the activities which produced these impacts are given hereunder.

Human resource development activities are organised by the Programme to develop the capacity of national and local stakeholders for strengthening participatory governance for sustainable development. In total, 22 HRD activities were held during the quarter, out of which 18 were conducted by the MSUs of partner municipalities and 4 were conducted by the PMU/Kyiv. They covered 478 participants, in particular 53.6 % of men, and 46.4% of women (see Table - VII).

During the quarter, numerous stakeholders and experts pointed out that unique experience of MGSDP should be disseminated among Ukrainian cities.

**Table – IV: HRD Activities in 1st Quarter 2010**

SN	HRD Activity	Number of Events conducted by		Number of Participants		
		MSUs	PMU in Kyiv	Female	Male	Total
<b>1</b>	<b>Training</b>	<b>11</b>	<b>1</b>	<b>155</b>	<b>107</b>	<b>262</b>
a	Awareness on SD, MDGs, HIV/AIDS, gender	1	1	15	11	26
b	Project Management (for FGs on local SD projects)	10		140	96	236
<b>2</b>	<b>Study Tour/Exposure Visit</b>	<b>2</b>	<b>1</b>	<b>23</b>	<b>14</b>	<b>37</b>
<b>3</b>	<b>Workshops/Conferences</b>	<b>5</b>	<b>2</b>	<b>44</b>	<b>135</b>	<b>179</b>
	<b>Total</b>	<b>18</b>	<b>4</b>	<b>222</b>	<b>256</b>	<b>478</b>

\* No. of participants indicate persons without repetition.

### The Conference for Municipal Support Units

The MSU Conference was held on 18-20 March, 2010 for 57 participants from 25 partner municipalities took part in the MSU Conference.



**Photo - 10:** 57 participants from 25 partner municipalities took part in the MSU Conference

During the MSU Conference, MGSDP Team organised presentations on MGSDP strategy, DesPro, SDC support, energy saving, ACMHs legislation, communications, municipal governance, EDM project, hosting the donor visits, and others for the participants. During the MSU Conference the Municipal Project Coordinators had an opportunity to share best practices and experience generated in their municipalities in context of UNDP/MGSDP. The MPCs from 12 partner municipalities made presentations. The topics of the presentations among other included :

- 1) Applying specific forms of decentralisation in local development of Ivano-Frankivsk
- 2) Experience of developing and adopting the Municipal Programme for Sustainable development of Rivne municipality
- 3) Federation of ACMH instead of Housing Communal Services Municipal Organisation - How to make it effective. Experience of Kirovske municipality
- 4) Establishing official interactive web-site of the City Council. Experience of Dzhankoy municipality
- 5) Decentralisation of local self-governance through stimulation of Bodies of Self-Organisation of population and ACMHs and introduction of education on delegated responsibilities. Experience of Mykolayiv municipality
- 6) Experience of Rubizhne territorial community on decision-making process in the municipality.

### International conference "Confronting the Crisis Collectively: Working Together to End Poverty"

On 23-27 of February, Oksana Remiga, UNDP Senior Programme Manager and Pavlo Kozyryev the Mayor of Ukrayinka partner municipality participated in the 7<sup>th</sup> Forum of the World Alliance of Cities Against Poverty (WACAP) conference "Confronting the Crisis Collectively: Working Together to End Poverty" held in Rotterdam, the Netherlands.

*"The issues being addressed at the conference under the banner, "Confronting the Crisis Collectively" are at the centre of UNDP's agenda of pursuing poverty reduction and the achievement of the Millennium Development Goals, within the context of climate change, energy, food and water crises. In this context, WACAP, as a worldwide network of cities set up by UNDP to help municipalities face up to the challenge of poverty, is a critical and important forum that can contribute immensely to the solutions needed to bring humanity together into a new era of equitable and sustained development where people everywhere have the resources and can make the choices they need to lead productive and healthy lives".*

**Cécile Molinier**, Director UNDP Office in Geneva

Rotterdam Declaration was adopted as an unanimous declaration by all delegates gathered at the 7th Forum of the World Alliance of Cities Against Poverty. The statement is available at [http://www.wacap2010-rotterdam.nl/content\\_assets/WACAP/WACAP-RotterdamDeclaration.pdf](http://www.wacap2010-rotterdam.nl/content_assets/WACAP/WACAP-RotterdamDeclaration.pdf)

HRD activities conducted by MSUs

- Dzhankoy MSU held two trainings on Project Management (for FGs on local SD projects)
- Yevpatoria MSU held introductory seminar on Partnership with MGSDP, work meetings with local self-governance bodies and school committees on mechanism of partnership with MGSDP.
- Ivano-Frankivsk MSU held a seminar for local CBOs and members of school Network "Zdorova Dytna" which participate in programme on accounting.
- Rivne MSU held a training for newly created ACMHs and for functional groups of local communities. Also MSU held a training for municipal authorities on sustainable development and exposure visit to local projects sites. In addition, the Forum on Sustainable Development was held in Rivne with participation of 61 person.
- Rubizhne MSU held All-municipal Gender Forum "To gender equality through education" (45 participants), exposure visit for local school managers to PO "Rozvytok" (11 participants), training for managers of CBOs participating in MGSDP (4 participants) and conference of PO "Rozvytok" on public audit (57 participants) and roundtable "Solving social problems through community initiatives" (16 participants).

**2.1.5 Public Awareness on HIV/AIDS and Gender***To Equality Through Education*

First local forum on gender, was held in Rubizhne under the support of UNDP on March 15, 2010. During the plenary meeting of the local forum the presentations were made by:

- "Introduction of Millenium Development Goals by UNDP", Iryna Bozhych, Head of Department of Local Initiatives of Rubizhne City Council
- "The Results of sociological survey in adherence of gender equality in Rubizhne", Viktoriya Sydorchuk, Youth and Family Department Head
- "Gender peculiarities of Educational System in Ukraine: Possible Solutions in Present Conditions", Olena Geyko, Trainer on Gender Education

During master-classes the specialists of educational institutions considered the following interactive cases:

- «Azbukha Rivnosti»(ABC of Equality)
- Cultural aspects of gender equality
- Students' debates on issues of gender equality.

Concluding the Forum, all the participants pointed it's high performance level and expressed wish to make such meetings systematic. The teachers are the indicator of viability of any national idea. The plenary session and work in master classes showed sincere interest of all participants of the forum in gender. This means that the situation in gender education in kindergartens and schools is changing and finds a growing number of supporters who are actively involved in the development of gender equality in Ukraine. They are already well aware of the subject under discussion, have a vision and show valuable experience in this area. In discussing the outcome of the forum, participants expressed the proposal to amend the school curriculum and add elective courses "Ethics and Psychology of Family Life" and "Basics of Gender Equality".

**2.2 MANAGEMENT AND EFFECTIVENESS****2.2.1 Partnerships / Linkages**

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

With Tavrian Humanitarian-Ecologic Institute

- On February 12, UNDP and Tavrian Humanitarian-Ecologic Institute signed the Memorandum of Understanding for introducing the course "Sustainable Development of Society" at the

Institute. MGSDP Team participated in the meeting with management and academia of the Institute and presented opportunities for cooperation.

*With the Ministry of Regional Development and Construction of Ukraine*

- On February 4, the mayors of UNDP/MGSDP partner municipalities of Ukrayinka, Novograd-Volynskiy and Galych received awards from the Ministry of Regional Development and Construction of Ukraine for contributing to implementation of European Strategy for Innovation and Good Governance at the Local Level and its principles in 2009. The municipalities ensured citizens' participation in local decision-making, developed the Codes of Ethical Conduct of Public Servants, and participated in other activities related with the strategy implementation at the local level.
- On February 18, UNDP/MGSDP supported the roundtable "On implementation of additional protocol of the European Charter of Local Self-Governance" in Ukraine organised by the Ministry of Regional Development and Construction of Ukraine.

*With Swiss Agency for Development and Cooperation*

- On February 17-19, Iryna Skaliy participated in the training on negotiations skills, facilitated by Bob Weibel and organised by the Swiss Agency for Development and Cooperation.
- On February 25, UNDP/MGSDP presented projects' publications and participated in SDC reception devoted to tenth Anniversary of SDC in Ukraine.
- On March 16, Iryna Skaliy, UNDP/MGSDP Project Manager participated in conference "Decentralization in Action" held by DesPro Project.
- On March 26, the negotiations on establishing partnership with Vinnytsya municipality were carried out. Iryna Skaliy, UNDP/MGSDP Project Manager and Olena Ursu, UNDP/MGSDP Governance and Sustainable Development Expert met Volodymyr Groisman, Vinnytsya City Mayor, Volodymyr Kistion, Deputy Mayor, and other team members from Vinnytsya City Council representing line departments of the municipality. The agreement was reached on launching partnership between Vinnytsya City Council and UNDP/MGSDP.

*With other UNDP projects and UN agencies*

- On January 26-29, MGSDP Team participated in Retreat of UNDP Local Development/ Human Security Cluster and presented Project's achievements, analyses opportunities for cooperation with the projects of LD/HS Cluster.

## **2.2.2 Communication Results**

Communication about the Programme took place in various forms and at various levels during the quarter. This section compiles them in form of inventory of communications, publications, interviews etc.

### ***A) Media and Information***

During the quarter, the MGSDP/MSU communication teams were able to collect information about 53 media records about the Programme activities, out of which 11 were of national level, and 42 were local. Mentioning on official web-sites brought 26.42%, newspapers and radio remain popular information channels for highlighting the Programme activities bringing 49.06%, the rest of information appears on TV of the involved agencies. In total, it makes 1285 media records since 2004 when the Programme was initiated.



**Table –V: Number of Media Records (2010)**

SN	Media	National	Yyevpatoria	Iv-Frankivsk	Kagarlyk	Novograd-Volynsky	Rivne	Rubizhnr	Schelkino	Total	
										Q 1 <sup>st</sup> 2010	Since 2004
1	Newspaper		1	3	1	3	2	8	1	19	443
2	Radio	1		4	1	1				7	237
3	TV	1		6	2	1	1	2		13	270
4	Web	9	2	2		1				14	335
	<b>Total</b>	<b>11</b>	<b>3</b>	<b>15</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>53</b>	<b>1285</b>

Mostly, the local media highlighted information about the Programme activities at local level and propagated the community-based local development approach, e.g. creation and functioning of the associations of co-owners of multi-apartment buildings, joint activities of the local governments and the communities, trainings and exposure visits organised for the Programme's stakeholders etc.

The general tonality in the articles was positive. The majority of the journalists picked up the key messages of the Project as they described UNDP/MGSDP experience in context of national reform of housing and municipal economy. Many articles focus on importance of community mobilisation, self-empowerment and variety of community-based organisations. Articles often communicated the results of the project activities (trainings, community projects, conferences, inter-municipal cooperation etc). The journalists often wrote with pride about partnership of their municipalities with United Nations Development Programme.

On March 2, 2010, 45-minute TV Programme "Mistse Zusrtychi – Khreshatyk, 26" on Channel (KDR TRK) Kyiv State Regional Tele Radio Company was shot. The Programme was devoted to social mobilisation approach, various aspects of establishing and operating ACMH and reforming housing and municipal economy.

Recently local partners actively use video as communication tool. Thus several short videos were produced on results of Programme implementation in the municipalities. The videos have quotations of donors, UNDP management, projects' beneficiaries and local authorities. Dzhankoy municipality produced a video on launching official web-site created under UNDP/MGSDP support and 3 local projects inauguration (held in February 2010). The video can be reviewed in YouTube

(<http://www.youtube.com/watch?v=uuar4Up50lc>).



**Photo -11:** 45-minute TV Programme "Mistse Zusrtychi – Khreshatyk, 26" on Channel (KDR TRK) Kyiv State Regional Tele Radio Company was shot.

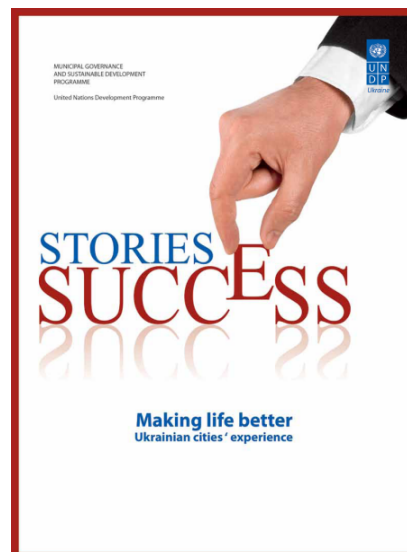
Saky municipality, which is an active partner since 2007, produced several videos on cooperation with UNDP/MGSDP. Recent video describes 8 local community projects implemented in Saky:

<http://www.youtube.com/watch?v=96BS9hBUF-0>. Another video is devoted to training for ACMH activists held in Saky in August 2009: <http://www.youtube.com/watch?v=dpXokG6jJ4M>. The videos from other municipalities can be found in YouTube (tags - UNDP, MGSDP or ПРООН, МПВБСР)

In order to be more effective in sharing their experience, news and views, UNDP/MGSDP created a web-page "Open Space for Local Self-Governance" in social network Facebook. From now on, anyone

can become a member of this virtual network to facilitate local development in Ukraine. The web-page can be assessed at: <http://www.facebook.com/pages/Vdkritij-prostr-mscevo-go-samovryaduvannya/210266252072>.

In 2010, the Project published a publication "Success Stories. Building Better Life with Joint Efforts. Experience of Ukrainian Municipalities". The stories of partner municipalities describe the successes and provide recommendations in three areas: engaging local communities to solving local problems, increasing effectiveness of local self-governance, improving national policy and legislation on sustainable development. The stories are written in reader-friendly format and have quotations from Project's beneficiaries. Each story has success tips, contact information and brief description of municipality's achievements in local development (the publication can be reviewed on UNDP/MGSDP web-site [http://msdp.undp.org.ua/data/publications/success\\_stories\\_UNDP/MGSDP.pdf](http://msdp.undp.org.ua/data/publications/success_stories_UNDP/MGSDP.pdf)).



### 2.2.3 Resource Mobilisation and Utilisation

This section focuses on resources mobilised from various sources for implementation of the Programme and utilization of such resources from various perspectives.

#### A) Resource Mobilisation and Utilisation by Donor

In total, the amount of 953.03 thousand USD was mobilised by end of 1st quarter for the Programme activities, including USD 100.00 thousand from UNDP, USD 4.33 thousand from Norwegian Embassy, USD 412.15 thousand from SDC, USD 560.47 from CIDA and USD 346.87 thousand from CIDA, USD 89.67 thousand USD as national cost-sharing.

**Table - VI: Resource Utilization in Q1st 2010 by donor, USD\***

#	Resource Mobilisation and Utilisation	Budget for 2010	Utilised in Q1st	Total	Delivery, %
1	Rivne municipality	13 305,69	4 625,46	4 949,24	<b>37,20</b>
2	Novograd-Volynsky municipality	31,25		0,00	<b>0,00</b>
3	Kirovske municipality	7 625,90		0,00	<b>0,00</b>
4	Hola Prystan municipality	3 149,29		0,00	<b>0,00</b>
5	Ukrayinka municipality	5 792,29		0,00	<b>0,00</b>
6	Zhytomyr municipality	114,20		0,00	<b>0,00</b>
7	Mogyliv-Podilskiy municipality	1 549,27		0,00	<b>0,00</b>
8	Novovolynsk municipality	2 519,14		0,00	<b>0,00</b>
9	Mykolayiv municipality	2 775,46	2 079,57	2 225,14	<b>80,17</b>
10	Dolyna municipality	5 348,54		0,00	<b>0,00</b>
11	Saky municipality	5 031,21	1 780,40	1 905,03	<b>37,86</b>
12	Ivano-Frankivsk municipality	3 821,96		0,00	<b>0,00</b>
13	Dzhankoy municipality	2 275,99	849,03	908,46	<b>39,92</b>
14	Kagarlyk municipality	2 024,17	1 950,75	2 087,30	<b>103,12</b>

15	Tulchyn municipality	6 983,46		0,00	<b>0,00</b>
16	Voznesensk municipality	14 075,36	2 591,48	2 772,88	<b>19,70</b>
17	Rubizhne municipality	4 057,09	3 177,07	3 399,46	<b>83,79</b>
18	Galych municiplaity	1 083,76		0,00	<b>0,00</b>
19	Nizhnegirskiy municipality	8 107,27	6 956,40	6 956,40	<b>85,80</b>
20	UNDP	100 000,00	14 667,65	14 667,65	<b>14,67</b>
21	SDC	412 152,30	49 039,57	52 472,34	<b>12,73</b>
22	Norwegian Embassy	4 333,50		0,00	<b>0,00</b>
23	CIDA	346 874,13	29 282,56	31 332,34	<b>9,03</b>
	<b>Total</b>	<b>953 031,23</b>	<b>116 999,94</b>	<b>125 189,94</b>	<b>13,14</b>

\* GMS costs are included.

\*\* The figure is based on the latest Atlas data available as of 12/05/2010.

By end of the 1<sup>st</sup> quarter, USD 125.19 thousand was utilized. In total, since the beginning of 2010 it makes 13.14 % of delivery.





## Chapter THREE

# LESSONS AND OPPORTUNITIES

**3.1. Taking Stock of the Experience, p. 28**

**3.2. Future Outlook, p. 28**

### 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 mobilization at local level. Also, national level opportunities were explored and utilised during the quarter in promoting the vision of the Programme. However, some challenges also prevailed in harnessing potential of the people.

A) *Opportunities* were identified based on the recent Programme's experience –

- The municipalities internalise the Programme mechanism in various local normative acts. Some municipalities include the with community-based development approach into basic long-term local policy documents, such as Strategic Plan of Development of Municipality. All municipalities approve a Programme for cooperation with UNDP/MGSDP on annual basis.
- The experience of UNDP/MGSDP reveals that public events in context of the Programme facilitate the communication of local authorities and local communities, so that the number of meetings with participation of local communities and authorities grows.
- The activities of UNDP/MGSDP on building capacities of officials of local self-government bodies are highly appreciated by local partners and fully correspond to national policy
- The skills and capacities of local authorities to implement local development with community participation have been improved according to the survey completed by MPCs. Thus, the trained authorities apply the community-based approach on a regular basis in daily work, initiate new projects with application of the approach, share experience with other municipalities and cover the results of community-based development approach application in mass media.
- During 6 years of Programme operation, the MSUs in municipalities became intersection resource centers. They generated knowledge and experience and provide trainings for city administration personnel and local communities on community-based development approach.
- The continuous trainings for MSU personnel and municipal servants show real tangible results in the municipalities. The number of local community SD projects is growing and the public hearings and meetings of public advisory bodies are held regularly.

A) *Challenges* still occur in process of Programme implementation, especially with regard to the following –

- Due to financial crisis, some municipalities limit number of projects they support.
- Lack of professional accurate updated legislative information on financial and other aspects of community-based organisations keeps high demand for trainings on these issues
- High demand for community projects resulting in heavy competition.
- Weak readiness of citizens in some municipalities to take responsibility for their property and create sustainable forms of organisations (like associations of co-owners of multi-apartment buildings, service cooperatives) preferring to choose the easier way and get organised in the form of bodies of self-organisation of population.

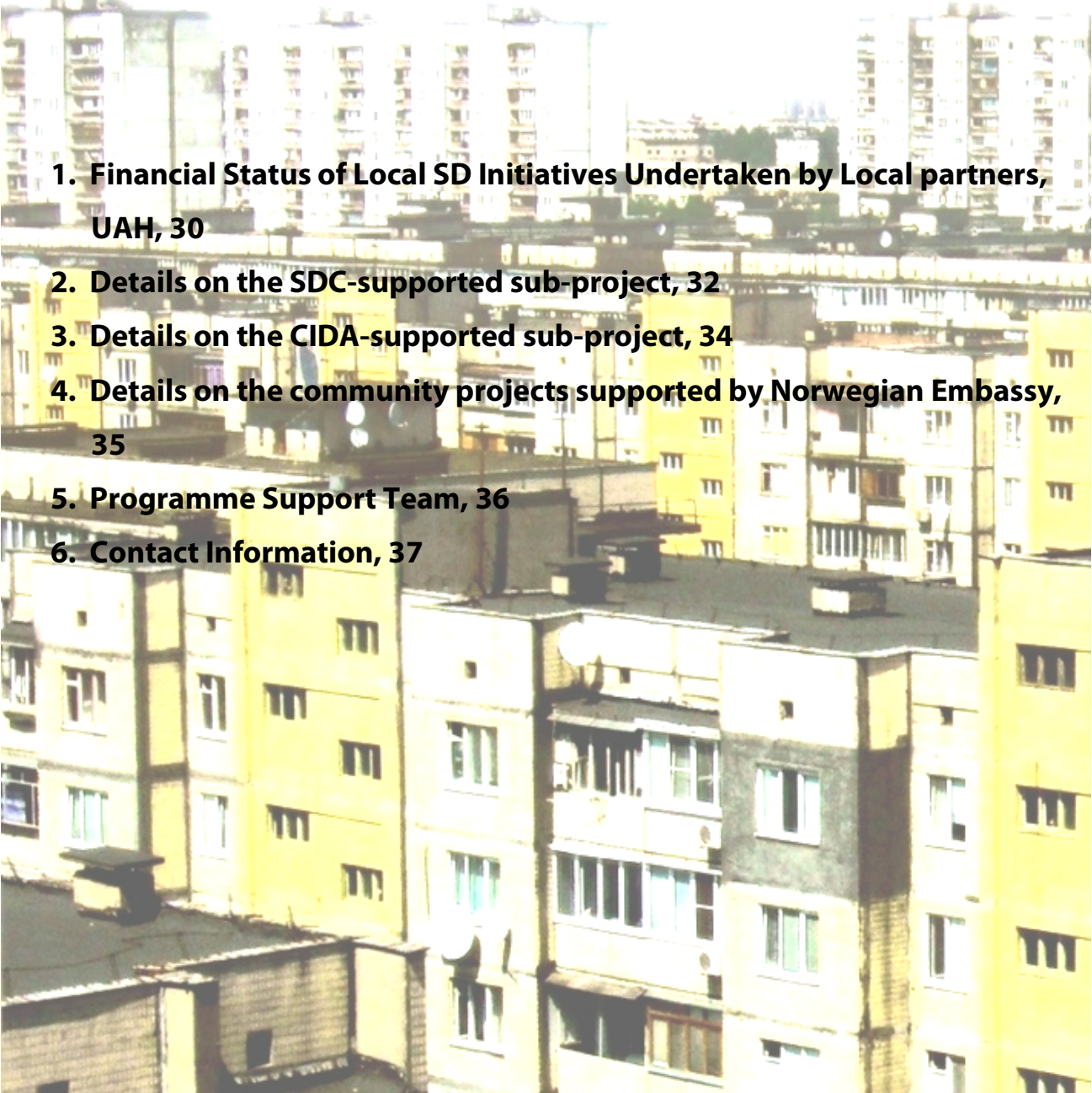
### 3.2. FUTURE OUTLOOK

In the 2<sup>nd</sup> quarter the Programme will focus on the following activities:

- Training central government officials on concepts/processes of sustainable development and decentralisation.
- Providing ICT support for 2 municipalities.
- Supporting municipalities in establishing Municipal Sustainable Development Councils.
- Supporting local SD initiatives.
- Organising a study tour for local decision-makers to Switzerland.
- Raising the issues of ISO, solid waste management on public policy agenda and elaborating recommendations for the Government.



# ANNEXTURE

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- 1. Financial Status of Local SD Initiatives Undertaken by Local partners, UAH, 30**
  - 2. Details on the SDC-supported sub-project, 32**
  - 3. Details on the CIDA-supported sub-project, 34**
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## Annex – I:

**Financial Status of Local SD Initiatives Undertaken by Local Partners, UAH**

##	Purpose	Number of Transactions in 2010	Total amount paid by end Q1st 2010 by cost-sharing of					Total amount due for future payment by cost-sharing of					Status of project completion
			UNDP Fund	CIDA Fund	Norwegian Fund	SDC Fund	Municipality	UNDP Fund	CIDA Fund	Norwegian Fund	SDC Fund	Municipality	
<b>1</b>	<b>Kirovske</b>												
1.1	ACMH "Girniatsky 1"				879.6		1319.4			4983.2		7474.8	15%
1.2	ACMH "Girniatsky 4"				880.4		1320.6			4987.6		7481.4	15%
1.3	ACMH "Girniatsky 10"				9651.1		14476.7			1072.5		1608.8	90%
1.4	ACMH "Molodizhny 15"				6006.4		9009.6			667.2		1000.8	90%
1.5	ACMH "Panfilovtsev 32"				10530.2		15795.3			1169.8		1754.7	90%
1.6	ACMH "Panfilovtsev 34"				10530.2		15795.3			1169.8		1754.7	90%
1.7	ACMH "Shakhtarska 33"				9314.3		13971.5			1034.9		1552.4	90%
1.8	ACMH "Shakhtarska 51"					7536.0	11304.0				837.6	1256.4	90%
1.9	ACMH "Molodizhny 5"				6273.4		9410.1			697.0		1045.5	90%
1.10	ACMH "Objednany"				8111.6		12167.4			901.2		1351.8	90%
1.11	ACMH "Aquamarin"				1609.2		2413.8			9118.0		13677.0	15%
1.12	ACMH "Shakhtarska 35"					10080.0	15120.0				1120.0	1680.0	90%
1.13	ACMH "Molodizhny 12"					12600.0	12600.0				1400.0	1400.0	90%
1.14	ACMH "Lenina"					1800.0	2700.0				10200.0	15300.0	15%
1.15	Kirovske Municipality		10500.0			52500.0					7000.0		90%
1.16	CSO "Svit Dytynstva"					8000.0					32000.0		20%
1.17	ACMH "Molodizhny 10"					2052.0	3078.0				11628.0	17442.0	15%
1.18	ACMH "Girniatsky 2"					2295.0	2295.0				13005.0	13005.0	15%
<b>2</b>	<b>Dolyna</b>												
2.1	ACMH "Pid lypoyu na Pushkina, 8"					68436.9	68436.9				7604.1	7604.1	90%
2.2	ACMH "Zatyshna osely na Nezalezhnosti 2"					63000.0	63000.0				7000.0	7000.0	90%
2.3	Dolyna municipality					49500.0					5500.0		90%
2.4	CO "GUARDIAN COUNCIL of kindergarten "Sonechko"					81000.0	81000.0				9000.0	9000.0	90%
<b>3</b>	<b>Kagarlyk</b>												
3.1	Public Council of kindergarten "Romashka" (2008)	1.0	45464.4			770.4	56509.2						100%
3.2	ACMH "Oberig"	1.0	26350.0			2927.9	35785.2						100%
3.3	ACMH "Nadiya plus"	1.0	17953.3			1994.8	24380.9						100%
<b>4</b>	<b>Saky</b>												
4.1	ACMB-45	1.0		23298.0			23298.0						100%
4.2	CSO "Nash Dim"	1.0		57620.0			57620.0						100%
4.3	CSO "Rodyna"	1.0		61692.0			61692.0						100%
4.4	CSO "Oktiabrsky"			67500.0			67500.0		7500.0			7500.0	90%
4.5	CSO "Privokzalny"			67500.0			67500.0		7500.0			7500.0	90%
<b>5</b>	<b>Rivne</b>												
5.1	ACMH Magirus		26325.0				78975.0	2925.0				8775.0	90%

5.2	CSO Syayvo Dobra	1.0	32400			3600.0	108000.0						100%	
5.3	CSO Usmishka	1.0				31500.0	31500.0				3500.0	3500.0	90%	
6	Novograd-Volynsky													
6.1	ACMH "Zviagel"									60000.0	60000.0			
7	Voznesensk													
7.1	ACMH "Raduzhny"					23345.5	35018.3				2594.1	3891.2	90%	
7.2	ACMH "Budynok Gazovykiv"	1.0				37162.8	55744.2						100%	
7.3	ACMH "Meteor Serviz"	1.0				9256.8	13885.2						100%	
7.4	ACMH "Dim Nadija"					37646.3	56469.5				4182.9	6274.4	90%	
7.5	ACMH "Zaliznychnyk-Voznesensky"	1.0				12767.2	19150.8						100%	
7.6	CSO "Beregynia"					25046.3	37569.5				2782.9	4174.4	90%	
7.7	CSO "Dialog"	1.0				40566.0							100%	
7.8	CSO "Intellect"	1.0				7920.0	11880.0				44880.0	67320.0	15%	
8	Tulchyn*													
9	Dzhankoy													
9.1	CSO "Rithm" of the city Trade school			60561.9			60561.9		6729.1			6729.1	90%	
9.2	CSO "Topolyok" of kindergarten No 38	1.0		67498.0			67498.0						100%	
10	Mykolaiv													
10.1	ACMH "Aviator"	1.0	55543.0			6171.4	92571.6						100%	
10.2	ACMH "Nash Dom-25"	1.0	43653.3			4850.3	72755.4						100%	
11	Novovolynsk													
11.1	SC "Girnyk Volyni"		45819.9				56002.1	5091.3				6222.7	90%	
12	Ivano-Frankivsk													
12.1	CO Piznaiko					27918.2	6979.6				53510.0	44244.2	15%	
13	Ukrayinka													
13.1	Budivelnik Ukrainki (2008)		103275.0				20655.0					13770.0	90%	
13.2	ACMH "Zhytlovy Complex Dnipro"					16648.8	85491.3					11348.9	90%	
14	Mogyliiv-Podilsky*													
15	Rubizhne													
15.1	ACMH "Jednist'Rubizhne"	1.0	2152.8			10764.0	12916.8	1435.2				1435.2	90%	
15.2	ACMH "Nash kvartal"	1.0	1087.5			5435.3	6522.8	724.3				724.3	90%	
15.3	ACMH "Nash kvartal-2"	1.0		615.0		3075.0	3690.0	410.0				410.0	90%	
15.4	ACMH "Nash kvartal-4"	1.0		1234.8		6174.0	7408.8	823.2				823.2	90%	
15.5	Public Organisation "Rozvytok"		20697.3				20697.3		2299.7			2299.7	90%	
15.6	ACMH "Kosmos-Rubizhne"			19502.1			19502.1		2166.9			2166.9	90%	
16	Nizhnegorsky													
16.1	CSO "Vognyk"	2.0		55372.5			55372.5		6152.5			6152.5	90%	
Total				31222.3	482394.3	63786.4	674341.0	786316.2	11409.0	32348.2	25801.2	277744.6	77650.8	72%
			22	3,438,060.25				824,953.75						

## Annex – II:

**Details on the SDC-supported Sub-Project**

UNDP/MGSDP implements SDC component “Promoting Conditions of Participatory Governance and Development in Urban Areas”. The overall goal of the Project is “The process of municipal governance and development is decentralised and strengthened by means of integrating participatory approach; setting out clear linkages with regional authorities and promoting collaboration between involved cities.”

**A) Programme Area**

In this framework, UNDP/MGSDP is operational in the following municipalities:

- 1) Saky, Dzhankoy, Shchelkino and Bakhchysaray – in AR Crimea;
- 2) Tul’chyn, Kalynivka and Mogyliv-Podilskiy municipalities – in Vinnytsya Region.
- 3) Ivano-Frankivsk, Dolyna of Ivano-Frankivsk Region, Novograd-Volynskiy of Zhytomyr Region, Voznesensk of Mykolayiv Region, Gola Prystan` of Kherson Region, Kirovske of Donetsk Region, Saky, Shchelkine, Dzhankoy, Bakhchysaray in AR Crimea.

**B) Programme Activity**

Table: Financial Status of Local SD Initiatives Undertaken by Local Partners and funded from SDC

#	Purpose	Number of Transactions in 2010	Total amount paid by end Q1st 2010 by cost-sharing of		Total amount due for future payment by cost-sharing of		Status of project completion (%)
			SDC Fund	Municipality	SDC Fund	Municipality	
<b>1</b>	<b>Kirovske</b>						
<b>1.1</b>	ACMH "Shakhtarska 51"		7 536,00	11 304,00	837,60	1 256,40	90%
<b>1.2</b>	ACMH "Shakhtarska 35"		10 080,00	15 120,00	1 120,00	1 680,00	90%
<b>1.3</b>	ACMH "Molodizhny 12"		12 600,00	12 600,00	1 400,00	1 400,00	90%
<b>1.4</b>	ACMH "Lenina"		1 800,00	2 700,00	10 200,00	15 300,00	15%
<b>1.5</b>	Kirovske Municipality**		52 500,00		7 000,00		90%
<b>1.6</b>	CSO "Svit Dytnystva"		8 000,00		32 000,00		20%
<b>1.7</b>	ACMH "Molodizhny 10"		2 052,00	3 078,00	11 628,00	17 442,00	15%
<b>1.8</b>	ACMH "Girnyatsky 2"		2 295,00	2 295,00	13 005,00	13 005,00	15%
<b>2</b>	<b>Dolyna</b>						
<b>2.1</b>	ACMH "Pid lypoyu na Pushkina, 8"		68 436,90	68 436,90	7 604,10	7 604,10	90%
<b>2.2</b>	ACMH "Zatyshna oselya na Nezalezhnosti 2"		63 000,00	63 000,00	7 000,00	7 000,00	90%
<b>2.3</b>	Dolyna municipality		49 500,00		5 500,00		90%
<b>2.4</b>	CO "GUARDIAN COUNCIL of kindergarten "Sonechko"		81 000,00	81 000,00	9 000,00	9 000,00	90%
<b>3</b>	<b>Novograd-Volynskiy</b>						
<b>3.1</b>	ACMH "Zviagel"				60 000,00	60 000,00	
<b>4</b>	<b>Voznesensk</b>						
<b>4.1</b>	ACMH "Raduzhny"		23 345,50	35 018,25	2 594,10	3 891,15	90%
<b>4.2</b>	ACMH "Budynok Gazovykiv"	<b>1</b>	37 162,80	55 744,20			100%
<b>4.3</b>	ACMH "Meteor Serviz"	<b>1</b>	9 256,80	13 885,20			100%
<b>4.4</b>	ACMH "Dim Nadija"		37 646,30	56 469,45	4 182,90	6 274,35	90%
<b>4.5</b>	ACMH "Zaliznychnyk-Voznesensky"	<b>1</b>	12 767,20	19 150,80			100%
<b>4.6</b>	CSO "Beregynia"		25 046,30	37 569,45	2 782,90	4 174,35	90%
<b>4.7</b>	CSO "Dialog"	<b>1</b>	40 566,00				100%

<b>4.8</b>	CSO "Intellect"	<b>1</b>	7 920,00	11 880,00	44 880,00	67 320,00	15%
<b>5</b>	<b>Tulchyn*</b>						
<b>6</b>	<b>Ivano-Frankivsk</b>						
<b>6.1</b>	CO Piznaiko		27 918,24	6 979,56	53 509,96	144 244,24	15%
<b>7</b>	<b>Mogyliv-Podilsky*</b>						
<b>8</b>	<b>Rivne</b>						
<b>8.1</b>	ACMH Magirus**				2 925,00	8 775,00	10%
<b>8.2</b>	CSO Syayvo Dobra	<b>1</b>	3 600,00	108 000,00			100%
<b>8.3</b>	CSO "Usmishka"	<b>1</b>	5 250,00	5 250,00	29 750,00	29 750,00	15%
<b>9</b>	<b>Ukrayinka</b>						
<b>9.1</b>	ACMH "Zhytlovy Complex Dnipro"		16 648,84	68 467,91		11 348,90	90%
<b>10</b>	<b>Kagarlyk**</b>						
<b>10.1</b>	Public Council of kindergarten "Romashka" (2008)	<b>1</b>	770,40	56 509,20			100%
<b>10.2</b>	ACMH "Oberig"	<b>1</b>	2 927,88	35 785,20			100%
<b>10.3</b>	ACMH "Nadiya plus"	<b>1</b>	1 994,81	24 380,94			100%
<b>11</b>	<b>Mykolaiv**</b>						
<b>11.1</b>	ACMH "Aviator"	<b>1</b>	6 171,44	92 571,60			100%
<b>11.2</b>	ACMH "Nash Dom-25"	<b>1</b>	4 850,30	72 755,40			100%
<b>12</b>	<b>Rubizhne</b>						
<b>12.1</b>	ACMH "Jednist'Rubizhne"	<b>1</b>	10 764,00	12 916,80	1 435,20	1 435,20	90%
<b>12.2</b>	ACMH "Nash kvartal"	<b>1</b>	5 435,25	6 522,75	724,25	724,25	90%
<b>12.3</b>	ACMH "Nash kvartal-2"	<b>1</b>	3 075,00	3 690,00	410,00	410,00	90%
<b>12.4</b>	ACMH "Nash kvartal-4"	<b>1</b>	6 174,00	7 408,80	823,20	823,20	90%
<b>12.5</b>	Public Organisation "Rozvytok"***			20 697,30	2 299,70	2 299,70	90%
<b>12.6</b>	ACMH "Kosmos-Rubizhne"***			19 502,10	2 166,90	2 166,90	90%
<b>Total</b>		<b>16</b>	<b>648 090,96</b>	<b>1 030</b>	<b>314 778,81</b>	<b>417 324,74</b>	<b>76%</b>

\* CO projects were completed in 2009.



## Annex – III:

**Details on CIDA-Supported Community Projects**

UNDP in Ukraine and the Government of Canada as represented by the Minister for International Cooperation, acting through Canadian International Development Agency have signed the Grant Agreement. Within this support, MGSDP receives 1'000'000 CAD for the following activities:

1. Improving capacities of municipal-level authorities to deliver high-quality public services, mainly in relation to urban water supply;
2. Strengthening capacity of community organisations to prioritise their social and economic needs, jointly develop strategies with municipal authorities to address these needs, and mobilise resources to fund them in targeted municipalities of Crimea.
3. Increasing capacity of communities and municipal government institutions to design and implement gender-responsive policies, programs and projects that reflect the priorities and interests of both Crimean women and men.

**C) Programme Area**

In this framework, UNDP/MGSDP is operational in 10 municipalities of AR Crimea – Saky, Dzhankoy, Shchelkino and Bakhchysaray, Yevpatoria and Nyhnegorskyi, Krasnogvardiyske, Zuya, Pervomayske and Novoozerne partner settlements.

Table : Financial Status of Local SD Initiatives Undertaken by Local Partners and funded from CIDA

##	Purpose	Number of Transactions in 2010	Total amount paid by end Q1st 2010 by cost-sharing of		Total amount due for future payment by cost-sharing of		Status of project completion (%)
			CIDA Fund	Municipality	CIDA Fund	Municipality	
<b>1</b>	<b>Saky</b>						
1.1	ACMB-45	1	23 298,02	23 297,98			100%
1.2	CSO "Nash Dim"	1	57 620,00	57 620,00			100%
1.3	CSO "Rodyna"	1	61 692,00	61 692,00			100%
1.4	CSO "Oktiabrsky"		67 500,00	67 500,00	7 500,00	7	90%
1.5	CSO "Privokzalny"		67 500,00	67 500,00	7 500,00	7	90%
<b>2</b>	<b>Dzhankoy</b>						
2.1	CSO "Rithm" of the city Trade school		60 561,90	60 561,90	6 729,10	6 729,10	90%
2.2	CSO "Topolyok" of kindergarten No 38	1	67 498,00	67 498,00			100%
<b>3</b>	<b>Rubizhne*</b>						
3.1	ACMH "Nash kvartal-2"		615,00	3 690,00		410,00	90%
3.2	ACMH "Nash kvartal-4"		1 234,80	7 408,80		823,20	90%
3.3	ACMH "Kosmos-Rubizhne"		19 502,10	19 502,10		2 166,90	90%
<b>4</b>	<b>Nizhnegorsky</b>						
4.1	CSO "Vognyk"	2	55 372,50	55 372,50	6 152,50	6 152,50	90%
<b>Total</b>		<b>6</b>	<b>482 394,32</b>	<b>491 643,28</b>	<b>27 881,60</b>	<b>31 281,70</b>	<b>94%</b>

\*The 3rd tranches will be paid from donor SDC.

## Annex – IV:

**Details on Norwegian Embassy-Supported Community Projects**

UNDP in Ukraine and the Royal Norwegian Embassy in Kyiv have signed the Third-Party Cost Sharing Agreement and agreed to cooperate in the implementation of “Energy-Efficiency Projects in Local Communities of Gola Prystan and Kirovske Municipalities”. The objective of the Project is to support local communities which own and manage the multi-apartment buildings and social infrastructures in Gola Prystan and Kirovske municipalities with regard to saving energy through repair/replacement of hot water supply pipes, roof repair/reconstruction and related technical elements such as water supply and sewage system pipes.

The Goal of cooperation is to improve energy efficiency in urban Ukraine, and also to contribute to the development of new and more effective ownership and management systems with regard to multi-apartment residential buildings (as per the Cost Sharing Agreements).

**A) Programme Activity**

Table: Financial Status of Local SD Initiatives Undertaken by Local Partners and funded from Norwegian budget, UAH

##	Purpose	Total amount paid by end Q1st 2010 by cost-sharing of		Total amount due for future payment by cost-sharing of		Status of project completion (%)
		Norwegian Fund	Municipality	Norwegian Fund	Municipality	
<b>1</b>	<b>Kirovske</b>					
<b>1.1</b>	ACMH "Girniatsky 1"	879,60	1 319,40	4 983,20	7 474,80	15%
<b>1.2</b>	ACMH "Girniatsky 4"	880,40	1 320,60	4 987,60	7 481,40	15%
<b>1.3</b>	ACMH "Girniatsky 10"	9 651,10	14 476,65	1 072,50	1 608,75	90%
<b>1.4</b>	ACMH "Molodizhny 15"	6 006,40	9 009,60	667,20	1 000,80	90%
<b>1.5</b>	ACMH "Panfilovtsev 32"	10 530,20	15 795,30	1 169,80	1 754,70	90%
<b>1.6</b>	ACMH "Panfilovtsev 34"	10 530,20	15 795,30	1 169,80	1 754,70	90%
<b>1.7</b>	ACMH "Shakhtarska 33"	9 314,30	13 971,45	1 034,90	1 552,35	90%
<b>1.8</b>	ACMH "Molodizhny 5"	6 273,40	9 410,10	697,00	1 045,50	90%
<b>1.9</b>	ACMH "Objednany"	8 111,60	12 167,40	901,20	1 351,80	90%
<b>1.10</b>	ACMH "Aquamarin"	1 609,20	2 413,80	9 118,00	13 677,00	15%
<b>Total</b>		<b>63 786,40</b>	<b>95 679,60</b>	<b>25 801,20</b>	<b>38 701,80</b>	<b>68%</b>

## Annex – V: The Programme Support Team

### Project Staffs

Iryna Skaliy  
Olena Ursu  
Galyna Smirnova  
Leonid Tulovsky  
Olga Osaulenko  
Lidiya Movchan  
Oleksandra Yudina  
Andriy Rudenko

### Municipal Support Teams

<b>Ivano-Frankivsk</b>	Bohdan Bilyk Oleh Fedoryshyn Petro Vakhnyuk Olena Kazmirschuk Lyudmyla Postoyanets	<b>Designation</b> Project Manager (April 2008 – to date) Governance and Sustainable Development Officer (June 2008 – to date) Monitoring and Communication Officer (July 2008 – to date) Quality Management Officer (April 2006 – September 2008) Local development Specialist (August 2009 – to date) Financial Assistant (September 2009 – to date) Administrative Assistant (September 2009 – to date) Driver (May 2004 – to date)
<b>Rivne</b>		<b>Designation</b> Municipal Project Coordinator (Apr 2004 – to date) Community Mobiliser (Jun 2004 – to date) Municipal Project Coordinator (Feb 2006 – to date) Community Mobiliser (Jun 2004 – to date) Community Mobiliser (March 2007 – to date)
<b>Zhytomyr</b>	Oleksandr Krukvskyy	Municipal Project Coordinator (July 2006 – to date)
<b>Galych</b>	Oksana Stefun'ko Zoryana Martynyuk Ivan Bohoslavets	Municipal Project Coordinator (Nov 2005 – to date) Community Mobiliser (Nov 2005 – to date) Municipal Project Coordinator (Nov 2005 – to date)
<b>Mykolayiv</b>	Olena Matyukhina Alla Manakova	Community Mobiliser (Nov 2005 – to date) Community Mobiliser (Nov 2005 – to date)
<b>Novohrad-Vol.</b>	Iryna Hudz'	Municipal Project Coordinator (Nov 2005 – to date)
<b>Kirovske</b>	Serhiy Polyusyuk Pavlo Moroz Vladyslav Pakhomov	Municipal Project Coordinator (Mar 2006 – to date) Community Mobiliser (August 2006 – to date) Community Mobiliser (August 2006 – to date)
<b>Kagarlyk</b>	Vadym Vizyonok Olena Petlenko Oksana Fedorchenko	Municipal Project Coordinator (June 2006 – to date) Community Mobiliser (June 2006 – to date) Community Mobiliser (Mar 2007 – to date)
<b>Hola Prystan'</b>	Nina Shamanska Anna Sergeeva	Municipal Project Coordinator (June 2006 – to date) Community Mobiliser (June 2006 – to date)
<b>Voznesensk</b>	Oleksander Zayika Yulia Gurtova	Municipal Project Coordinator (August 2006 – to date) Community Mobiliser (December 2007 – to date)
<b>Ukrayinka</b>	Valentyna Poltavets Olena Shapoval Valentyna Kyyanytsya	Municipal Project Coordinator (September 2006 – to date) Community Mobiliser (November 2006 – to date) Community Mobiliser (November 2006 – to date)
<b>Novovolynsk</b>	Borys Karpus Lyudmyla Kharevych	Municipal Project Coordinator (October 2006 – to date) Community Mobiliser (October 2006 – to date)
<b>Mogyliv-Podilskiy</b>	Volodymyr Polyak Serhiy Tymush Viktor Pichkurov Volodymyr Mahula	Municipal Project Coordinator (November 2006 – to date) Community Mobiliser (November 2006 – to date) Community Mobiliser (November 2006 – to date) Municipal Project Coordinator (March 2007 – to date)
<b>Lviv</b>	Kohut Halyna	Community Mobiliser (March 2007 – to date)
<b>Rubizhne</b>	Iryna Bozhych Adamchuk Alina	Municipal Project Coordinator (Mar 2007 – to date) Community Mobiliser (March 2007 – to date)
<b>Dolyna</b>	Oleksandr Kizyma Serhiy Harhat	Municipal Project Coordinator (June 2007 – to date) Community Mobiliser (June 2007 – to date)
<b>Tul'chyn</b>	Oleksandr Buleev Oleksandr Mel'nyk	Municipal Project Coordinator (August 2007 – to date) Community Mobiliser (August 2007 – to date)
<b>Kalynivka</b>	Mychailo Dolyuk Zera Emirsalieva	Municipal Project Coordinator (September 2007 – to date) Community Mobiliser (November 2007 – to date)
<b>Saky</b>	Valeriy Kuzin Elena Shalashova	Municipal Project Coordinator (November 2007 – to date) Municipal Project Coordinator (December 2007 – to date)
<b>Dzhankoy</b>	Viktor Bulgin	Community Mobiliser (December 2007 – to date)
<b>Backchysaray</b>	Mychailo Kazymyrov	Municipal Project Coordinator (August 2008 – to date)
<b>Scholkino</b>	Olga Palagitskaya	Municipal Project Coordinator (December 2007 – to date)
<b>Nyzhnegorskiy</b>	Tetyana Golovchenko	Municipal Project Coordinator (April 2009 – to date)
<b>Zuya</b>	Lahin Andriy	Municipal Project Coordinator (April 2009 – to date)
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<b>Pervomayske</b>	Romash Galyna	Municipal Project Coordinator (April 2009 – to date)
<b>Yevpatoria</b>	Kugel Eduard	Municipal Project Coordinator (October 2009 – to date)
<b>Novoozerne</b>	Gerasymchur Roman	Municipal Project Coordinator (October 2009 – to date)

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UNDP Project "Municipal Governance and Sustainable Development Programme"



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