



# 10 Years of Local Development in Ukraine:

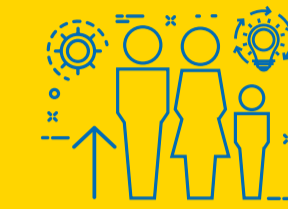
Sustainable Communities - Sustainable Development

## UNDP's Local Development Reached



### Co-Funding: from ideas to actions

**Inspired communities are organized and motivated.** By design, UNDP's methodology promotes beneficiary ownership by demanding community organizations contribute 'in-kind' finances – proportionate to their microproject. They then petition local authorities for public funds from the Regional Development Fund. In small communities in Ukraine, local initiatives may raise suspicion. UNDP has accrued best practices to increase transparency, fiscal decentralization and social trust through coaching both local authorities and citizens. And it works - UNDP communities have mobilized an average of 41% of microproject funds from local authorities. **In 2016 alone, 46.5% of our communities went on to mobilize resources from other sources after UNDP intervention.**



### Decentralization from the bottom up

Decentralization Reform in Ukraine is designed to improve service provision for all Ukrainians with better institutions and the necessary funds to bring real developments to the local level. The process of engagement at the local level to inspire citizens to advocate and authorities to administrate is a cornerstone of UNDP's success in generating social trust. Such inspiration is contagious. UNDP's local development methodology spreads to neighbouring communities, and its positive impact persists long after intervention. UNDP's network of Regional Coordinators, Local Development Forums, Community Resource Centres, and staff in every oblast and nearly every rayon, along with 2 National Associations of Regional and Local Self-Governing Bodies and 40 Universities in an official Network are key components to provide holistic and sustainable results across the country.

Since inception UNDP has disbursed 53.8€ mil. (EU-51€ mil. /UNDP 2.8€ mil.) for local development initiatives. Further, **UNDP has provided the training and coaching for COs and local authorities to mobilize 23 mil. € in local, Ukrainian funds to invest in local community projects.**



### Communities as agents (and owners) of change

**Since 2008, the United Nations Development Program and the European Union have supported community-based local development throughout Ukraine, including areas bordering the conflict in the east.** By creating an enabling environment for individuals to become active citizens, the project has promoted the kind of sustainable, socio-economic development that empowers individuals and spreads long after intervention.



### Community Organizations (COs)

UNDP's local development is driven by the specific needs of individual communities. It begins with dialogue between citizens, authorities and UNDP to help form community organisations (COs). UNDP trains both citizens and public authorities to engage with institutions budgets, and frameworks to mobilize their communities as well as state resources. Ukrainian legislation allows for community organisations to register as different entities depending on their goals, i.e. Bodies of Self-Organisation of Population (OSNs), Associations of Co-Owners of Multi-Apartment Buildings (ACMBs), Agricultural Service Cooperatives (ASCs), and civil society organizations (CSOs). Designed together with local authorities, microprojects address contemporary needs of the community, including energy efficiency, poverty alleviation, business development, and local infrastructure. UNDP has also used this methodology to build administrative service centers; since the onset of the conflict has provided shelter and renovation of housing for IDPs.

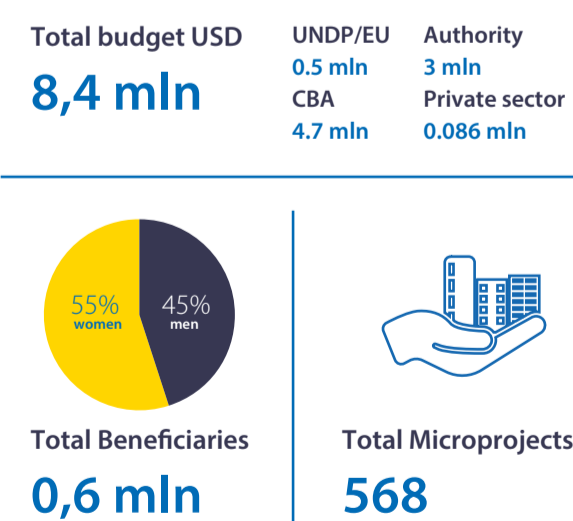
United Nations Development Programme in Ukraine  
1, Klovsky Uzviz Str., Kyiv, 01021, Ukraine  
Tel: +380 44 253 93 63 (General Enquiries)  
Fax: +380 44 253 26 07

UNDP Local Development's SDGs

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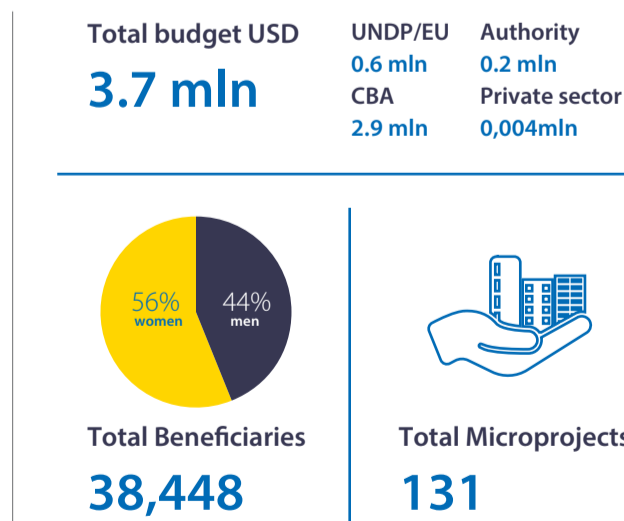
### Energy Efficiency

Energy Reform has brought energy independence to Ukraine with great cost: a transition to market price for utilities and drastically reduced subsidies. In economically depressed regions with Soviet-era infrastructure, these price changes can have severe consequences. Working with community organizations, UNDP helps mobilize funds to renovate public and multi-apartment buildings, install efficient, LED street lamps, and even switch to sustainable biomass fuels. UNDP provides awareness raising on how to save energy for the budget and environment alike.



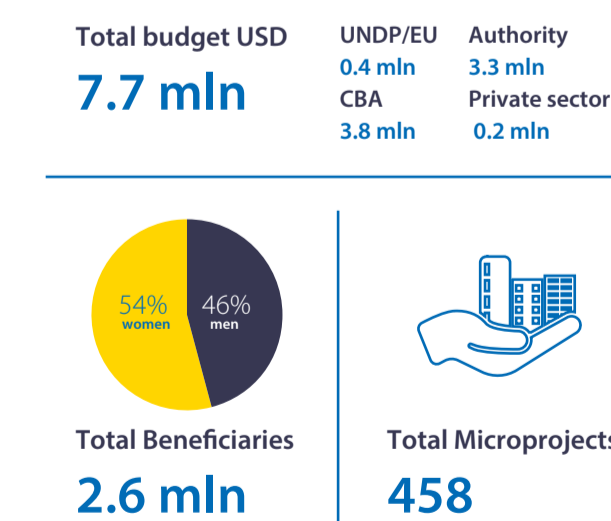
### Rural Economic Development

Agriculture is a rapidly accessible source of income and production for rural Ukraine. Working with farmers in local communities, UNDP facilitates the organization of Agricultural Service Cooperatives (ASCs), business groups that not only provide employment and strengthen the local supply chain, but also share knowledge, equipment, and build the skills needed for further business development, and east/west collaboration. Due to the success of this revenue generating component, UNDP has expanded to non-rural economic development in Odeska and Chernivtsij Oblast this year in partnership with the Austrian Development Agency.



### Urban Communities

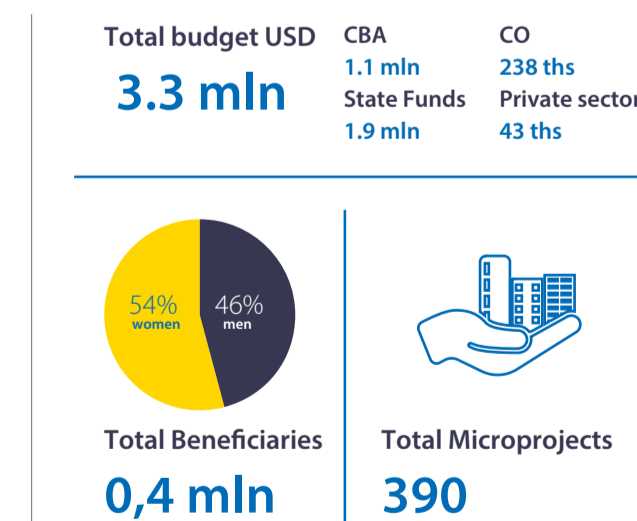
After 7 years of results in urban communities, UNDP expanded its Local Development program to semi-urban areas, specifically working with Associations of Co-Owners of Multi-Apartment Buildings "ACMBs." The concept was the same – ownership, in this case of communal-come-private property. Energy efficiency, water supply and waste management were the beginning, but this rapidly expanded to an Innovative Governance competition for beneficiaries to gain access to online budgets; public Wi-Fi, mobile apps for citizens and tourists, and collaboration with UNDP's University Network.



### Multiplying Impact

Replicating success in new communities

Operational before Decentralization Reform, UNDP's has a veteran capacity to 'prime the pump' of local development, particularly in non-Amal gamated communities. Due to initial rapid success, UNDP was able to engage other, curious communities with less funding to 'Replicate' our methodology. As a result, beneficiary COs inspire communities to engage, and mobilize more resources amongst themselves and with the government.



“Every month we come for regular baby check-ups even though it's winter. I don't worry when I need to undress my child for examination...I don't even want to think about the conditions my older children were examined and treated in...”  
Larysa Stepanyuk, a mother of three, at a general family medicine clinic in Knyahynyn village, Rivne region.

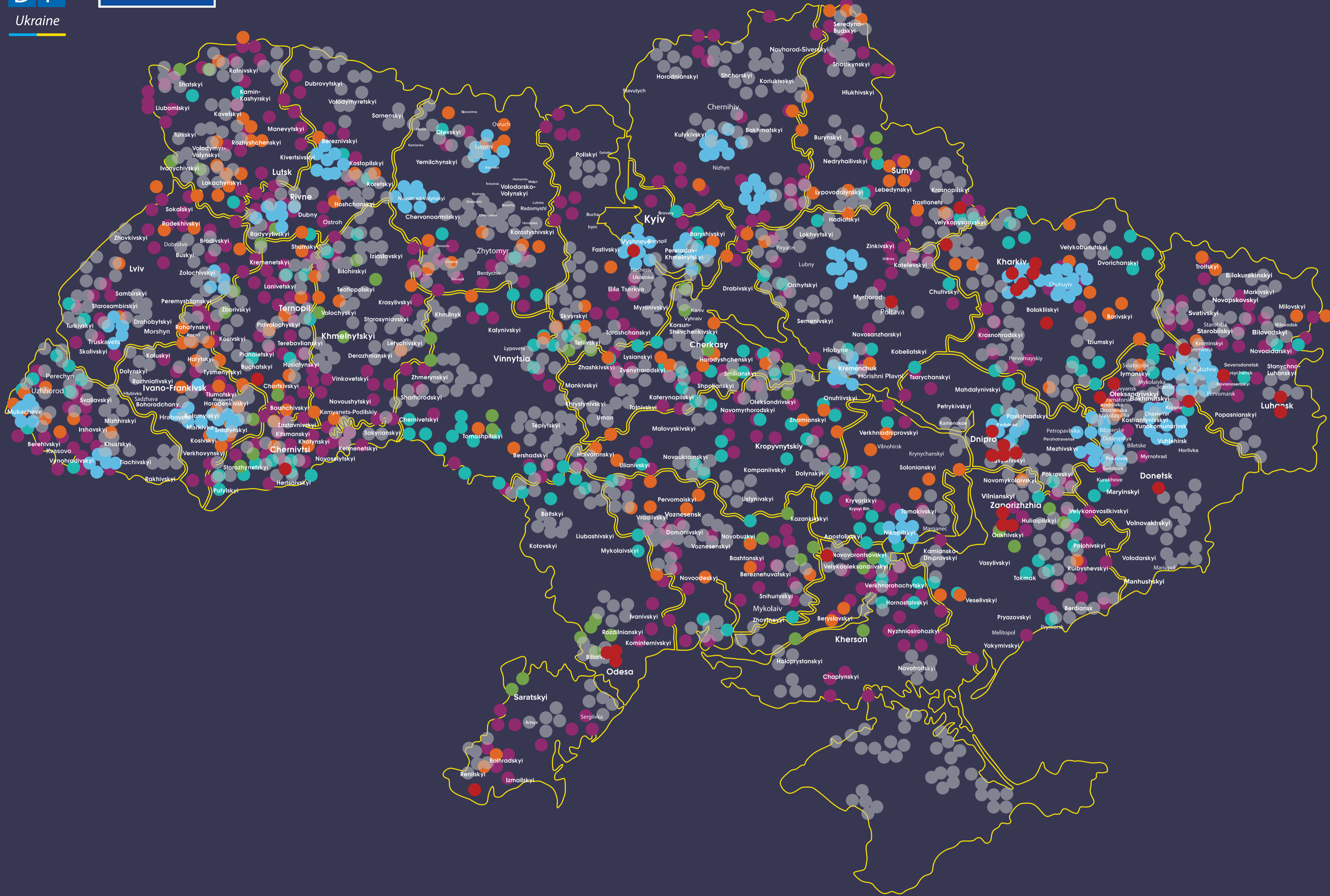
Clinic staff have discovered the benefits of UNDP's winterization of the clinic: it's possible to save 32 000 UAH on heating each winter. The head nurse says it's just the beginning: “At the last community meeting we decided to buy a new dental unit for the clinic. Our current one is so outdated. We have already collected 20 000 UAH.”

“We learned from (UNDP) how to understand the problems of the village to unite for quick action. Now we have a chance to stand on our own two feet and overcome poverty.”  
Ruslan Horenko, ASC Leader, Zhovtneve, Zaporizka region.

UNDP support to ASCs is one method to rapidly supplement business overhead on the condition of involving all community members. For some communities it means economic survival, however, in others it begins a collective enterprise. UNDP's partner ASC in Ternopil brought together all resources to collectively launch an array of services and products through a web shop. Read about them in English here <http://eng.ternopil-asc.com/>

“Before organizing our ACMB we couldn't afford even basic repairs. We couldn't even track how our money was spent. The building used to be in poor condition, but now we feel like real owners of a real home. If we need to do reconstruction of the sidewalk, or sewage system – we can do this!”  
Andriy Prylous, tenant and ACMB Member in "House #8", Myrmograd city, Donetsk region

In 2016 alone, of 800 UNDP-trained COs: 400 went on to mobilize \$2.7 mil. for their own initiatives without UNDP support.



## Co-Funding

Decentralization Reform means that local communities have the resources to take charge of building their community. UNDP's Local Development methodology demands that Community Organizations not only contribute their own funds, but also mobilize resources from local authorities by engaging government.



## UNDP's Community-Based Local Development Method



### 1. Outreach

UNDP engages regional & local authorities to identify areas of need and then reaches out to citizens to make a development plan.



### 2. Organization

A Community Organization (CO) is formed, registered, and trained along with local authorities to integrate a concept into joint-planning



### 3. Enabling Dialogue

UNDP facilitates dialogue with authorities, the CO, and the public to properly and transparently proceed with a proposal for a micro-project.



### 4. Funds

The CO signs agreements with UNDP to discuss and agree on public funding at Local Development Forums. The CO raises a mandated 'in kind' contribution from members, and the private sector.



### 5. Open Tender

Public tender is conducted by CO, reviewed and approved by UNDP to find a contractor. UNDP monitors the entire process.



### 6. Construction

A contractor begins work. UNDP provides coaching to the CO and local authority to properly maintain oversight and project/financial management.



### 7. Sustainability

Both the CO and the local authorities are mandated to save funds for the continued maintenance of the project.



### 8. Handing Over

UNDP facilitates a public audit of the project, and 'hand over' to the CO and authorities. The method/ result is seen by others and duplicated and multiplied in other communities/themes.



## Total Projects 4,001

2007-2011

2011 - 2017



First UNDP Local Development Projects



Energy Efficiency



Rural Economic Development



Urban Development



Replication



Regular



IDP Infrastructure

## UNDP's Local Development Reached

419

Local Development Forums

419

Community Resource Centers

7,5 mln

Beneficiaries

2,408

Rural and Urban Communities

2,457

Community Organizations

4,001

Microprojects