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Resilient nations.



Final Report (draft)

# Community-Based Approach to Local Development

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Phase III



This project is financed by the European Union and co-financed by UNDP

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

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SDGs promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

# THE GLOBAL GOALS

For Sustainable Development



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# Acknowledgement to Our Partners



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The European Union is providing financial and technical cooperation to Ukraine's ambitious reform agenda through projects across a wide range of sectors, regions and cities in Ukraine. EU assistance focuses in particular on support for democratic development and good governance, administrative capacity building and infrastructure development. The CBA has been supported as a local development delivery mechanism since 2008. Since 2015 it has been fully aligned with the EU's expanded support to decentralization reforms, economic development and civic engagement.



CBA is done in partnership with all 24 Oblast Councils which host Regional Coordinators in their office premises.



# List of Abbreviations

ACMB	Association of Co-Owners of Multi-Apartment Buildings	MPP	Micro-Project Proposal
ASC	Agricultural Service Cooperative	OC	Oblast Council
ATC	Amalgamated Territorial Community ("Hromada")	OCRC	Oblast Community Resource Centre
AWP	Annual Work Plan	OIU	Oblast Implementation Unit
BSP	Body of self-organisation of population	OSA	Oblast State Administration
CBA	Community Based Approach to Local Development	PA	Partnership Agreement
CC	City Council	PMU	Project Management Unit
CDO	Community Development Officer	RC	Rayon Council
CDP	Community Development Plan	RCC	Regional Coordination Council
CO	Community Organisation	RCRC	Rayon Community Resource Centre
CRC	Community Resource Centre	RED	Rural Economic Development
EE	Energy Efficiency	RM	Replication of CBA methodology
EU	European Union	RSA	Rayon State Administration
FP	Focal Person	TsNAP	Centre for Administrative Service Delivery
IDPs	Internally Displaced Persons	TIC	Technical and Information Centre
KM	Knowledge management	UNDP	United Nations Development Programme
KMH	Knowledge management hub	UADRC	Ukrainian Association of District and Regional Authorities
LED	Local Economic Development	UASCU	Association of Cooperatives of Ukraine
LDF	Local Development Forum	UAVSC	Ukrainian Association of Villages and Settlements Councils
MDF	Municipal Development Forum	U-LEAD	Ukraine Local Empowerment, Accountability and Development (multi-donor decentralization project)
MoU	Memorandum of Understanding	VC	Village Council
MP	Micro-project		



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# Executive Summary





## Overview

Funded by the EU and co-financed and implemented by UNDP, the Community-Based Approach to Local Development (the CBA) Project is promoting sustainable and inclusive socio-economic development at the local level by strengthening participatory governance and fostering community-based initiatives throughout Ukraine. The CBA is mobilizing local authorities, community organizations and private sector actors to plan and carry out joint projects to improve the living conditions of people in disadvantaged urban and rural areas in 80 per cent of Ukraine's rayons. Cumulatively, the CBA phases I-III have supported almost 4,000 local development initiatives, including 1,810 school/kindergarten renovations, 708 health posts, 157 water supply schemes, 18 environmental projects, 64 agricultural service cooperatives, and 1,044 energy-saving projects. Local development resource centres in 201 rayons, and 27 municipalities have been expanded to provide service hubs for community-based development, while 17 regional universities have integrated sustainable and inclusive development principles and community-based implementation methodologies into their curriculum.

It is estimated that some 6.1 million people across more than 2,830 local administrative units (almost 20 per cent of the total number) have benefitted from the CBA support since 2008, thereby laying the foundation for successful implementation of the Government's decentralization and regional policy reforms. Over 20,000 community members and 5,816 local and regional officials have increased their skills and knowledge in institutional development, fiscal decentralization and administration, community project management and participatory planning and assessment through the training programmes. The CBA's knowledge management hub helps to collect and share knowledge and best practices on community mobilization and participatory governance.

Phase III of the Project coincided with many significant political and security-related developments in Ukraine and a dynamic context shaped by the country's decentralization and local governance reforms. Altogether over 600 newly Amalgamated Territorial Communities were formed, fiscal decentralization was rolled out and significant assistance programmes were put in place to support the reforms. The CBA has continued to operate as a structured and transparent implementation mechanism providing incentives and a methodology to local communities to promote sustainable socio-economic development at the local level, concentrating support on disadvantaged segments of society and on thematic areas that are national reform priorities, such as energy efficiency, health, the environment and water management. The Project rapidly translated policy directives and resource inputs to local communities in rural and disenfranchised areas in all the oblasts of Ukraine. The Project also reacted quickly and effectively to the exigencies of the conflict in eastern Ukraine, implementing urgent assistance to displaced persons and the communities hosting them, and supporting recovery efforts in the conflict-affected areas in Eastern Ukraine. Working at an average government cost-sharing rate of almost 50 per cent, the CBA helped deliver EU financial support for local development that facilitated tangible, high-impact and people-oriented changes at community level.

### **The CBA Phase III**

The CBA III capitalized on the success of the CBA I and the CBA II. It built on the work carried out under the CBA II by utilizing the manuals and guidelines, the services of project staff, the partnerships established and the lessons learned.

Under Phase III the CBA Project operated in all 24 oblasts of Ukraine covering 201 rayons, 807 rural communities and 27 cities. Overall, the Project has supported 819 local community organizations (COs) implementing 137 rural economic micro projects, 46 drinking water schemes, 57 health care centres, 213 energy efficiency schemes, 520 urban dwelling schemes, and 494 energy saving projects, 48 innovative governance initiatives and benefiting an estimated 6,11 million people.

The CBA Phase III's timeframe extends from May 2014 until the end of November 2017. It has a total budget of 23.8 million Euro (23 million Euro from the European Union and 800,000 Euro from UNDP), and additional co-financing from local government and beneficiary communities provided significant funds (7.3 million Euro, but this was not initially defined, as it depended on the financial condition of the particular local entity at the time the grant was awarded). Although the economic crisis has slowed down central government programmes to support community initiatives, regional governments have continued to replicate the CBA approach using their own financial resources, often investing in additional or related activities.

Two recent comprehensive evaluations of the CBA (by the Danish Institute of International Studies commissioned by UNDP, and by the EU) confirmed the value of the CBA's unique presence and implementation capacity, and emphasized the need for development programming at micro level to complement other decentralization reform interventions. The Project's contribution to energy



efficiency; local economic development; delivery of social, health and administrative services; and transparency in project implementation and financial management were particularly recommended and highlighted by the evaluators.

In its third phase, the CBA continued to rehabilitate basic social and communal infrastructure and improve delivery of key services in the areas of health, energy efficiency, water supply and environment. Around 2.3 million people in rural communities benefited from implementation of 811 micro-projects.

The previous CBA experience on rural economic development was expanded to 12 of Ukraine's oblasts to demonstrate the effectiveness of the CBA-type cooperatives for ameliorating unemployment and poverty in rural Ukraine. The training, advisory services and small grants provided to rural communities to establish 47 cooperatives directly benefitted approximately 41,000 people. It created sustainable employment and income opportunities in rural areas and was so successful that neighbouring communities replicated the methodology across the country.

In the third phase, the CBA methodology was applied to trigger community-led development in urban areas to promote associations of co-owners of multi-apartment buildings (ACMBs) to jointly manage their places of residence. With the CBA support, communities of multi-apartment buildings organized into 359 ACMBs, elaborated development plans and received grants to implement 520 community micro-projects. In total, 929,014 city residents benefited from these initiatives. The value added of

the component was a comprehensive approach that enabled sustainable introduction of all-inclusive retrofitting in the multi-apartment buildings, bringing them up to EU energy efficiency standards (e.g. EU Directive 2010/31) and improving the living conditions of a large group of the Ukrainian population.

The Project offered Ukrainian municipalities with different levels of advancement in governance practices the possibility of applying innovative models and technologies relevant to the city context. Participatory decision-making and innovative ways to provide and monitor public services was promoted in 26 Ukrainian municipalities through implementation of 48 micro-projects on innovative governance. This also helped to further institutionalize the community mobilization approach, increased the efficiency and accountability of local institutions, and improved provision of basic services to the overall population.

Phase III of the CBA specifically supported the Government to carry out decentralization and local governance reform, guided by the 2014 Government Directive on the Reform of Local Self-government and Territorial Organization in Ukraine. The catalytic role of the Project for the decentralization reforms was seen in the strong correlation between communities that have partnered with the CBA and voluntary decisions by village and city councils to form Amalgamated Territorial Communities (ATCs).

In response to the crisis arising from the conflict in Eastern Ukraine, the Project immediately adjusted its activities to support 14 renovation projects to provide shelter and long-term accommodation for internally displaced persons in eight oblasts. In conflict-affected areas of Eastern Ukraine, the CBA has contributed to the recovery effort, and above all increased social cohesion in host communities through social mobilization and local governance reforms.

For almost a decade, the CBA has acted as a “pioneering” mechanism for local development in both rural and semi-urban disenfranchised areas of Ukraine by engaging communities in participatory governance to improve their social and technical infrastructure. The CBA has developed an indispensable methodology, complete with a supporting network and transparency mechanisms to empower individuals to lead people-centered local development. It has created an enabling environment that has resulted in effective fund mobilization, in particular government cost-sharing, and tangible results. The completion of the CBA Project in its current form provides a unique opportunity to recalibrate UNDP’s local development interventions and field presence in Ukraine, making full use of the new context of decentralization and local governance reform, and expanding the focus to a more integrated, coherent approach to sustainable development at the local level. It therefore marks a critical juncture for a more integrated and coherent local development partnership, and matches perfectly the official rollout of the Sustainable Development Goals and Agenda 2030 in Ukraine<sup>1</sup>.

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<sup>1</sup> It is also very much in alignment with the EU’s Decentralised local government and territorial development – the bottom-up policy dynamics D-G for International Cooperation and Development – Europe Aid, 2016.



# Statistical Abstract

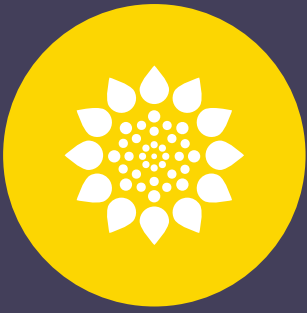
No	Activity	Indicative Target		Achievements				
		Unit	C-ty	2014	2015	2016	2017	Total
1	Partnership agreements signed with oblasts	No.	24	24	-	-	-	24
2	Rayons selected & partnership established	No.	200	201	-	-	-	201*
3	Village/city councils selected for partnership	No.	800	631	169	-	-	800**
4	Communities selected for local action	No.	800	96	721	2	-	819
5	Community organizations created	No.		-	672	135	-	807
6	Participating households	No.		6,201	266,762	50,154	-	323,117
7	Community Organization members (total)	No.		2,374	133,521	33,442	-	169,337
	male	%		38	42.5	42	-	42
	female	%		62	57.5	58	-	58
8	Local Development Forums (LDFs) formed	No.	200	75	126		-	219***
9	LDF sittings held	No.		-	417	464	121	1,002
10	Regional Coordination Councils grafted	No.	24	4	20		-	24
11	Regional Coordination Councils meetings held	No.		4	23	24	13	60
12	Community Resource Centres formed	No.	200	77	124	18		219
13	Community Development Plans prepared and mainstreamed	No.	1,000		543	231	33	807
14	Number of Agricultural Service Cooperatives formed	No.			47			47
15	Number of training events	No.			1,112	3,095	2,406	6,613
16	Number of participants	No.			13,558	37,140	34,854	85,552
	male	%			41	42	42	43
	female	%			59	58	58	57
17	Partnership agreements signed with cities				27	-	-	27
18	ACMBs formed	No.	300		205	151	3	359
19	Micro-projects approved	No.			769	487	260	1,516
20	Beneficiaries (total)	mln			2.38	3.11	0.62	6.11
	male	%			44	44	44	44
	female	%			56	56	56	56
Rural Community Micro-Projects (social infrastructure component)								
21	Micro-projects supported	No.	600		426	147	25	598
	Energy saving	No.			351	122	21	494
	Water supply	No.			31	15	0	46
	Health	No.			44	8	5	57
	Environment	No.			0	2	0	1

\* 201 is the number of rayons selected for regular, replication, and energy efficiency components. Separately, 26 rayons were selected for participation in Rural Economic Development component. 8 rayons out of these 26 are also members of other components. Therefore, in total, the third phase of the CBA project works in 219 rayons.

\*\* The CBA project conduct a series of activities on ensuring replication and sustainability of the community based methodology. In 40 rayon's (additional to the original selected rayon's) the number of village/city councils and communities (5 per rayon on average) were selected. Representatives of these communities and rayon's receive training and non-financial support on replication of the CBA methodology. However, the communities do not implement micro projects with the CBA financial assistance. This explains the discrepancy that might occur between the figures in lines 3-5 (village and city councils/communities) and line 11 (micro projects). A further contributor to the mentioned discrepancy is where communities decide not to implement a micro project based on expectable reasons such as financial constraints or community decision.

\*\*\* The number includes both Local Development Forums established in 201 rayons of the regular quota (regular, replication, energy efficiency components) and 18 non-repetitive rayons participating only in Rural Economic Development component.

22	Rural community micro-projects (energy efficiency)	mIn USD			5.5	1.5	0.3	7.3
23	Funding provided by COs	%			6	5.9	5.9	5.9
	Funding provided by local, rayon, oblast authorities	%			37.1	37.2	34.6	34.5
	Funding provided by CBA	%			55.9	56.1	58.5	58.7
	Funding provided by private sponsors	%			1.1	1.7	1	0.9
24	Beneficiaries (total)	mIn			1.8	0.2	0.02	2.02
	male	%			41	42	45	45
	female	%			59	58	55	55
Rural community micro-projects (energy efficiency)								
25	Micro-projects supported	No.	300		113	87	13	213
26	Total cost of approved MPPs	mIn USD			1.6	1.2	0.2	3.0
	Funding provided by COs	%			5.6	5.5	5.5	5.5
	Funding provided by local, rayon, oblast authorities	%			28	31.5	32.8	32.8
	Funding provided by CBA	%			66.3	63.0	61.5	61.5
	Funding provided by private sponsors	%			0.1	0	0.2	0.2
27	Beneficiaries (total)	MIn			127,168	95,976	16,795	239,941
	male	%			45	45	46	46
	female	%			55	55	54	54
Rural Economic Development								
28	Micro-projects supported	No.		-	25	45	67	137
29	Total cost of approved MPPs	mIn USD		-	0.6	0.9	0.5	2.1
	Funding provided by COs	%		-	17	17.1	17.1	18.1
	Funding provided by local, rayon, oblast authorities	%		-	5.6	5.3	5.5	4.4
	Funding provided by CBA	%		-	77	77.4	77.3	77.1
	Funding provided by private sponsors	%		-	0.4	0.2	0.1	0.1
30	Beneficiary population	No.		-	9,636	19,574	11,754	40,964
	male	%			44	44	44	44
	female	%			56	56	56	56
Urban Component								
31	Micro-projects supported	No.	300	-	205	181	134	520
32	Total cost of approved MPPs	mIn USD		-	2.3	3.6	1.5	7.6
	Funding provided by COs	%		-	6.8	6.5	6.1	7.0
	Funding provided by local, rayon, oblast authorities	%		-	42.8	43.4	43.4	42.3
	Funding provided by CBA	%		-	50.4	50.1	50.5	50.6
	Funding provided by private sponsors	%		-	0	0	0	0
33	Beneficiary (total)	No.			0.45	0.39	0.09	0.9
	male	%			46	46	46	46
	female	%			53	53	53	53
Innovative Governance Component								
34	Micro-projects supported	No.	15			27	21	48
35	Total cost of approved MPPs	mIn USD				0.7	0.5	1.2
	Funding provided by municipal authorities	%				32.6	25.7	29.8
	Funding provided by the CBA	%				64.7	74.3	70.2
36	Beneficiary population	No				2.4	0.5	2.9
	male	%				46	46	46
	female	%				54	54	54
Media Coverage								
37	Media coverage	No.		795	965	1,198	552	3,510
38	Publications (web sites)	No.		277	570	559	240	1,646



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01

# Introduction





## 1.1 Project Goals

1

Build the capacity of local communities and authorities for applying a community-based approach, participatory local planning and public service delivery, rehabilitating basic social and communal infrastructure, and developing small farm and non-farm businesses.

2

Enhance energy efficiency through energy planning and efficient energy use, innovative technologies and awareness campaigns.

3

Share best practices and knowledge on community mobilization and participatory governance through the knowledge hub, and advocate for policy changes towards decentralization.

4

Integrate community-based approaches to local governance and development in the curriculums of academia and educational institutions.

## 1.2. Implementation Methodology

The strategic direction of the CBA was to build the capacity of its target stakeholders and use this momentum for multi-stakeholder cooperation and multi-sectoral interventions, driving local ownership in the process. The method was bottom-up, envisaging involvement of stakeholders at the grassroots (community), meso (rayon and oblast) and macro (national) levels.

Multi-level partnerships were built by involving rayons, village/city councils and local communities. These participants were selected through open competitions based on the criteria of socio-economic hardship, especially in the areas of health, education, water supply, energy supply and environmental situation. Through this selection process, the CBA effectively reached the most vulnerable areas and population. Local-level activities were conducted in partnership with local stakeholders. These relationships with participants were based on the willingness and commitment of partners (communities, village/city councils, rayon authorities, oblast authorities, academia, associations of local self-government, and the private sector) for both cost-sharing and joint decision-making. Community Organization (COs) were formed to represent no less than 80 per cent of households in the selected communities to reflect a common community vision and to implement community priorities. Local Development Forums (LDFs) were established at rayon level for joint decision-making, resource mobilization and local coordination. Regional Coordination Councils (RCCs) were created at regional (oblast/ARC) level to monitor CBA activities in the region to navigate local policies/procedures, and to support programming and resource mobilization. To ensure timely and high-quality outputs, "quality supervision committees" (QSCs) were established at rayon level to directly involve stakeholders in monitoring and assessing activities. Information flow was bottom up and participatory.

The COs' capacity was built to enable them to make joint decisions with local authorities, mobilize resources, implement local priorities and sustain results. The capacity of the partners was strengthened to implement the participatory approach propagated by the Project. Training, study visits, public/private dialogue, small grants (for community projects), and appropriate institutional mechanisms were used as tools for capacity building.

## 1.3. Management Arrangements

The CBA was managed by UNDP Ukraine under the overall guidance of the Country Director. It was headed by the International Project Manager and was run by a Project Management Unit in Kyiv and 24 Oblast Implementation Units, one in each oblast. The CBA Oblast established Implementation Units (Regional Community Resource Centres) in all oblasts to coordinate and facilitate implementation of CBA activities, while oblast authorities provided office premises and human resources. Each participating rayon nominated one official to coordinate and implement CBA activities, and oversee created Rayon Community Resource Centres.

Overall progress was overseen by the Project Board, which provided overall direction for the CBA and was responsible for ensuring delivery of the expected results. At national level the CBA was coordinated by the Steering Committee, which was made up of representatives of relevant Ministries, national associations of local and regional councils, and donors.

## 1.4. Project Area

CBA III was implemented in all 24 oblasts of Ukraine, covering a total of 201 rayons, 807 villages and 27 cities a total of 6.11 million beneficiaries. It established solid partnership with community organizations, local and regional authorities, relevant ministries, parliamentary committees, national associations of local councils and Ukrainian universities.

# 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.

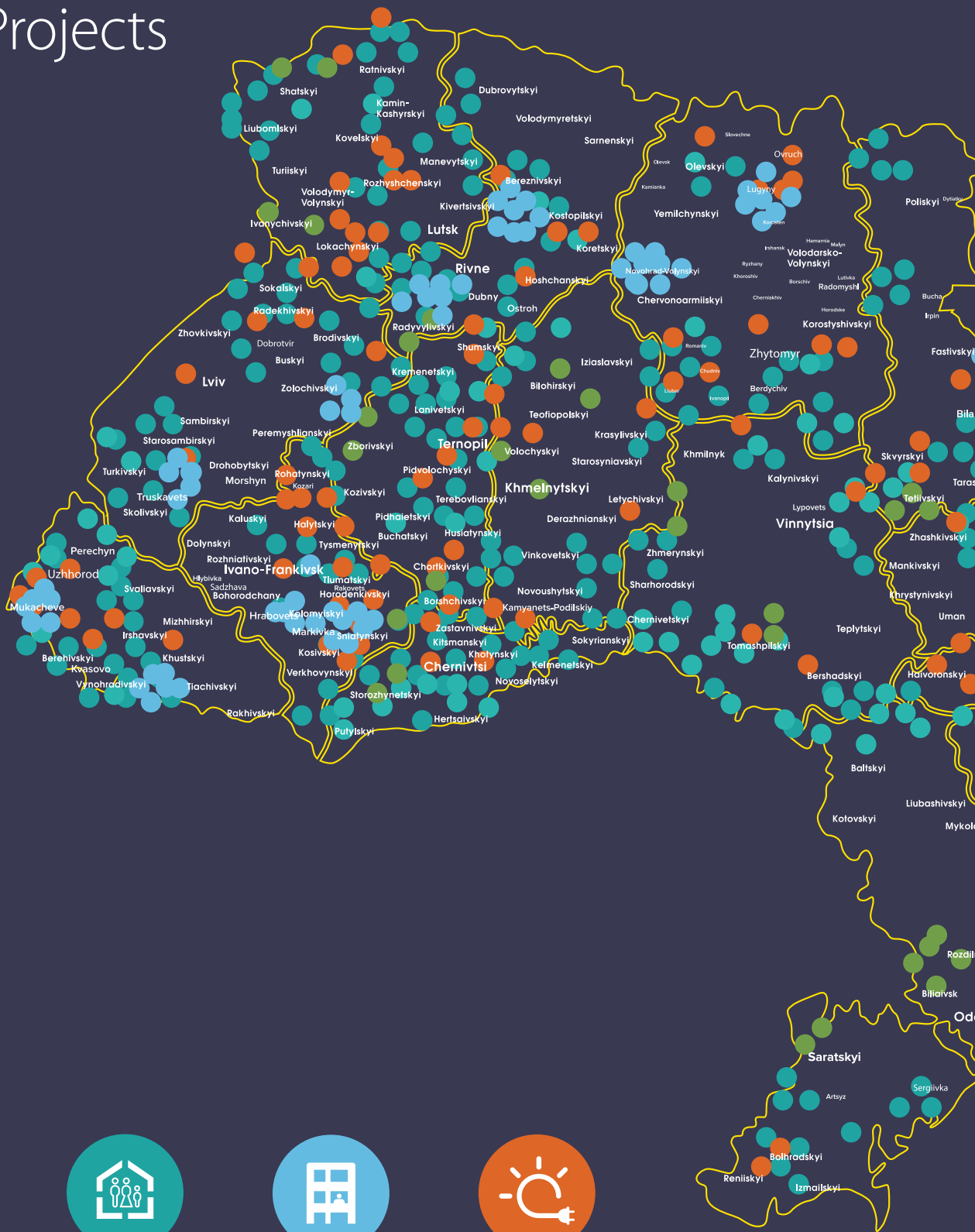


## 8. Handing Over

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

## 1516



Rural economic development

Total 137



Social Infrastructure

Total 598



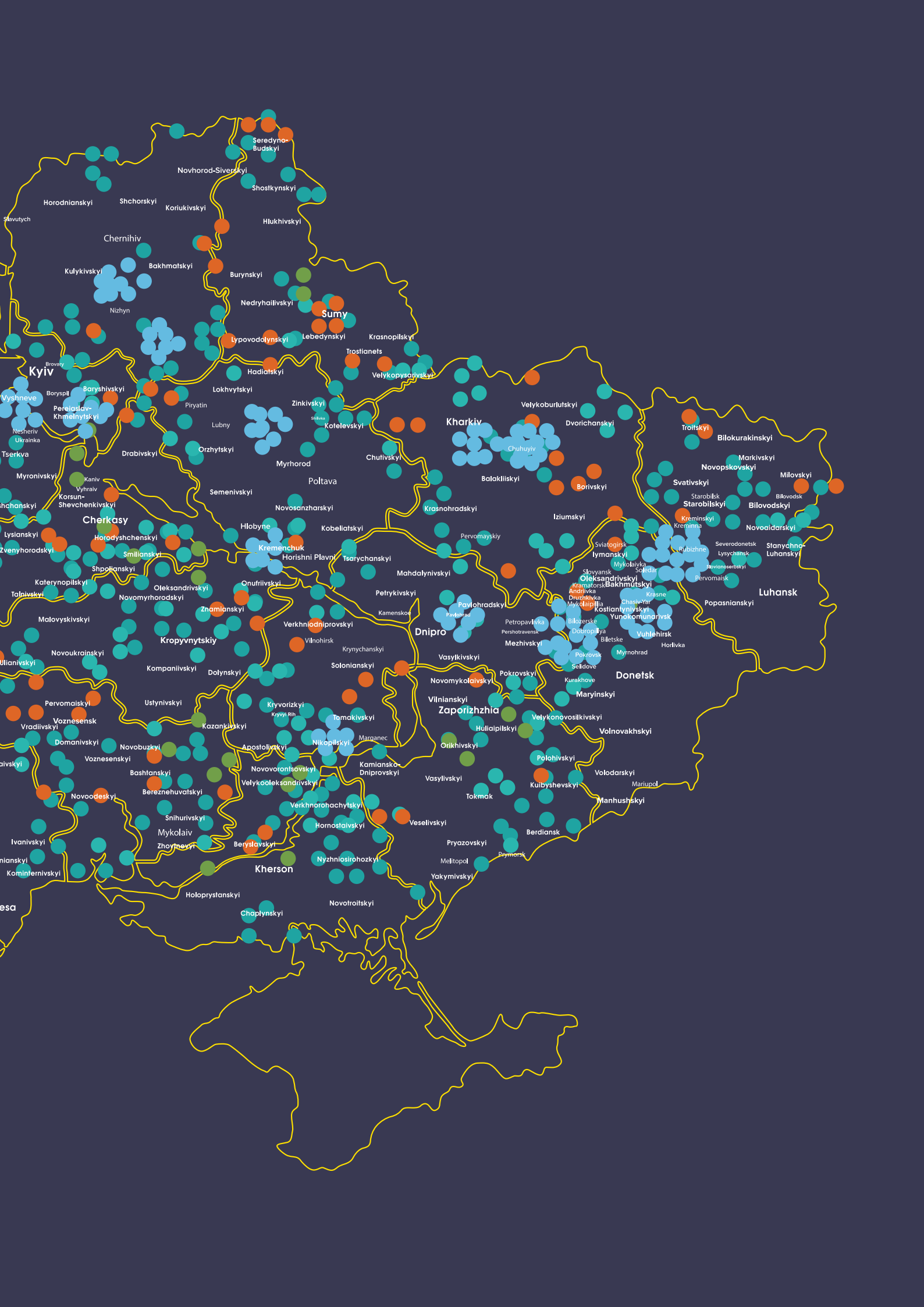
Urban development

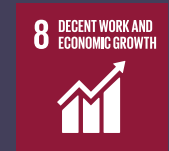
Total 568



Energy efficiency

Total 213



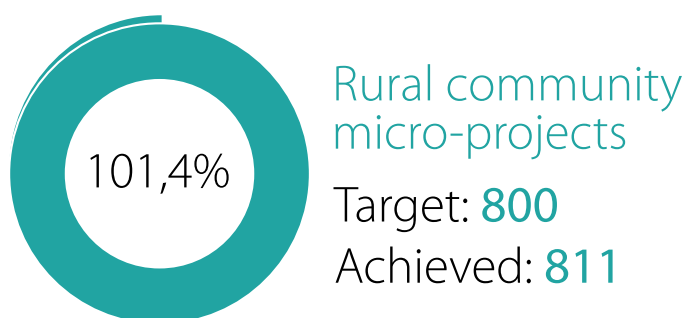


## 02

# Sustainable Socio-Economic Development at the Local Level

In its third phase, the CBA strengthened the capacity of regional and local authorities to practice participatory governance, and to roll out a community-based approach across the country. CBA III activities focused on rehabilitating basic social and communal infrastructure and encompassed improved delivery of key communal services at local level, including in the areas of health, energy efficiency, water supply and the environment.

The third phase nurtured the methodology of community-based local sustainable development that was introduced during CBA I and II. CBA III built on the experience, network and momentum of CBA I and II to deliver the 'wins' in project implementation at local level that were critical for Ukraine's wider decentralization process.



## 2.1. Establishing partnership

Establishing partnership at national and regional level began with the launch of CBA III on 20 May 2014 in Kyiv with the participation of the Ukrainian Government, the European Union, UNDP, oblast and rayon authorities, local councils, community organizations, the media and others. Regional launchings and signings of Memoranda of Understanding with regional authorities were held in September-November 2014.

During these regional launches, competitions were announced in each of the 24 oblasts for rayons to submit applications to participate in rural and/or urban components of CBA III. After the winners were identified, rayon-level launches were held in 201 rayons.

## 2.2. Local support structures

Supporting structures are one of the most important elements of the community-based approach to development. Key supporting structures include the community organizations (CO) at local level, Local/Municipal Development Forums (LDFs/MDFs) and Community Resource Centres at rayon level, and Regional Coordination Councils (RCCs) at oblast level.

Community Organizations (CO) were the backbone of the community-based approach. They took various legal forms: Bodies of Self-Organization of the Population (OSP), Associations of Co-Owners of Multi-Apartment Buildings (ACMB), or Agricultural Service Cooperatives (ASCs). The COs enabled community members to fulfil their potential through collective actions. It also made governance at local level more participatory. During CLA III, 807 community organizations were created, and legally registered. A total of 169,337 men and women from 323,117 households joined the COs as members.

Table I: Community organizations

Activity	Unit	2014	2015	2016	2017	Total
Community organizations formed	No	-	672	135	-	807
Participated households	No	6,201	266,762	50,154	-	323,117
Membership	No	2,374	133,521	33,442	-	169,337
Male	%	38	42.5	42	-	42
Female	%	62	57.5	58	-	58

Local/Municipal Development Forums were created at rayon/city level to facilitate dialogue, coordination, planning and decision making at local level between the oblast and rayon authorities and community organizations to promote community-driven local development. Local and Municipal Development Forums were established in each partner rayon and city. Between 2014 and 2017, 201 Local Development Forums were established in 201 rayons, and 27 Municipal Development Forums in 27 cities. To ensure the sustainability of the community-based approach to local development, each rayon created a community resource centre.

Regional Coordination Councils (RCCs) were created at regional level to coordinate and facilitate financing of micro-projects. They disseminated information about the CBA among officials, monitored CBA activities in their regions and provided consultations on strategic issues of micro project implementation. RCCs were created in each of 24 regions.

Community Resource Centres (CRCs) were established at rayon level by rayon councils and administrations. Their main role was to accumulate information about programmes, grants, competitions for communities to participate in, as well as knowledge about official procedures, rules and regulations. The CRCs were also intended to support non-CBA communities to conduct local development activities in line with the CBA methodology. Each CBA partner rayon established and ensured the functioning of a community resource centre. To support this initiative, the CBA conducted a competition among the CRCs. They were evaluated by 20 criteria, including level of activity and assignment of staffing positions. As a result, 63 CRCs in 24 regions were selected and each provided with office equipment costing UAH 22,000.

Table II: Support structures activity: RCC, LDF, MDF

	2014	2015	2016	2017	Total
RCCs established	4	20	-	-	24
No of RCC sittings	4	23	24	13	60
LDFs established	75	126	-	-	219
No of LDF sittings	-	417	464	121	1,002
MDFs established		16	11	-	27
No of MDF sittings	-	90	106	20	126

### 2.3. Building the capacity of local stakeholders (community members, civil servants and elected authorities) for community-based local development

Local communities, local authorities and other partners required capacity building support to be able to adopt and practice the approach promoted by the CBA. This capacity building included training for community members and local authority representatives, exposure visits, study tours, seminars and other activities to strengthen knowledge of local sustainable development.

During its third phase, the CBA Project organized and conducted 6,613 training events for more than 85,500 participants (56 per cent female, and 44 per cent male). Through these events, participants were trained in core skills on sustainable local development, the community-based approach, strategic planning, fiscal decentralization, the participatory planning process, innovative technology for energy saving, micro-project implementation process, and sustainable service delivery.



Table III: Training Organized (all components)

	2014	2015	2016	2017	Total
Number of training sessions	-	1,112	3,095	2,406	6,613
Participants	-	13,558	37,140	34,854	85,552
male	-	41	42	42	43
female	-	59	58	58	57

## 2.4. Implementation of the community-led micro-projects

The CBA methodology used the micro-project and grant awarding process as more than a project-based funding opportunity. Instead it was a tool to build the capacity of local authorities and communities to jointly plan and implement sustainable projects. The implementation process nurtured good governance and while also addressing critical global and national issues. The CBA supported implementation of local priorities – termed as ‘micro-projects’ – through small grants based on equity, feasibility, sustainability, and cost-sharing criteria. Micro-projects involved four steps: planning, approval, implementation, and sustainability arrangements.

Two types of micro-projects were used to support infrastructural objects – regular and replication: these envisaged different forms of cost sharing. Regular micro-projects were new initiatives implemented by COs with no or limited experience of CBA; under this type, 5 per cent of the total cost was provided by the CO, 45 per cent from the local budget (local, rayon and/or oblast) and 50 per cent by CBA. Micro-projects of the replication type were implemented by COs with significant experience of CBA in its previous phases and had implemented more than two initiatives; in such cases 5 per cent was provided by the CO, 30 per cent from the local budget and 65 per cent from the CBA.

### 2.4.1 Planning, prioritization and mainstreaming

Using a participatory planning process, community members identified problems in their communities, and prioritized them based on criteria such as intensity of need, feasibility, resource availability and sustainability. The discussion resulted in community development plans (CDPs), which were approved at village/city councils, and then debated and approved at the LDF before implementation.

### 2.4.2 Approval of micro-project proposals

Following approval of the plan by the LDF, a CO prepared a micro-project proposal and submitted it to the CBA central office for appraisal and approval. A typical proposal included a set of documents such as technical documentation, cost estimates with proposed cost-sharing, a commitment letter from stakeholders, protocols of decisions made at various points of time, the CO’s legal registration, bank confirmation, the micro-project proposal itself, the results of participatory assessment and/or maturity index, and a required sustainability mechanism. By design, the CO leaders and members went through a rigorous learning curve by handling this process while preparing technical documentation and a micro-project proposal.

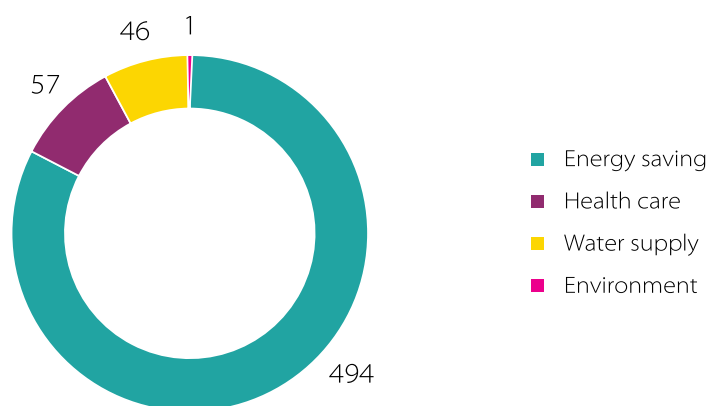
The CBA central office appraised the proposals submitted by COs through Oblast Implementation Units and approved them, if they met the requirements. The micro-projects that met the formal criteria were submitted to the UNDP Country Office for approval, after which implementation of the projects began.

### 2.4.3 Implementation of micro-projects

During CBA III, 811 micro projects were approved and implemented: 598 of these supported infrastructural social objects and 213 micro projects supported energy efficiency.

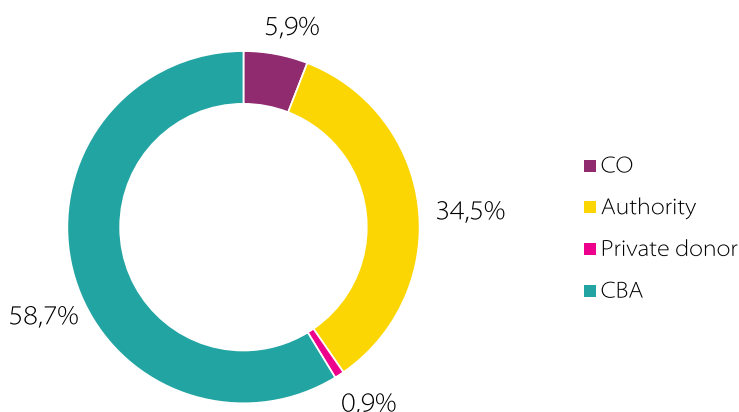
The infrastructural social objects projects concentrated on energy saving (windows, doors, roof replacement, modernizing heating systems and street lighting), healthcare (purchasing medical equipment), water supply (repairing and modernizing water supply and sewage systems), and the environment (refuse disposal arrangements). More than 719,000 people (45 per cent men and 55 per cent women) benefited from these micro-projects. The number of micro-projects implemented by type is given in Chart I. Details by region are given in Annex II.

Chart - I: Micro projects by typology (numbers)



The total cost of the implemented micro-projects was UAH 192.3 million (approximately USD7.52 million<sup>1</sup>). Following the community-based methodology, this cost was shared between the COs (5.9 per cent), local authorities (34.5 per cent), private donors (0.9 per cent) and the EU/UNDP (58.7 per cent) (see Chart II).

Chart - II: Cost-sharing distribution



CBA III paid particular attention to energy efficiency and the use of innovative technologies. The overall objective of the Energy Efficiency component was to enhance local capacity by enabling citizens and local authorities to learn about energy-efficient technologies and how to use them to solve energy problems in a sustainable way. This was achieved by supporting micro projects using innovative technologies and renewable energy sources, and through awareness raising campaigns.

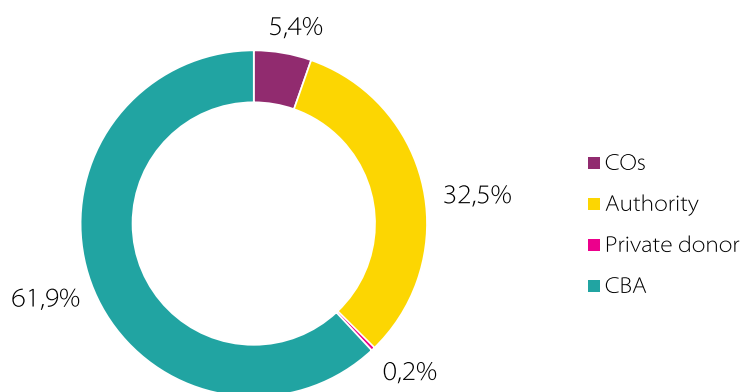
<sup>1</sup> 1 USD = 25.55 UAH (exchange rate as of September 2017).

Between 2014 and 2017, 213 micro-projects on energy efficiency were approved and implemented in rural areas. In total, 239,941 men and women benefited directly or indirectly from the micro-projects, which included, for example, improvement of heating systems through the use of solar boilers and pyrolysis boilers.

Since micro-projects using innovative technologies and renewable energy sources were more complicated and costly than regular energy saving projects, the EU/UNDP's proportion in cost sharing was significantly bigger than in micro projects in other components. Thus, the cost-sharing scheme was 5 per cent CO, 20 per cent local budget, and 75 per cent CBA.

The total cost of the implemented projects was UAH 79.6 million (USD 3.11 million). Of this, 5.4 per cent was provided by the COs, 32.5 per cent by local authorities and 61.9 per cent by EU/UNDP.

Chart - III: Cost-sharing distribution



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#### 2.4.4 Raising public awareness on energy efficiency

The direct results of the energy efficient measures included significant reductions in energy bills, improved health, and better learning environments. Following implementation of the energy efficient initiatives, indoor temperatures in the objects significantly improved. Following the implementation of the micro projects, various activities were undertaken to raise public awareness of energy efficiency. During these events, the CBA communities and local authorities were again informed about the need to increase energy efficiency and how to do it. Between 2014 and 2017, the awareness raising campaign reached more than 12,000 members of community organizations and local authorities to ensure increase public awareness of energy efficiency at local level.



## Time for change: Energy efficiency initiative melts the scepticism of a village community in Rivne oblast

Ivanna Melnyk, a nurse at a general family medicine clinic in Knyahynyn village, Rivne oblast, steps into her workroom. It's so nice to be inside, sheltered from winter's cold blow. Ivanna is still getting used to the changes at her workplace.

Last winter she would be chilled to the bone by the very thought of spending another day in the clinic. Cold rooms, no warm water in the tap, broken toilets, and patients freezing in the corridors.

"Now the temperature is kept at 19-22 degrees Celsius in all rooms. In the past, it hardly reached 10-15 degrees. Our patients can wait comfortably in the warm corridors and use the hygienic rooms. With the new windows installed, warmth is kept in and family doctors can examine patients thoroughly without being afraid of making them cold." Ivanna also tells that after the repairs the rooms look much

brighter and more homely. It took one community initiative and UNDP/EU support to put these changes into motion.

Under the CBA project, the old wooden windows and doors in Knyahynyn clinic were replaced with energy saving ones; and an electric boiler and ceramic heating plates were installed. What is no less important is that outside drainage system was reconstructed and non-functional hygienic facilities repaired. A run-down clinic building that was never refurbished since it was built 25 years ago, finally received a makeover.

The villagers don't hide their surprise at the high-quality refurbishment. "We are absolutely thrilled. Who would expect that in half a year our village clinic would change so much? It's no longer a problem to wait for consultations in the corridor because it's always warm inside. We are happy that our 14 doctors and nurses, all

of them women, are no longer freezing, and neither are we.”

Ivanna the nurse explains that energy efficiency measures in the clinic immediately improved the quality of treatment provided. The patients staying in the day-patient department can rest after procedures in warm cosy rooms. “We no longer need to cover them with two or three blankets. The medical staff can wash their hands with warm water after the procedures and examinations. The midwife’s room is also warm and warm water is available, so women can get prepared before examination. The conditions in the laboratory have also improved. Now we can clean instruments and lab dishes with warm water”.

Mothers of small patients have also felt the benefits of this community initiative. Now they can safely undress their children for anthropometric measurements, injections and examinations. Larysa Stepanyuk, a mother of three, appreciates the difference. “My youngest is 11 months old. Every month we come here for regular baby check-ups. Even though it’s winter

now, I don’t worry when I need to undress my child for examination, weighting or measurement. The nurse says she can now measure my child’s weight more precisely. I don’t even want to think about the conditions in which my older children were examined and treated. Now it’s really nice to enter the clinic from the street. In the past it seemed like there was no real difference in the temperature outside and inside.”

The clinic’s staff have also discovered extra benefits of the project: after winterization of the premises with a total space of 850 m<sup>2</sup>, it will be possible to save some 32,000 hryvnias during the heating period.

Success of the joint initiative put the village community in a proactive mood. Ivanna says that the village community decided to further boost medical services. “At the meeting we decided to buy a new dental unit for the clinic. The one we are using now is far too outdated. We have already collected almost 20,000 hryvnias. Our project is not over, there are still things to improve.”





## Rays of light – for the village

The village of Novyy Korets in Korets rayon (Rivne oblast), a community in the third phase of its cooperation with CBA, focused on its street lighting network. When there are lights on in a house, it is cosy and comfortable inside. The same is true for streets – when there are lights in the evening and night, everyone feels safe, without any special fear for relatives and loved ones who are not yet home. The village is located near the motorway, so the number of accidents that occurred here when there were no lights was quite high. Now, thanks to CBA, all the streets of the village are illuminated with LED lamps that do not pose any danger for the environment. This area of the motorway used not to be illuminated at all, as in recent years nobody bothered to repair lights. And the motorway was becoming quite overgrown. Therefore, before installation of the lights the part of the motorway going through the village was cleared of trees and branches. Then a self-insulated wire was attached. Only after this, did work start on installing 76 LED lights.

Following this work, the number of accidents on the road at night fell. In addition, there have been economic benefits because the lamps last longer and so do not need replaced frequently. Furthermore the load on the cable lines has gone down, and maintenance of the lights has become cheaper because of their long life. The village residents are highly satisfied with lighting returning to their village. Now they are not afraid to go even in the dark evenings to the shop or to buy medicines, or for some other business. But the most important outcome of the initiative is a strong united community and people capable to address their needs by themselves.





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# 03

# Rural Economic Development (RED)

The rural economic development (RED) component promoted the establishment of non-profit multi-functional agricultural service cooperatives (ASCs) to create employment and income opportunities in rural areas. The CBA II pilot showed promising results and proved that there was a demand for more of the CBA III type cooperatives in the regions. Training, advisory services and small grants were provided to rural communities willing to establish cooperatives to support small economic initiatives.





### 3.1 Area selection

CBA III expanded the RED component from eight regions (in the CBA II) to 12, demonstrating how effective CBA-type cooperatives are at reducing unemployment and poverty in rural Ukraine. In addition, a CBA III awareness-raising campaign was conducted at each level of intervention. The campaign promoted forming community cooperatives, through launch events at oblast level, distribution of leaflets, and dissemination through local media and partner websites. The awareness agenda included the results achieved by CBA II in the eight pilot regions, information on the support that CBA III could provide, the potential for improving rural incomes and employment through cooperation, and the terms of partnership. Twelve oblasts, 26 rayons, and 47 communities were competitively selected to participate in this component.

### 3.2 Cooperative development

In the selected communities, members of the target households were mobilized to form multi-functional non-profit agricultural service cooperatives under the current legislative framework and registration procedure. The CBA supported the ASC members to develop appropriate statutes and internal rules, create management boards and executive bodies, and to register.

The CBA III provided logistical support to ASCs and assisted them to establish and manage information centres that allowed ASC members to receive the latest information on production and processing technologies, and marketing. The CBA promoted ASC cooperation with village councils, rayon authorities and private firms (such as dairy plants, and fruit and vegetable processing plants). This cooperation allowed the ASCs to build additional capacity for mobilizing organizational, financial and technical support in the future.

Quote from a  
Beneficiary

*“How do you build and manage a cooperative? It’s easy – everyone has to work hard!” says Viacheslav Hotsyk, the head of Vynohradar cooperative. Though the recipe seems easy, it conceals many challenges. Rural Ukrainian communities usually struggle with poverty, not necessarily due to a lack of resources or desire, but because of informational isolation. People don’t know how to start and are afraid to fail. These very fears were widespread among the villagers of Novomykolaivka back in April 2015, when they decided to participate in the CBA.*

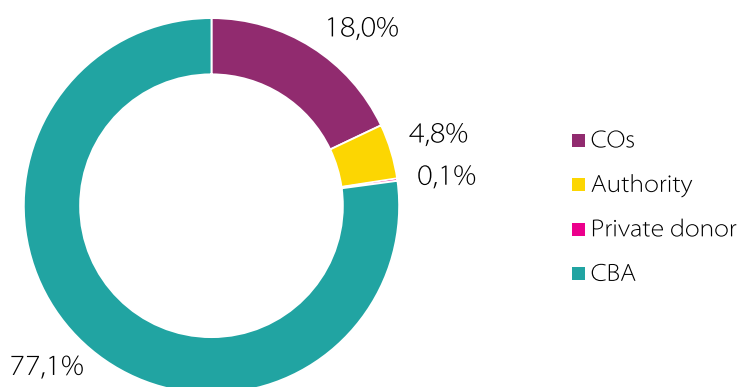
*“Only when we went on our first exposure visit to a neighboring village to see how they work did we realize that a cooperative is not about money, equipment or resources, but about people and how they organize their work.” Vynohradar members went on a series of field trips before they began. Today they are hosting delegations from different regions of Ukraine to show others how to build strong cooperatives. “We are always happy to share what we know. Two years ago, we were also riding with training wheels. We don’t want others to make the same mistakes.”*

### 3.3 Micro-project implementation

Each economic development activity under the RED component was implemented by a functional group within the cooperative. Following the CBA methodology, each project cooperative establishes a 'functional group' consisting of the head, treasurer, secretary and additional stakeholders. This encourages ownership at individual level, as all cooperative members to some degree are involved in managing certain activities. With CBA guidance and training, the functional group developed business plans and technical documentation. The ASCs submitted micro-project proposals with required documents and evidences of availability of funds to the CBA office. The CBA provided grants by direct transfer to the ASCs' accounts, while support from local authorities and other sponsors could be in the form of parallel funding or direct funding.

Since 2014, 137 micro-projects have been approved and implemented, most of which are devoted to service provision (land cultivation) and gardening. The total cost of the micro-projects is UAH 54.9 million (approximately USD 2.14 million). Of this, 18.1 per cent was collected by the COs, 4.4 per cent was provided from local budgets, 77.1 per cent by the CBA Project, and 0.1 per cent by private sponsors. In total, 40,964 men, women and children benefited directly or indirectly from 137 micro-projects.

Approved micro-projects: cost-sharing



Creation and development of cooperatives increases the sustainability of Ukrainian rural communities, providing them with income opportunities, new marketing possibilities, and the ability to obtain new machinery and equipment. The CBA also assisted ASCs to identify economic activities that would enhance employment and income for the target households directly or indirectly (by improving economic infrastructure in the area).



*"I was born here in Vynogradne. This is my homeland, my community, my family. I was born with a love for the soil, and I always knew I wanted to be a farmer. In 1989, when I had just turned 15 I applied to the Agrarian Lyceum to become a tractor driver, and when I came back it was already a different country. We were all by ourselves: no equipment, no money to buy it, and no enthusiasm. For a long time a village farmer was a synonym of poverty. When UNDP approached us to establish a cooperative we were so sceptical. Everything changed when we went to Chervony Promin village in Mykolaiv oblast. There we came across the community-established Zhmenka cooperative, based on the CBA methodology. This trip changed our mindset. They showed us what happens when people and local authorities listen to each other and have common goals. So we said 'Yes, we want this too'. Now just look at us! We have equipment, we have a Tech-Information Centre (which coordinates cooperative work-flow), and we have fully implemented our business plan. This cooperative also unlocked my leadership skills: people follow me and heed my advice. We all feel more empowered. I have three children and I hope they will continue our business." (Ivan Postolov, Head of Vynogradne cooperative)*

## CBA-backed mushroom start-up in Carpathian village goes successful

Even the very first community initiative can turn out to be a real success, as the experience of Putyla settlement in Chernivtsi oblast shows. A year ago, the local community, residing in the Carpathian Mountains, came up with an initiative to create an agricultural cooperative.

“Forest mushrooms and berries are the main source of income in Carpathian villages. Another option is crafting hand-made souvenirs. It is very difficult to find other work here”, explains Serhiy Teren, head of the newly created Dary Hutsulshchyny agricultural cooperative.

Serhiy and his fellow villagers used to collect mushrooms and berries and sell them at

the market in Chernivtsi city. Sometimes they sold it to retailers; however, they would receive meagre payments. That is why they started looking for opportunities to selling their ecological products for a decent price without standing for hours at the market. The best solution turned out to be to lend a supporting hand to each other and create an agricultural cooperative.

Once the idea was conceived, 33 residents of Putyla and neighbouring villages volunteered to join the cooperative. With CBA support, they purchased what they needed to launch their eco-business, including a blast freezer, a drying chamber, a mushroom slicer, scales, containers for collecting





and storing mushrooms and berries, and a freezing chamber for production storage. USD 25,000 was allocated by the CBA and USD 5,000 contributed by the community.

Members of the cooperative regulate their workload individually. "There are no strict requirements for the quantity of mushrooms that each person should collect. It depends on how hardworking you are. One person can collect anywhere from 100 kilos to one tonne in one season."

Even though it is a seasonal business – the berry season starts in June and the mushrooms are collected from August – the cooperative members can sell their products all year round. They sold their first mushroom harvest through the internet and started receiving orders from different cities. Seeing

the increasing consumer interest, they decided to offer their products to a supermarket and, sure enough, a manager was instantly interested in this exclusive offer, with summer boletus and chanterelles as their speciality.

In addition to mushroom and berries, the cooperative also produces popular Carpathian herbal teas. All the products are sold under their trademark "Dary Hutsulshyny" (Gifts of Hutsulshyna). They also presented their products at the Polonynska Vatra traditional festival in May 2016.

Recently the cooperative has started negotiating with foreign companies, with the intention of supplying produce to eco-shops in neighbouring EU countries. Production is growing and economic opportunities are growing in parallel.



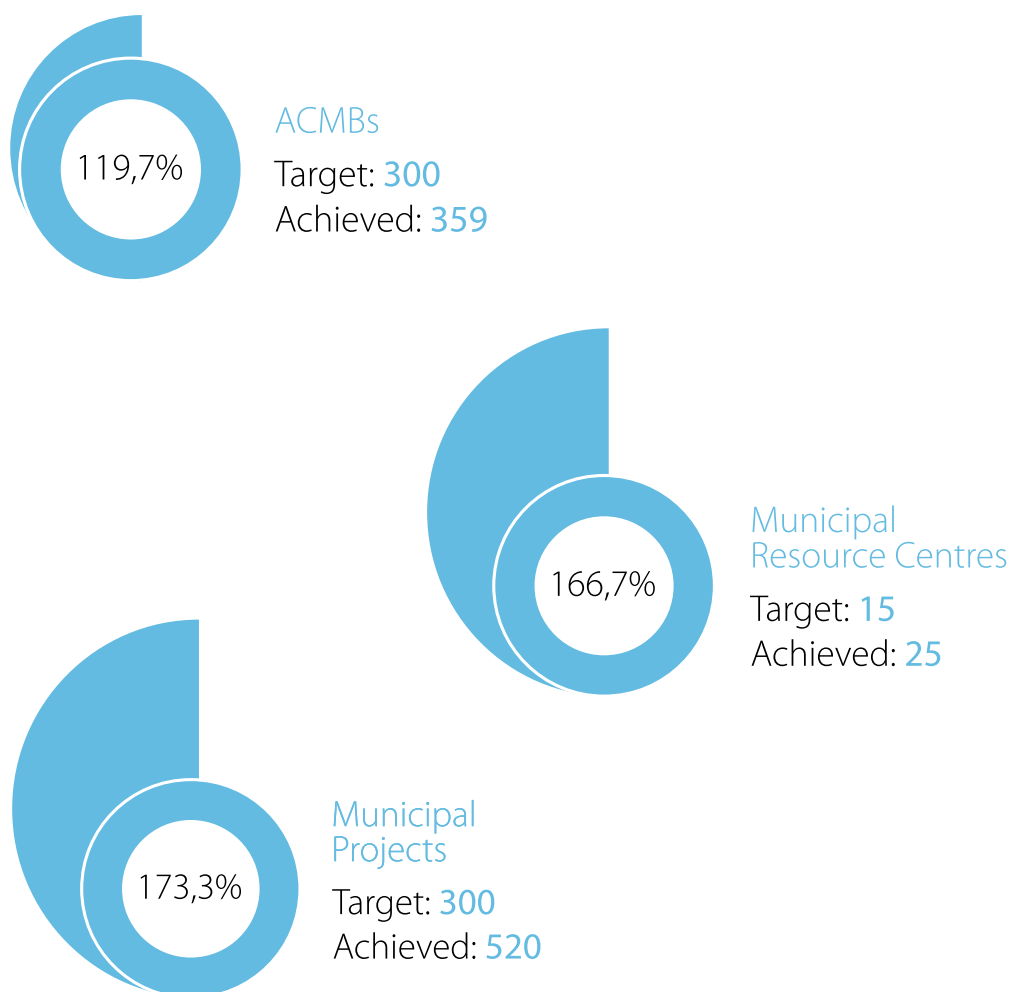
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# 04

# Urban

# Development

In CBA Phase III, the mobilization methodology has been successfully applied in urban areas, often triggered by interest in rural projects nearby. Involvement of cities proved to be essential to create successful cases for easier dissemination and replication of good community mobilization practices. The community mobilization process was applied to housing services, particularly to promote joint management of multi-apartment buildings, via Associations of Co-Owners of Multi-Apartment Buildings (ACMBs). The CBA III helped communities of multi-apartment buildings to organize into ACMBs or develop existing associations, prepare development plans and receive grants to implement community micro-projects.



#### 4.1 Developing partnerships with local government

In its third phase, the CBA Project introduced a new component, widening its activity to urban areas. Twelve regions were selected for the implementation of micro-projects in small and medium size cities with populations of up to 150,000 citizens. On the selection of partner cities, UNDP signed Memorandums of Understanding (MoU) with city councils to set out the responsibilities of each party. Seventy five cities applied to participate in the urban component of the CBA Project. After analysis and ranking, 25 cities were selected for participation.

#### 4.2. Capacity Development

To ensure appropriate and smooth preparation and implementation of the micro-projects, a series of training events was organized and conducted for ACMBs and community organization members, as well as representatives of municipal councils. Topics at the training sessions included the following: ACMB establishment and management, preparation of a micro-project proposal, implementation of a micro-project, financial management and reporting, and public audit. Since 2014, 9,313 participants (of whom 41 per cent are men and 59 per cent women) have taken part in the training programmes (1,207 in total) and enhanced their skills for establishing ACMBs and managing micro-projects.

### 4.3. Support Structures

To facilitate implementation of the micro-projects, a Municipal Development Forum (MDF) was created in each participating city. The MDF is chaired by the city mayor/deputy mayor in charge of municipal finances and/or the housing and communal sector. The MDFs also include representatives of the municipal councils and municipal utility companies. It is responsible for decision making, including approving the micro-project proposals submitted by ACMBs, reviewing implementation, monitoring, and supporting interaction between ACMBs and utility companies. Between 2014 and 2017, 126 sittings of the MDFs were conducted. To ensure sustainability of the community-based methodology in the cities, each of the 25 established municipal resource centres. These resource centres support the ACMBs in these areas to carry out their local development initiatives.

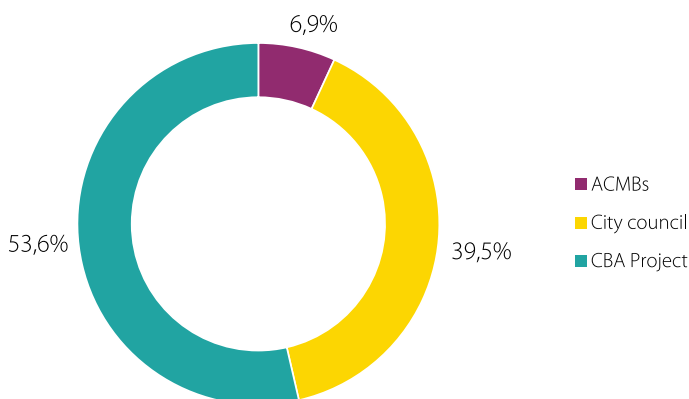
### 4.4. Comprehensive technical solutions

The CBA uses a comprehensive approach to sustainably introduce deep retrofitting measures into multi-apartment buildings. This encompasses a package of measures recommended by an energy audit, which is carried out for each particular building to be renovated. Comprehensive technical solutions were developed as an optimal package of measures both for simple renovation and energy efficiency retrofitting in five partner cities. The suggested package aims to find a cost-benefit balance between improved living conditions, extended life of the building, improved safety of habitation and increased energy efficiency.

### 4.5. Micro-project support

Under this component, grants were available for two general types of micro-projects: 1) simple renovation, and 2) comprehensive technical solutions (deep retrofitting for energy efficiency in combination with necessary capital repairs), both on the conditions of cost sharing. All the micro-project proposals submitted by the ACMBs were reviewed by engineers and community mobilization specialists, as well as by CBA specialists, and were appraised by the CBA III selection committee. Throughout CBA implementation, the ACMBs received technical and advisory support for renovation work; support with financing; and mediation between ACMBs and other institutions involved in the process, including local authorities, utility companies, banks and construction companies. During three years of the CBA III, 520 micro-projects (nine of which specifically targeted comprehensive technical solutions) were implemented by 359 ACMBs and 66 community organizations. The total budget of these projects was UAH 201.1 million (approximately USD 7.14 million), provided by ACMBs (6.2 per cent), local authorities (43.4 per cent), and the CBA Project (50.4 per cent). More than 929.000 people benefited from these projects.

Cost-sharing of the micro-projects





Thanks to these micro-projects, the infrastructure and systems in the multi-apartment buildings (common property of the apartment owners and non-residential properties) have been reconstructed in an energy efficient manner. Most of the micro-projects in this component included insulation, including front insulation of buildings, replacing old windows and doors with energy efficient versions, and roof repairs.

#### 4.6. Public awareness campaigns: promoting urban development

Activities within the urban component included not only micro-project implementation, but also conducting information campaigns to promote urban development and ACMBs as a progressive form of management of multi-apartment buildings. A series of campaigns began in 2015. These campaigns raised awareness of the scope of the problems in the housing sector, helped to boost the motivation of homeowners to renovate their buildings, and gave information about the opportunities that various programmes propose.





## Pro-active residents of an old building in Uzhgorod won the CBA grant to warm up their homes during winter season

The members of the Druzhba Association of Co-owners of Multi-apartment Buildings (ACMB) from Uzhgorod are not new to joint initiatives. The ACMB unites 125 co-owners of 65 apartments, and they have already done a lot to improve their building and the adjacent area. For the past five years the multi-story building has been renovated thanks to the inhabitants' efforts, including roof waterproofing, replacing worn-out water pipes with plastic steel pipes, street lightning, installation of energy meters, repair of the stairwells at the entrances, reconstruction

of a children's playground, and arranging refuse collection.

However, there are always things to improve and renovate about the building, which was constructed 38 years ago when energy saving was not on the agenda. Therefore, in June 2015 the ACMB applied for a grant from the CBA for its winterization mini-project to save energy. The windows and doors in the building are old and worn out: wood has rotted and decayed in many places, and window and door frames in the entrance halls and



basement lost shape and let in cold air. As there was no central heating in the building, this led to low temperatures not only in common spaces but also in the apartments. Due to this, inhabitants often fell ill during the winter. The only way to save energy was to replace the old wooden windows and doors in the common spaces.

Thanks to the CBA co-financing scheme, the inhabitants had a chance to implement their winterization plan. As a result, 64 windows and 11 doors in common spaces were dismantled and replaced with new ones; and the surfaces of window and door slopes were covered with plaster and then with liquid flux and silicate mud. The inhabitants made sure to collect and remove

construction waste from the entrance halls, basements and technical stores of the building, and tidied up the area near the building.

Inhabitants of the house are grateful to the CBA and to the city council for supporting their project and improving energy saving in their building. Volodymyr Burkalo, the Druzhba ACMB Head stated: "There are many pensioners living in our building and many of them cannot afford costly repairs. At the same time, we understand that the building is pretty old and needs renovation. Window replacement was particularly timely because this year heating costs skyrocketed. So we really wanted to make sure that the house was properly heated and no resources wasted."



## Back Into Shape: Renovated Sport Gym In Chuguiv School 2 Welcomes Children

Semen is only 12, but he already has a red belt in aikido. For more than six years he has been training hard to reach this. He goes to the sport gym at Chuguiv School 2 (Kharkiv oblast) several times a week for aikido training with other children – Denis, Zhenia and Sonia. For them these sport classes at school became a very important part of their lives. Here they learn not only how to strike or to fall properly, but also how to build friendship, trust and self-confidence. “Most of all I like the thrill of the contest which appears during the competitions. It also teaches me to never give up or give in despite all the challenges in my life,” says Semen. Though Sonia is the only girl in the team, the boys treat her

equally and always support her during competitions: “I like aikido, it helps me to feel more empowered,” she says.

There have been aikido classes at the school for quite a long time, but until 2015, every winter was a time of great challenges for the sport club and for the school in general. All Ukrainian sport gyms at schools face the same problem: because of old big windows they are always cold in winter. In Chuguiv School 2 the problem remained unresolved for decades, because replacing the old windows was too pricey for the school’s management.

Usually children love sports classes, but not when the gym is an icehouse, says school principal Natalia Salivon. Sport



activities in cold premise could lead to colds and other health problems, but cancelling classes was not an option either. So the school management and parents realized that they should work together to do something about this.

At the end of October 2015, parents and local activists created the Batkivska Turbota (Parental Care) community organization and developed a micro-project to renovate the school's gym. The CBA supported the initiative and it began. It took half a year of intense work to make their dream come true, but it was worth it! A refurbished roof, thermo-modernized walls, new windows, warm light in the sport gym and happy children all became possible thanks to the proactive community, local authorities and school management. The total cost of the project was about UAH 500,000, of which the community raised

about UAH 30,000 and local authorities provided more than UAH 300,000. The rest was provided by the CBA.

“Cost sharing helped us all to feel involved. Parents, and especially children, realized their ownership. Every child in the school knew that his or her family also contributed to the renovation, so now they treat school property more carefully”, says Larysa Milchenko, head of the Batkivska Turbota community organization.

Of course, the most significant outcome of the renovations was the children's desire to take sport classes beyond compulsory programme. New sport clubs appeared, including volleyball, sport dance and other classes. Semen and his team members also felt the difference. Practicing aikido in a warm light sports gym is much more fun! They hope that now more children will join them and they will become a strong winning team.

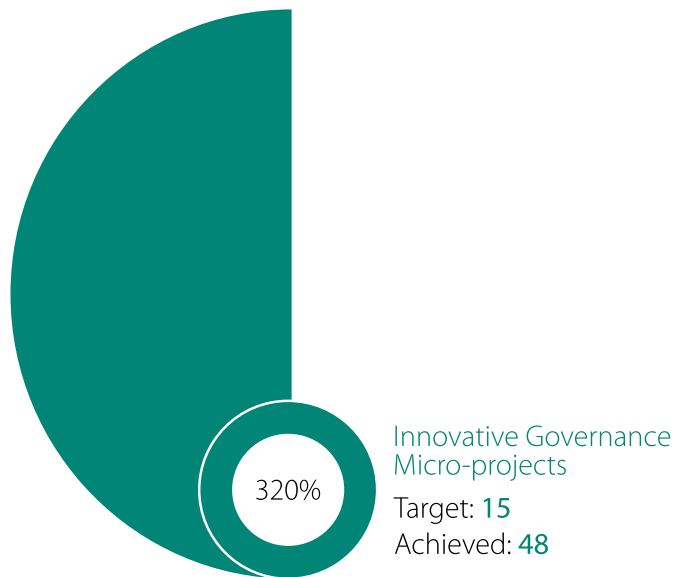


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# 05

# Innovative Governance

CBA III continued to promote community-led development by supporting municipal governments specifically by raising awareness among municipal councils and administrations about the best innovative governance practices and technologies. Social accountability mechanisms, forms of participatory decision-making and innovative ways to provide and monitor public service provision to the population exercised by local governments will help to ensure the sustainability of community-led development.



### 5.1 Innovative governance in communities

Efforts to promote community-led development in cities was further enhanced by additional support provided to municipal governments through the innovative governance component to identify and use innovative technologies at local level and improve the population's living standards. Empowered communities demanded new forms of interaction with local government. Momentum is maintained through by local governments utilizing social accountability mechanisms, participatory decision-making, and innovative ways of providing and monitoring public services for the population, thereby ensuring the sustainability of community-led development.

The CBA also encouraged knowledge sharing and the instilling of a common understanding among governance actors of the innovative strategies and tools that Ukraine's municipalities can adopt to enhance citizens' participation in decision-making at local level. At policy level, the CBA promoted development of local e-governance and will ultimately contribute to local self-government reform.

With a focus on smart cities approach, the CBA's innovative governance component offered cities with different levels of governance capacity the opportunity to apply innovative models and smart technologies relevant to the city context. Support for municipal initiatives aimed to further instil the norms of the community-based approach to increase the efficiency, transparency, and accountability of local institutions. It enhanced access to information and provision of basic services to the overall population, in particular the poor and most vulnerable; and promoted participation, particularly of the poor, women and youth in decision and policy making processes.

## 5.2 Selection of partner cities and approval of micro-projects

In general, the CBA worked with the three major groups of cities: cities with limited experience in citizens' engagement practices, but with a general positive notion to innovation and commitment to improve the provision of public services; cities with basic innovations to municipal governance in place; and two "mentor cities" (Voznesensk and Ivano-Frankivsk) with advanced municipal participatory governance practices which provided mentoring and advisory support to other partner municipalities.

Following the Call for Applications, the Selection Committee selected 27 cities from 13 oblasts through a transparent and competitive process. In total 60 applications were received, from 25 partner cities and two mentor cities.

Within the CBA lifespan a total of 48 micro-projects were approved and successfully implemented in the innovative governance area, with a total budget of USD 1.23 million. Of this, USD 857,273 was provided by the CBA and USD 364,197 by municipalities. In total, 1.6 million people (770,000 women, 660,000 men and 170,000 children) benefited from the innovative micro-projects, which contributed to positive changes in the following areas:

- + Enhanced transparency and accountability of local municipal authorities (such as projects on "smart Rada", open budgets and information city portals);
- + Improved public services delivery (introduction of e-offices for city residents, e-medicine projects);
- + Creation of a comfortable city (such as video surveillance and monitoring in public spaces, "smart and safe school" project, e-tourism services, interactive city maps, "smart bus-stops", Wi-Fi access points.

Pre-existing smart practices of innovative governance in selected municipalities were mapped, analysed and documented, with a special focus on advanced models and technologies supporting local governmental institutions to provide information, deliver better public services and foster public participation in governance and policy-making processes, especially for the most vulnerable.

The basic principles and procedures of the CBA Project were followed throughout all the stages of implementation. These included establishing partnerships with city authorities to implement ideas, and facilitating dialogue and training to develop the organizational capacity of the local communities responsible for implementing the micro-projects. The CBA grants were released directly to the local community organizations whilst the local partners provided their funding either via parallel funding or through the COs.





## Introducing Smart Cities Technologies in Pereyaslav-Khmelnysky

Many larger municipalities across the world have embraced the “smart cities” concept in recent years, and municipalities in Ukraine are not an exception. The idea of introducing smart technologies to make life easier and more efficient in urban areas is becoming increasingly popular. Intensified decentralization and urbanization, and increased access to information have led to a surge in demand for innovative technologies. It is easier to introduce smart technologies in larger cities: small urban communities find it more challenging because of limited resources and access to information. This was the case of Pereyaslav-Khmelnysky, a small city in Kyiv oblast. Though only 80 kilometres from Kyiv, the city never enjoyed the same benefits as the capital. The municipality was always interested in making the life of its citizens easier and looked for opportunities to improve local self-governance. In 2015, when the city became a CBA partner and began participating in the urban development component, it also learned about the Innovative Governance component of the Project and decided to participate.

“It is always hard to start something new. ‘Smart cities’ technologies appear very creative, innovative, and – because of this – very complicated. At the same time, we were very much aware that we need to start reforming our self-governance system, to make it more open, transparent and useful for the community. We felt that our people were also ready for the changes and wanted them as much as we did. So we swung into action and started to brainstorm about the types of smart service we want and need to integrate as a priority,” said Natalia Ustych, Head of the Economic Department of Pereyaslav-Khmelnysky City Council.

The first smart service launched in Pereyaslav-Khmelnysky was an interactive map of the city [map](http://phm.gov.ua). <http://phm.gov.ua>. This platform became a practical tool not only for local authorities but for all citizens. Now they can use the map to look at the land register, or find business premises, advertising spaces, social and cultural objects, transport routes, and many other things.

The city council went further and, during the second round of micro-projects, implemented a project to install interactive bus stops. “Our aim was to make the life of our citizens easier. Improving public transportation infrastructure in the city was one of the ways to reach everyone in our city”, said Natalia.





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# 06

# Knowledge Management

The knowledge management component of the CBA was intended to document, systematize and disseminate experience gained in the area of community-based local sustainable development. This was done through the Knowledge Management Hub (KMH) and through curricula for specific courses of higher education. The CBA III has strengthened the KMH as a means of knowledge exchange, and a platform for broader policy discussions and involvement of all stakeholders in the policy dialogue.



### 6.1 Knowledge management hub as part of the CBA methodology

CBA activities within this component began in 2012 when partnership was established with the Ukrainian Association of District and Rayon Councils (UADRC) and the Knowledge Management Hub (KMH) was created to serve as the National Resource Centre for Sustainable Local Development. The KMH's main objective was to document, systematize, and disseminate knowledge about the methodology and best practices of the community-based approach, making it available for actual and potential partners. Within the project's third phase, KMH populated its web portal [rozvytok.in.ua](http://rozvytok.in.ua) with an up-to-date legislative library, and facilitated virtual dialogues with users (oblast, rayon, and local officials) on legal issues, including how to improve national legislation on local self-government.

During its third phase, striving to bring policy solutions from the grass-root level, the CBA strengthened its cooperation with UADRC, and expanded its knowledge management activities by establishing partnership with the Association of Village and Settlement Councils (UAVSC) with the overall goal of building UAVSC capacity as a centre for national-level policy advice and to build the capacity of its members.

In order to support the KMH activities, the CBA signed two grant agreements with UAVSC (for 2015 and 2016) for a total sum of USD 107,300, of which the CBA contribution was 80 per cent (USD 80,900) to make the KMH web-portal more useful. This was done by improving the structure of its database and populating it further;

developing human resources for exchanging knowledge on community-based local development; online networking and grassroots-based policy recommendations.

Overall, the joint CBA/UAVSC activities had significant results. A special Knowledge Portal was developed as a local governance information network for village and settlement councils in Ukraine, linking practitioners, professionals and policy makers in the field of participatory governance and community-based development. The Knowledge Portal facilitated virtual and face-to-face sharing between community members, community organizations, village and settlement authorities, development organizations, civil society, academia and donors. The UAVSC also created a special online distance learning system with 10 online courses (four in 2015 and six in 2016) to enhance the capacity of its subscribers for decentralized governance (in total 2,408 people have taken these courses). The total budget for these activities was USD 96,800 (for 2015 and 2016), of which the CBA provided 80 per cent (USD 77,500).

## 6.2. Raising public awareness and policy making

With CBA support, KMH assisted with the improvement of national legislation to bring it into line with the principles of the European Charter of Local Self-Governance, Including subsidiarity, guarantee of financial capacity, and autonomy of local self-governance. The KMH expert team made 12 policy recommendations to improve legislation for local governments (nine of which were adopted at first reading). In addition, five national round tables were held on local self-governance reform and territorial organization of power with the participation of national and local self-government bodies and their associations.

During its cooperation with CBA III, the KMH experts prepared 42 policy recommendations for amendments to legislation, namely the Law "On Voluntary Amalgamation of Territorial Communities", the draft Law "On Local Elections", the Law "On Prevention of Corruption" and others (*see Annex VI "List of Policy Recommendations and Laws"*).

With CBA support, the Ukrainian Association of District and Regional Authorities provided expert and analytical assistance to the Government to prepare policies on local self-governance, local and regional development, division of responsibility by tier of government, and associated financial and administrative issues in accordance with the Concept of Reform of Local-Self-Government and Territorial Organization of Government in Ukraine.

## 6.3. Curriculum development

The CBA III supported academic institutions with curriculum development and teaching on community-based local sustainable development. The overall goal of the CBA's curriculum development component is to synthesize the practical experience acquired during CBA's work on sustainable local development involving communities with the theoretical knowledge of academic institutions. Overall, the CBA's curriculum development component was tasked with introducing a community-based approach into university

Quote from a  
Beneficiary

*"Did you know that on average a person produces 200 kg of waste a year? The more we consume, the more we produce rubbish. Sorting rubbish is one of the ways we can improve things. Today, for Sustainable Development Week, our students went to the streets of their city to teach people how to sort their waste. Young people,*

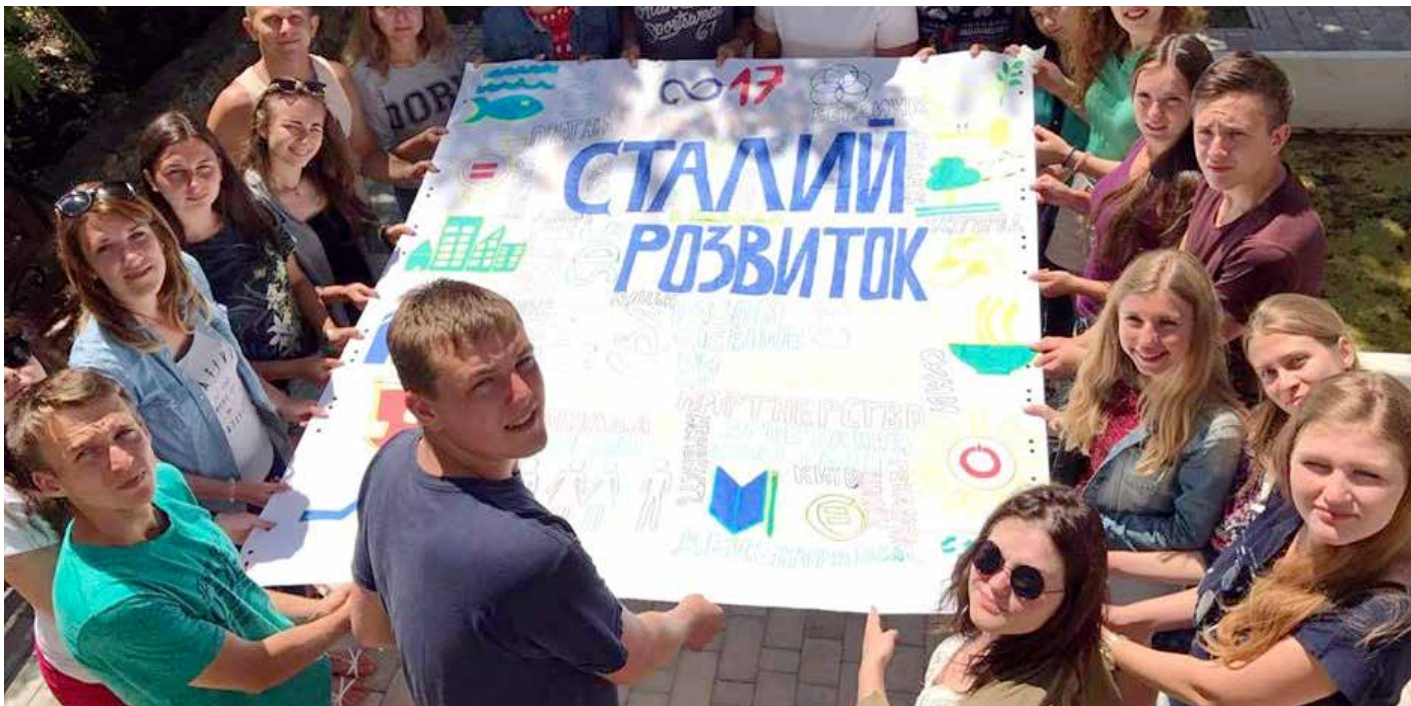
*equipped with containers for paper and plastic showed in practice how easy it is to be green. Last year we planted trees, and this year we decided to appeal to the wider public. I teach my students that we all can make a difference, and that even small gestures matters"; said Yulia Tkachenko, a lecturer at Cherkasy Technological University.*

curriculums and facilitating sustainability and institutionalization of the methodology, through academia organizations and universities.

Curriculum development began in October 2011, when partnership was established with 20 academic institutions from 20 regions of Ukraine. In total, 44 universities from 22 oblasts signed memorandums of understanding with the CBA to establish a National Network of Partner Universities. The partnership it established with the universities provided the CBA with an opportunity to disseminate important messages on sustainable development and its practical experience of the community-based approach methodology among youth. Cooperation with universities drew the attention of the academic community to the development agenda, and provided students and researchers with access to practical experience of sustainable local development. Specific activities included supporting research and scientific publications on community-based sustainable development; facilitating student debates, summer schools, a student papers competition, field visits, and an internship programme; and institutionalizing and formalizing a network of universities.

The National Network of Partner Universities includes 44 universities. Of these, 24 universities integrated 41 training courses and/or modules on sustainable development into their curriculums, and more than 6,000 students took these courses. Within CBA III, 29 scientific publications were published by professors and students on topics related to local sustainable development. More than 2,300 students increased their awareness of sustainable local development in Ukraine by participating in more than 100 field study tours to CBA partner communities. To increase sustainability and institutionalization in the Network, a series of training sessions was conducted for university teachers on sustainable local development. As a result, 42 university teachers gained the capacity to conduct courses and modules on sustainable local development based on the CBA experience, while 16 universities established resource centres on sustainable development to serve as platforms for information, knowledge and activities exchange both inside the universities and between them.

As a side result, a linkage was established between university resource centre and rayon and oblast community resource centres, to share information, experience and best practices. Theoretical knowledge collected and analysed in universities appeared to be strongly in demand and applicable to rayon and oblast administrations and councils, and newly amalgamated communities.



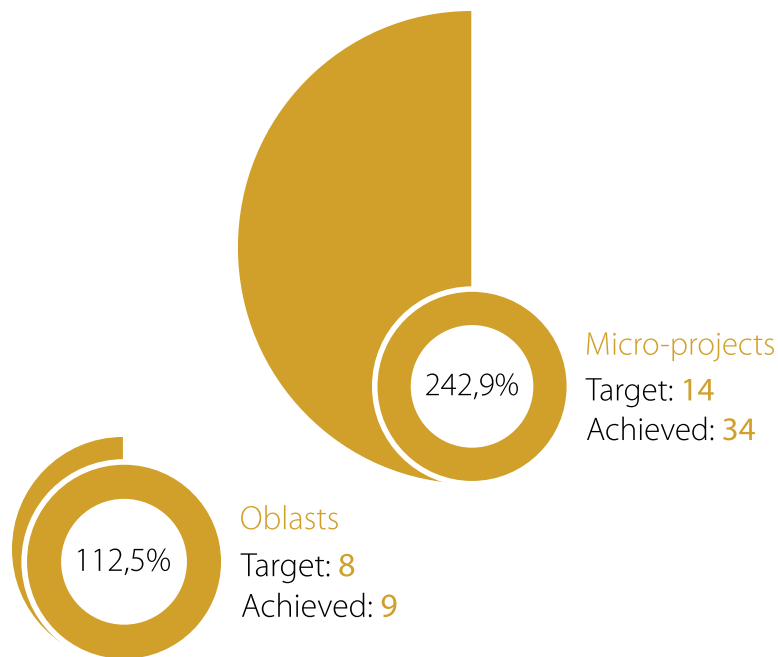


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# 07

## Support to IDPs

The CBA methodology is specifically designed to address the varied and acute needs of individual communities to improve living conditions. In addition to the direct effects in conflict-affected areas the continued hostilities in Donetsk and Luhansk oblasts have continued to affect poorer, more rural areas that absorbed significant numbers of IDPs. The CBA provided an excellent vehicle to rapidly support renovation projects in communities to immediately provide shelter, and in some instances, long-term accommodation. The CBA, in partnership with local authorities and community organizations, renovated lodging and social care centres for the most vulnerable IDPs, including women, children, the elderly and persons with disabilities.



### 7.1. Background

The year 2014 provided both enormous opportunities and challenges for a more democratic Ukraine. The conflict in Ukraine has produced the largest displacement of Europeans since the Balkan wars. While the official number of internally displaced persons (IDPs) seeking safety in neighbouring areas is 1.63 million people, the actual number is believed to surpass two million. In many cases, IDPs faced a lack of available support, jobs, and above all clear prospects for the future. Meanwhile, the community buildings available to house the IDPs were all derelict and dilapidated buildings from the Soviet period, with no running water. While some of the centres have inefficient utility facilities that could quickly be improved, others suffered lacked utilities altogether, rendering them uninhabitable during the winter.

### 7.2. The CBA intervention

A wide range of interventions was required to address these challenges, from immediate humanitarian support to medium and long-term recovery efforts. Therefore, it was proposed that the CBA would support local governments and host communities to tackle these issues while keeping the most vulnerable IDPs in focus. The CBA interventions included rapid rehabilitation of residential structures either currently occupied or to-be-occupied by vulnerable IDPs for winterization; capacity building of service providers (hospitals) via rehabilitation and equipment support; providing information and counselling to IDPs; introducing dialogue and reconciliation tools; and facilitating an enabling environment for creating temporary and permanent jobs for IDPs.

### 7.3. Micro-project implementation

Since inception, the CBA has approved and implemented 30 micro-projects in the nine oblasts hosting the largest numbers of IDPs: Donetsk, Luhanska, Dnipropetrovska, Kharkivska, Poltavska, Zaporizka, Odeska, Cherkaska and Vinnytska. Each oblast received a quota for micro-projects to improve living conditions for IDPs. Initially, it was envisaged that eight oblasts would be covered, with a total budget of USD 1.3 million. In total, 26 social infrastructure objects for IDPs (within 34 micro-projects) were renovated in nine oblasts. All these objects reconstructed under the CBA were officially opened. In total, more than 3,500 internally displaced persons benefited from CBA support.



## With CBA support a family with special needs found shelter in Donbas centre for rehabilitation of disabled people

Oleksandr is a blind lawyer from Debaltseve who lived for about 200 days on the line of armed conflict with his ill mother Olga Ivanivna. The family lived in constant anxiety and anticipation, without electricity, water, heating, and food. Now thanks to the CBA, Oleksandr and Olga Ivanivna found a shelter in Kramatorsk, at the Donbas Center for Rehabilitation of Persons with Disabilities. Together they are getting used to hot food, warmth and a normal calm life.

Oleksandr trained in law and was quite a well-known lawyer in Debaltseve. Ten years ago he had to leave the civil service because of problems with his eyesight. He then started a private law practice. Meanwhile, Oleksandr's mother – Olga Ivanivna – has problems with her spine.

In July 2014 their native city was drawn into the area of armed conflict. From January 2015 the situation worsened. On the Holiday of the Baptism of Christ (19 January) a rocket struck the house where Oleksandr and his mother lived, just three windows away from their apartment. From the end of January 2015 there was no electricity, heating, and fuel in the city. Food delivery was very limited, so it was impossible to cook at all. Residents were on the edge of survival.

Oleksandr and Olga Ivanivna had some water that they managed to conserve. Later they received some bread as humanitarian aid. For two weeks the family lived on sunflower oil, bread and honey. When the food finished they lived even without hot tea. Shops were closed in





Debaltseve. The city nearly died and it was very dangerous to go outside. The temperature in Oleksandr's apartment fell to about 8 degrees centigrade. There was no heating or electricity at all.

When the living conditions became unbearable Oleksandr discovered a possible means of escape. At the beginning of February 2015, volunteer Oleg came to them and helped them to evacuate. On the way 12 more people joined Oleksandr and his mother, and together the family went to Kramatorsk. At first Oleksandr and Olga Ivanivna were settled at the volunteers' centre, where they received humanitarian aid and food. For the first time in two weeks they had a hot meal and tea.

With their disabilities, Oleksandr and his mother were later settled at the Donbas Center for Rehabilitation of Persons with Disabilities, where CBA was assisting internally displaced people. Currently the hot water supply system at the Centre is being reconstructed, along with

some rooms, bathrooms, and the front hall. In addition, a lift will be installed. The family has finally found comfortable living conditions.

"We would like to give thanks for the help and the shelter", said Oleksandr. "We want to stay at the Centre as long as things remain as they are now, but we also want peace and to go home to get back to work!"

As for now, Oleksandr is using his professional skills at the Centre, providing legal consultations for persons with special needs.

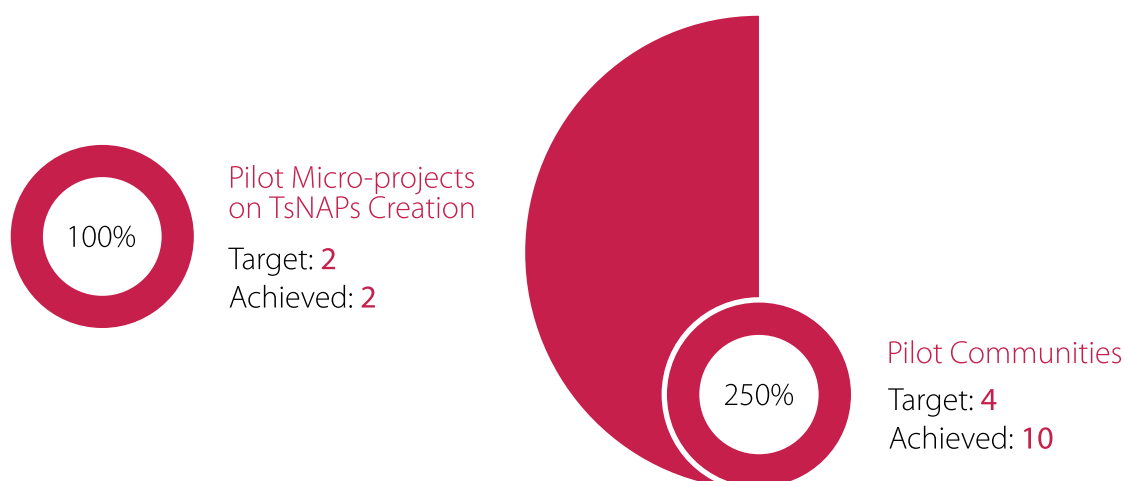
Implementation of CBA I began in Donetsk region in March 2009, and CBA II in July 2011. Over these two phases 135,450 men, women and children in the region benefitted from improvements to facilities including 78 schools and kindergartens, 15 health posts, 8 water supply systems, and eight street lightning systems. This was thanks to joint effort by the citizens, local, rayon and oblast administrations, the CBA and private sponsors.



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08

# Support for Decentralization Reform



### 8.1. Background for intervention

Decentralization is currently one of the highest priorities of the Government of Ukraine. On 1 April 2014, the Cabinet of Ministers adopted the Concept of the Reform for Local Governance and Territorial Organization of Power, which lays down the core principles, the main reform elements and a broad timeline for the proposed reforms. The main modifications to the current local governance system are: 1) the re-drawing of local administrative units (territorial-administrative reform) by establishment of Amalgamated Territorial Communities (Hromadas); 2) redistribution of roles and responsibilities between levels of local government and a deconcentration of the state administration (leaving the latter mostly with a regulatory and oversight role); and 3) giving broader fiscal and financial management powers to local governments. The Concept also foresees stronger participatory and social accountability mechanisms in local governance. Creating capable territorial communities is the key to local government transition to a new level. In the CBA implementation areas, the leading communities have already gained experience from implementing their micro-projects. Sixty per cent of the newly amalgamated communities have at least one CBA partner community; and 22 per cent of the first communities that amalgamated were CBA communities. The CBA partner communities are capable of and efficient at cooperating with other donors and implementing initiatives beyond the CBA.

### 8.2 The CBA response

In September 2014, at the request of the Ministry of Regional Development and Construction and in compliance with the new Law of Ukraine “On Cooperation of Territorial Communities”, the CBA provided technical and methodological assistance to four communities in Chernihiv oblast (Semenivka, Velyka Dyvutsia, Komarovka and Ozerianu) through pilot initiatives on cooperation of territorial communities as a prerequisite to community amalgamation. The standard CBA methodology, that envisages multilateral and participatory approach, was applied to mobilize the communities and jointly rehabilitate schools and kindergartens. The CBA provided a grant of USD 150,000. Later these four communities were among the first in Ukraine to successfully amalgamate.

Following a later request by the Ministry of Regional Development and Construction to support larger-scale initiatives to strengthen the newly-amalgamated communities in Ternopil and Rivne oblasts, the CBA extended its support to improve the capacity of administrative services in Shumsk and Mylyatchi communities through two micro-projects to create Centres for Administrative Service Delivery (CASDs). The support was provided for: 1) construction and renovation of administrative structures and administrative service centres premises (in the form of small grants with a cost sharing of 80 per cent from CBA and 20 per cent from the local budget); and 2) IT services and logistical support services (office furniture, equipment etc.). On 12 October 2016 the CASD was opened in Shumsk, and on 10 November 2016 the CASD

was opened in Myliachy. These are the first CASDs opened in newly Amalgamated Territorial Communities in rural areas. Implementing these initiatives strengthened the capacity of local governments and communities to deliver core services through inter-council cooperation and community participation, and supported local governments to integrate as part of the decentralization process.

To increase awareness and understanding of the decentralization process, and to help communities, local authorities and businesses to adapt to decentralization, the CBA launched a pilot project named “School of Decentralization” in Zaporizhzhia oblast. This pilot contributed to the general adaptation by communities, business representatives, and local authorities to the changes related to the decentralization process: discussions were held and advice given on legal issues, information gaps and technical details of amalgamation and, overall, a positive perception of the process was created.

The CBA-supported Interregional Conferences on Decentralization (one held in Ternopil in October 2016 and the other in Zaporizhzhia in June 2017) gathered representatives of state authorities, amalgamated territorial communities and donors to share their experience of decentralization reform and to learn best practices of territorial amalgamation. The conferences served as an excellent platform for advocacy and lobbying for a territorial approach to local development and reconnecting the decentralization and development agendas. It was instrumental in translating the new EU/UNDP vision on the role of local authorities and communities into a coherent set of support strategies in different country contexts.

### 8.3. Handbook on Decentralization

The CBA has designed and prepared for publication two volumes of the Handbook on Decentralization, which was developed as part of the pilot “School of Decentralization” project in collaboration with CBA partner Zaporizhzhia National University (ZNU). The Handbook systematizes information on basic components of decentralization as set out in legislation and also offers social and psychological techniques for interaction in problem situations, methods of persuasion and methodology to fulfil personal potential. The Handbook was widely used during training conducted by the CBA regional staff and partners. The Handbook will serve as a practical guide and help to educate all those involved in the complex process of territorial amalgamation, which should lead to more effective local government, better services for citizens and ultimately more empowered, capable and resilient communities in the whole of Ukraine. During the “Capable Communities as a Base for Regional Development” conference in Ternopil on 27-28 October 2016 the Handbook was presented, along with practical exercises and examples of implementation of decentralization.





*"My pension is only UAH 1,300, and to register for a utility subsidy I had to travel to the rayon centre, which is 40 km away. It was very lucky if you managed to resolve your problems in one day. I spent so much money and time traveling back and forth. There were always queues, people getting annoyed and arguing. Now things are different in Myliach. Since the local CASD was opened, there is no need to travel and waste time in the queues. The staff are polite and helpful. We feel a real difference," says Nadia Tomylovych from Myliach, Rivne region.*

*Until November 2016 Nadia and her fellow villagers had to travel to the rayon centre to receive basic administrative services, such as registering for utility subsidies, certifying births or receiving child benefits.*

*The situation changed last year when the CASD was opened in Myliach amalgamated territorial community with support of the CBA. There are five branches in remote villages of Myliach amalgamated community to ensure equal access to services. The CASD has already processed nearly 3,000 requests, including 2,000 requests through its distant branches.*

*"Now instead of traveling to the regional center our people can get services here in Myliachy. Special thanks to community members who realized that changes should start from the bottom. And the authorities should be more open to the people," declared Fedir Hlebovych, Head of the Muliachy Amalgamated Territorial Community, at the opening.*



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09

# Communication and Visibility

CBA III actively uses communication mechanisms and tools to help reach the CBA goals. External and internal communication is critical to achieve local development results. Skillful communication broadens the impact of new policies, helps local governance reforms take root, and attracts and fosters strong partnerships. It convinces people to embrace positive changes that advance local, sustainable development. Effective communication also bolsters resource mobilization and project delivery.



CBA communication and visibility actions raised awareness among target audiences in all regions of Ukraine and highlighted the impact of EU-UNDP cooperation on the quality of life of the target population. The main objective of the communications and visibility activities was to promote the CBA's results and achievements, specifically the tangible deliverables and their impact on the target population. Specifically for CBA III, they maximized the transparency of implementation, and involved media at all levels to inform stakeholders about the CBA results. Media monitoring revealed a high level of awareness and recognition of the EU and UNDP contributions to the CBA.

During its third phase, the CBA conducted focused information campaigns in various oblasts of Ukraine to promote a community-based approach and participatory, "media inclusive" sustainable development at regional and national levels. The key communication activities included:

- + the CBA 'Media Days' for regional and national media;
- + ensuring substantive media coverage of the CBA in the regional and national press;
- + presenting the CBA's key results and achievements;
- + providing efficient and analytical media coverage;
- + encouraging more substantive informational content to demonstrate the impact of CBA III;
- + showcasing best practices of the CBA and examples of cooperation among the CBA, its partners, the media and communities. Communications activities for Phase III represent all parties of the process;
- + training the media on how to cover local sustainable development using analytical publications and success stories; and
- + showcasing the knowledge management hub component and cooperation with Ukrainian national associations to secure outreach and further disseminate CBA-III generated knowledge through media coverage.

## 9.1. CBA media days

CBA III initiated Media Days on sustainable local development for regional media in various oblasts of Ukraine. The events were conducted in a “thematic cascade” format: they were media events made up of multi-format activities unified by a common CBA theme. The main objective of the CBA Media Days was to create a CBA-specific media pool consisting of national and regional media that would deliver comprehensive coverage of the CBA’s impact and key messages through analytical publications and success stories.

The specific objective of the CBA Media Days was to ensure ongoing exchange of information between CBA staff and partners and the media about the CBA methodology, best practices, the community-based approach and local sustainable development in Ukraine. As a result, a “constant information channel” was developed between the media and the CBA team. Media Days were organized in recognition of the important role the media plays in the disseminating CBA’s positive experiences, successful community development, promoting democratic leadership and raising public awareness.

Media events lasted two days and included ‘Media Training,’ and ‘Community Success Stories,’ modules, followed by media tours and meetings between journalists and regional stakeholders. Media training events were focused on approaches to reporting on sustainable local development and the role of media in raising public awareness.

The Media Days covered a range of topics related to sustainable local development, including energy efficiency, and sustainable local and urban development. During CBA III, seven Media Days were conducted, covering 18 oblasts of Ukraine (Lvivska, Ivano-Frankivska, Zakarpatska, Odeska, Mykolaivska, Khersonska, Vinnytska, Khmelnytska, Ternopilka, Zaporizhska, Rivnenska, Kyivska, Zhytomyrska, Chernihivska, Kharkivska, Dnepropetrovska, Donetska, and Luhanska oblasts).

These activities helped to develop a media pool of journalists interested in the topic of sustainable local development, and as a result boosted media coverage of CBA activities in the regions on regular basis.





### 9.2. Developing the CBA information materials

During the third phase, the CBA prepared and disseminated a number of informational materials including the CBA news digest, infographics, and informational one pagers about the CBA components. These materials were disseminated among project stakeholders with the goal of promoting the CBA activities and success stories. The news digest contains the best news and events related to CBA that took place that month, as well as the ‘best’ success stories. All the materials were included in information packages for key CBA events.



### 9.3. Developing and publishing the CBA compendiums

In order to provide the CBA donor and stakeholders with information about successes of the CBA support to IDPs, and to raise public awareness about this assistance, a compendium of success stories was prepared in both English and Ukrainian. This publication was disseminated among the CBA stakeholders, partners and communities throughout the country.

To raise public awareness of energy efficiency and to demonstrate best practices in introducing innovative energy efficient technologies to local social infrastructure, the CBA developed and published a compendium of success stories on energy efficiency. The publication provided good examples of how local communities implemented innovative energy efficiency projects in their villages with CBA support. The compendium was disseminated among partners and stakeholders at national and oblast levels.



## 9.4. The CBA visibility

To ensure visibility of the CBA at local, regional and national levels, a manual on Communications and Visibility was developed and disseminated among stakeholders and partners. This manual was developed to ensure that all communication activities, visibility materials and publications of the CBA Project were organized and developed in line with EU and UNDP policies.

During CBA III, a number of visibility items were prepared. These included branded pens, notebooks, posters on CBA implementation; posters on the Community Development Cycle; posters on the SDGs; posters on “How to create ACMHs”, “How to develop and obtain a budget”, and “How to prepare MPP”; posters on “Innovative Governance”; info-boxes for ACMBs; and CBA Banners for regions with EU and UNDP logos. These items were disseminated among regional implementation units, partners and stakeholders, and actively used during all CBA events in all 24 regions.



## 9.5. The CBA social media

Social media rapidly disseminates information and public awareness on the CBA activities and objectives, and is an informal, digestible medium to inform partners and stakeholders about the main CBA activities in 'real time,' collect opinions, and announce CBA competitions, upcoming events, and vacancies.

Facebook is currently UNDP's strongest social media asset in terms of both audience size and engagement. With the network's high fan page retention rate of 97 per cent and global reach, Facebook is a comprehensive destination for primary content. Posts on Facebook direct online traffic to more substantial information available at the CBA website. Facebook also supports embedded videos, photos and greater interaction.

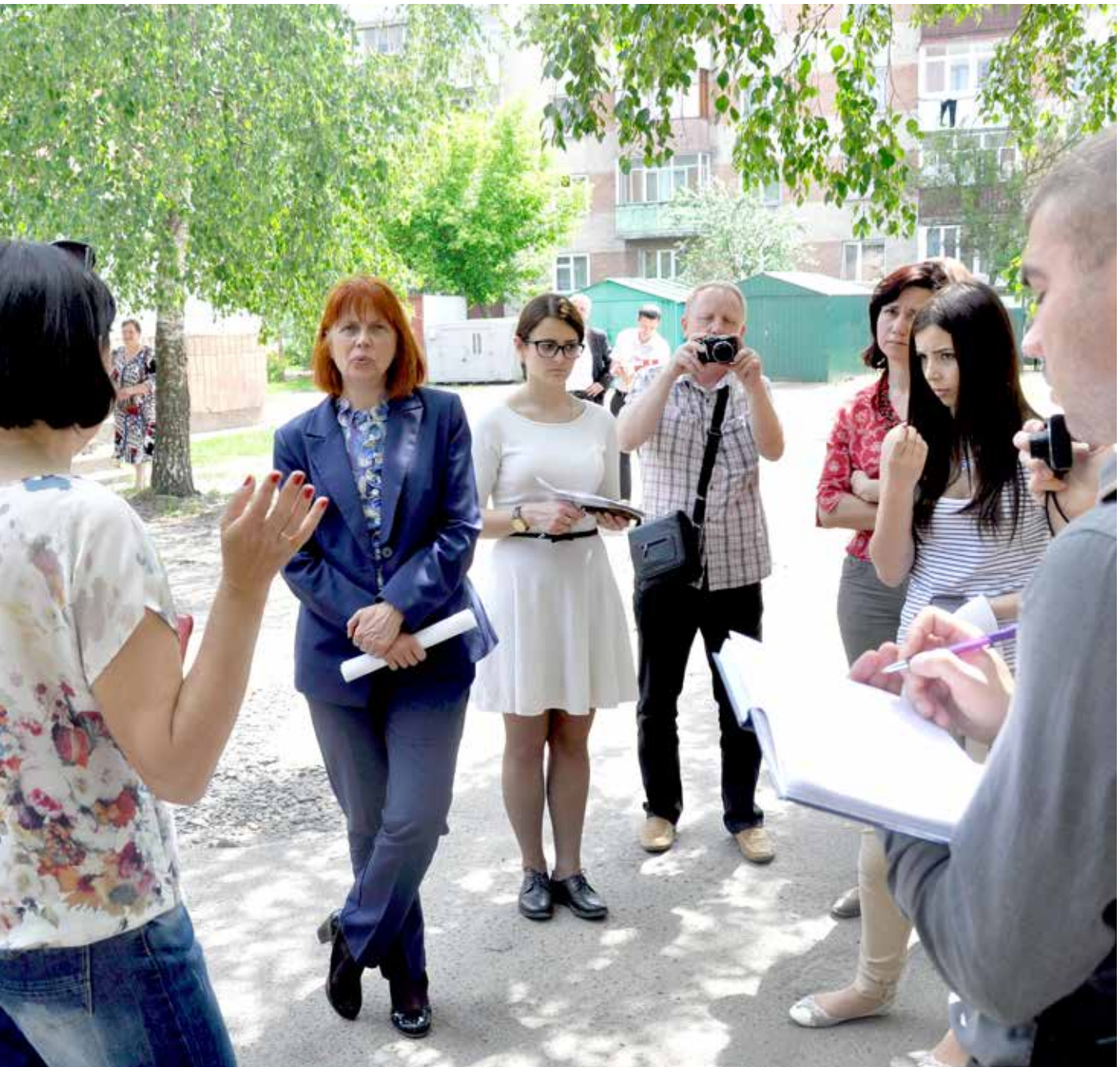
By the end of September 2017, the CBA Facebook page had more than 1,800 subscribers. After the closure of the CBA, the subscribers are recommended to follow the EU and UNDP Facebook pages for more news and opportunities.

To raise awareness among partners, donors and stakeholders about key events and activities in real time, the CBA launched a Twitter account to disseminate information in 2015. By the end of 2016 the account had 91 followers. To increase outreach, CBA shifted to the UNDP Twitter account, which has more than 1,600 followers. This helped to reach a wider target audience and to raise public awareness about CBA activities.



## 9.6. Media outlet

Besides media days, CBA III regularly organized press tours and visits by media representatives to promote various aspects of sustainable local development in the regional and local media. During the press tours, media representatives had the opportunity to visit specific project sites, as well as to meet community representatives and local authorities. Since the CBA began, all regions have hosted at least one press tour / media visit, which significantly increased coverage in oblast and local press. Media monitoring revealed a total of 3,510 media reports and 1,646 publications on partner websites since inception. All the above-mentioned outreach initiatives effectively reached out to the Ukrainian general public, and helped them to understand and recognize local sustainable development.



## 9.7. Europe Days

Since inception, the CBA regularly participated in celebrations of Europe Day, traditionally marked in the third weekend of May to honour Ukraine's unity with other European countries. In the oblasts selected by the EU Delegation for festive events Community Development Officers, along with representatives of local authorities and community activists, joined efforts to organize the celebrations. All these events, including sport activities, contests, fairgrounds and concerts, were intended to raise public awareness about the EU, and its contribution to sustainable local development in Ukraine.



## 9.8. E-Management Information System and CBA interactive map development

During CBA III, the electronic monitoring and information system (e-MIS) was further developed and improved. e-MIS, launched in 2014, is an online database created to monitor and report on CBA activities. Oblast Community Development Officers regularly inputted information, while the Project Management Unit monitored the database and used it for quality assurance and reporting.

An additional tool for cross-checking the data was added to e-MIS during CBA III when a special CBA interactive map was created and uploaded on the CBA website in 2015. The map is directly connected with the CBA e-MIS and provided a visual picture in real time of where the CBA micro projects were taking place, including information on the type of micro project, beneficiaries, community demographics, the amount spent, and gender disaggregation. It also gave an overview of micro-projects in CBA II and III together or separately, micro projects planned and already approved, disaggregated by oblast or for the country as a whole.

The screenshot displays the CBA e-MIS web application interface. The browser address bar shows the URL <http://mis.cba.org.ua/mp/mpp>. The page header includes navigation links: "Місцевий розвиток орієнтований на громаду", "Введення даних", "Детальна інформація", "Звіти", "Адміністрування", and the user name "Tetyana".

The main content area shows a breadcrumb trail: "Сільський компонент" > "Дніпропетровська область (МРГ-3)" > "Соломиський район (с/гт Соломе)" > "Славська С-Ще Славрове" > "Чорнопарівка".

On the left, there is a sidebar menu with categories: "Діяльність обласного рівня", "Діяльність районного рівня", "Діяльність місцевого рівня", "Діяльність рівня громади", and "Месля".

The main form displays the following data:

Область:	Дніпропетровська область
Район:	Соломиський район(с/гт Соломе)
СР/МР:	Славська С-Ще Славрове
Громада:	Чорнопарівка
ОГ:	«Відродження 2015»

The project title is: "Назва МП: «Енергозберігаючі заходи щодо реконструкції вуличного освітлення с. Орлове, с. Шульчиків та с. Чорнопарівка» (#5623)".

The "Загальна інформація" section contains the following details:

Назва МП:	«Енергозберігаючі заходи щодо реконструкції вуличного освітлення с. Орлове, с. Шульчиків та с. Чорнопарівка»		
Дата другого діалогу:	02.03.2015		
Функціональна група:			
Дата створення:	02.03.2015		
Чоловіки:	2		
Жінки:	7		
Сектор:	Енергозбереження		
Установа:	Територіальна громада розвитку		
Бенефіціар:			
Загальна чисельність населення:	к*1		
		<b>Прямі</b>	<b>Непрямі</b>
Чоловіки:	194		
Жінки:	267		
Діти:			
Пропозиція затверджена в ОГ:	01.04.2015		
Пропозиція затверджена на ФМР:	07.04.2015		

At the bottom of the form, there is a "Реалізувати" button.





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10

# Lessons Learned



Within its lifespan the Project has generated significant experience. The key lessons learned are summarized below:

### 1. The CBA methodology enables and facilitates the decentralization reform: local government reforms and local development require bottom-up mobilization

The CBA's achievements are a solid basis to support the Government's reforms and in particular decentralization, one of the most significant reforms in the country. The Project and its methodology are fully aligned with the reform and have complemented the Government's efforts to consolidate territorial units and operationalize public service provisions in the new fiscal conditions. Enhanced capacity for participatory decision-making, community mobilization and socio-economic development, as well as the improved partnership with local authorities that resulted from the CBA, prepared local communities for amalgamation, as envisaged by the reform. Sixty per cent of the newly created Amalgamated Territorial Communities (ATCs) include at least one CBA partner community; and 22 per cent of the first communities to amalgamate were "CBA communities". The CBA partner communities have the capacity to cooperate efficiently with other donors and to implement other initiatives beyond the Project.

### 2. Complex results require a comprehensive approach: success is about much more than 'grants'

The CBA's positive impact derives from its comprehensive approach which targets long-lasting sustainable results. The results achieved under the Project are attributed to the following success factors:

- + Sustainable partnerships: Tri-partite partnership envisages involvement of communities, local authorities and donors / business in implementation, creating an environment in which the basic critical needs of society are addressed and joint responsibility enacted.
- + Reliable long-term presence and support: Persistent CBA assistance provided to communities throughout the implementation process: Project intervention was based on extensive capacity-building efforts, provision of grants, technical and advisory assistance, quality assurance up to completion and handing the objects over to local authorities/community organizations.
- + From Project funding to financing: The ability to leverage financing is one of the key success factors of the CBA implementation. The ability to leverage financing from the Government and communities, and to catalyse other sources of finance – both domestic and international – for local needs has played a vital role in providing essential services and public goods.

### 3. Capitalizing on success and institutionalizing CBA support structures: building systems rather than one-off projects is key to sustainability

Support structures created under the CBA (Local Development Forums, Municipal Development Forums, Oblast Coordination Councils, and Rayon Resource Centres) proved to be effective not only for the CBA communities but also in areas beyond the Project scope. There is a growing tendency for neighbouring communities, authorities and other international donor-funded programmes to tap into the human and technical capacities of these support structures to support service delivery and community development. Whereas the Project only provided methodological, advisory and – in some cases – technical assistance to these structures, their maintenance was fully the responsibility of the local authorities (rent of premises, staff salaries, etc.). This meant that the CBA support structures were sustainable even after the Project's presence.

#### 4. Demand driven selection for Project interventions: methodology ensures community ownership and gives women's voices weight

One of the success factors of the Project is its demand-driven intervention at local level. The process is bottom-up, with a focus on inclusive grassroots decision-making. While the Project specifies the key priority areas for support (health, water supply, energy-efficiency and the environment), responsibility for prioritization and selection of the needs to be supported lies with the community. Since the target communities are always representative of the community at large, and in many cases are gender-balanced and even women-led, the concerns and priorities of women and children are often at the forefront of the priorities addressed through this vital form of assistance.

#### 5. Small scale agricultural and non-agricultural economic initiatives meet growing demand in rural and small cities' communities: economic growth, job creation, sustainable livelihoods

Poverty and underemployment remain significant challenges in Ukraine. Even with modest growth overall, disadvantaged communities still face huge challenges making ends meet. Rather than asking for handouts and charitable donations, people often prefer to be masters of their own destiny, which requires the creation of decent jobs. The Project has succeeded in supporting economic and capacity-building opportunities in rural areas of 12 selected rayons on a pilot basis. It soon became clear that the support provided through the Project could hardly meet the demand from the communities. The recent economic crisis had an extremely negative impact on small entrepreneurs in both small cities and rural areas, due to their limited survival viability and the absence of fair competition. It was therefore seen as necessary to extend the support to agricultural and non-agricultural economic initiatives in both rural communities and small cities to meet the growing demand. This in turn will have a positive impact on local development, as local government income to a large degree depends on income tax, which itself requires stable and formal employment.

#### 6. High demand for the Project methodological support in ACMB: creation: community mobilization is effective in multi-apartment blocks

The Project's support for communities of multi-apartment buildings in small and medium-sized cities to get organized into ACMBs or develop existing associations, was highly efficient and led to further demand for methodological and institutional assistance throughout the ACMB creation and development process. Extensive capacity building and methodological facilitation has made the process of joint management of multi-apartment buildings easier and more understandable for both the residents and local authorities. This in turn has had positive effects on energy efficiency and public finance management.

#### 7. Increasing the accountability of local governments and community engagement for local decision-making through innovative governance practices: smart technologies can enhance trust at local level

Introduction of innovative participatory governance practices through innovative technologies in small and medium-size cities stimulated local authorities to apply technologies to better deliver public services, and to establish feedback mechanisms between the authorities and citizens. Empowered communities began to demand new forms of interaction with local government. Social accountability mechanisms, forms of participatory decision-making, and innovative ways of providing and monitoring public service provision by local governments will help to maintain the momentum of the change, and thereby ensure the sustainability of community-led development.

### 8. Embedding community-led development principles into the higher education system: universities can enhance sustainable development's impacts through research and teaching, and prepare a new generation for sustainable development leadership

One of the ways to ensure the institutional sustainability of Project interventions was accumulating a critical mass of expertise and knowledge by creating a network of universities and complementing their work on local sustainable development theories and methodologies with practical expertise. During its third phase, the Project has succeeded in reaching a large number of academics across the country: 24 out of 40 partner universities in 22 oblasts of Ukraine included "Sustainable Development of Society" courses into their curricula. By the end of the third phase, 7,000 students had taken this course and were exposed to the practical "know-how" skills of the CBA methodology through study visits, summer camps and other extra-curricular activities. These activities are essential for the further scaling up and internalizing of the CBA methodology in Ukraine beyond the Project implementation cycle, and are a key channel to spread the word on Agenda 2030, and its integrated and comprehensive approach to sustainable development, encompassing social, economic, ecological and governance dimensions.

### 9. CBA-supported communities have developed capacity to provide civic oversight of government budgeting and spending, and generally to extend accountability demands to local government: community mobilization and community-led project implementation is a self-driving local anti-corruption mechanism

With the CBA support, community organizations have established clear procedures addressing core accountability issues ranging from decision making and information sharing to managing projects and related accounts, and presenting them for audit. The CBA's potential to stimulate demand for accountability in local governance is evident from the fact that participants in the CBA micro-projects frequently attend rayon and city council budget meetings to follow deliberations and press their interests. All stakeholders are incentivized to ensure that financial, environmental, social and economic needs are met and standards upheld; and to ensure timely delivery of finances and other resources and that rules for public financial management are followed. The Project has acted as a catalyst for greater civic awareness and strengthening of civic culture at local level, in a context where such civic spirit had been restricted and diminished in preceding decades.

### 10. Confidence-building among and between the stakeholder groups and CBA beneficiaries is a core aspect of the CBA: doing things together leads to better social cohesion and trust among communities

The Project made a significant contribution to promoting social cohesion: from the level of individual communities (such as housing associations) to interaction among communities and project participants at local, regional and national levels (e.g. through experience-sharing activities). This has addressed a pressing need for action to be taken in this regard, to deal with the erosion of social cohesion seen over recent decades in Ukraine. Cumulatively, nine years of the CBA implementation have yielded significant results – a reflection of the underlying goal of fostering social cohesion, and democratization of relations between citizens and authorities. Independently-verified stakeholder feedback has confirmed the ways in which the Project has brought communities closer together, as an important factor in promoting social cohesion, including engagement with communities in the conflict-affected areas in the east. Cohesion was also seen as extending to the facilitation of improved relations between citizens and local and regional authorities. The partnering of local communities' initiatives with the local government required profound adjustments for communities and their local government officials during the early part of the Project, moving from what was largely a disconnect between the two to increasingly building trust and mutual accountability.

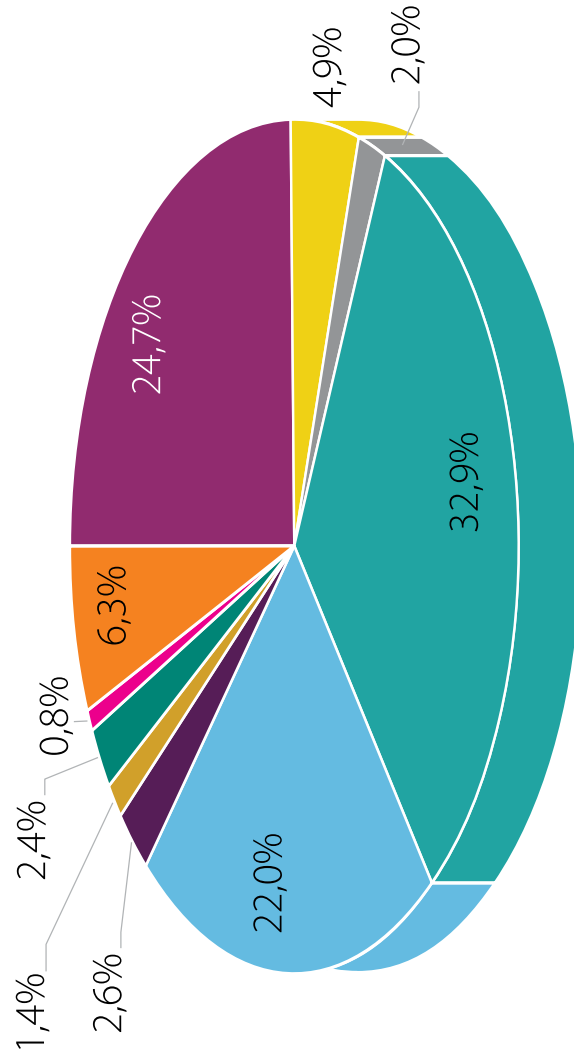


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# Finances

# CBA III Indicative Total Expenditures

Total budget for the action - 23.8 mln EUR



- Human resources & travel
- Other costs & services
- Seed grants (urban area)
- Knowledge management & academia
- Support to community resource centres
- Equipment, supplies
- Seed grants (rural area)
- Seed grants (IDPs)
- Capacity building & supporting structures
- Administrative



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# Annexes

# Annex I

## Capacity Building (Support of Infrastructural Objects, Urban Development, RED)

Oblast	Nr of trainings	Trainings								Participants		
		CO management	Planning	MPP preparation	Finance management	MPP implementation	PAS	Public audit	Other	Male	Female	Total
Cherkaska	95	10	10	10	9	9	9	9	29	847	1,118	1,965
Chernihivska	222	54	26	39	22	34	1	27	19	2,124	2,671	4,795
Chemivetska	187	48	40	35	26	30	4	2	2	1,733	2,058	3,791
Dnipropetrovska	425	65	65	55	50	60	44	36	50	2,354	3,356	5,710
Donetska	194	48	20	31	17	33	2	16	27	946	1,829	2,775
Ivano-Frankivska	157	23	21	49	20	17	10	2	15	1,246	1,187	2,433
Kharkivska	146	27	16	27	18	17	26	6	9	685	769	1,454
Khersonska	136	20	21	22	20	18	4	5	26	373	416	789
Khmelnitska	230	50	15	50	5	46	5	26	33	546	837	1,383
Kirovohradska	140	23	23	23	10	18	13	18	12	264	278	542
Kyivska	173	15	17	16	15	16	18	30	46	904	1,160	2,064
Luhanska	140	48	10	33	13	12	6	11	7	521	631	1,152
Lvivska	219	49	15	44	37	20	9	26	19	670	690	1,360
Mykolajivska	159	29	25	18	22	20	20	20	5	992	1,102	2,094
Odeska	71	10	10	10	10	10	10	8	3	400	489	889
Poltavska	189	31	24	41	18	9	8	42	16	543	670	1,213
Rivnenska	271	42	28	55	10	34	49	9	44	815	1,139	1,954
Sumska	148	20	20	15	18	15	15	15	30	807	921	1,728
Ternopiliska	161	29	24	27	10	28	5	20	18	1,187	1,225	2,412
Vinnitska	129	20	20	21	18	15	10	15	10	392	476	868
Volynska	135	26	23	20	22	20	5	9	10	1,189	1,375	2,564
Zakarpatska	146	17	13	13	11	13	10	26	43	1,208	1,632	2,840
Zaporizka	170	25	21	21	31	16	10	20	26	1,283	1,746	3,029
Zhytomyrska	135	15	15	12	23	12	10	23	25	711	880	1,591
<b>Total</b>	<b>6613</b>	<b>501</b>	<b>341</b>	<b>517</b>	<b>180</b>	<b>386</b>	<b>20</b>	<b>262</b>	<b>509</b>	<b>37,352</b>	<b>48,200</b>	<b>85,552</b>

## Annex II Micro project approval (infrastructural social objects)

Regions	Approved MPPs	Cost-sharing (USD)						Total	Typology of MPP				Beneficiaries (people)		
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA		Health	Energy saving	Water Supply	Environment	Total	Male	Female
Cherkaska	27	8,836	13,776	12,524	0	0	96,699	131,835	2	21	4	18,899	8,313	10,586	
Chernihivska	16	16,678	27,532	43,536	0	29,743	224,120	312,997	4	11	1	20,600	9,950	10,650	
Chernivetska	24	13,978	53,618	28,962	0	0	170,522	267,080	2	22		32,677	15,048	17,629	
Dnipropetrovska	28	19,936	8,819	58,587	0	0	180,647	267,988	6	21	1	120,238	53,978	66,260	
Donetska	31	14,073	87,091	26,934	349,967	0	133,570	274,974	1	30	1	30,291	13,376	16,915	
I-Frankivska	18	11,344	10,325	66,588	0	0	121,127	209,384	1	17		32,932	14,608	18,324	
Kharkivska	25	5,957	23,334	1,569	0	0	76,968	107,828	2	23		29,865	13,272	16,593	
Khersonska	25	11,415	47,382	6,438	0	0	146,685	211,919	0	23	2	20,672	9,101	11,571	
Khmelnitska	26	16,470	67,139	19,582	440,000	120,220	187,026	311,517	4	21	1	35,627	14,996	20,631	
Kirovohradska	28	10,873	42,118	25,475	0	3,000	137,942	216,522	0	27	1	29,669	12,771	16,898	
Kyivska	22	15,600	15,291	53,235	37,000	0	133,201	218,734	2	17	3	26,381	11,748	14,633	
Luhanska	29	22,647	58,178	52,752	272,392	0	247,842	391,776	6	18	4	1,316,745	527,246	789,499	
Lvivska	24	21,963	22,038	67,726	0	0	177,335	289,060	1	23		19,946	9,003	10,943	
Mykolajivska	24	19,766	50,550	58,640	0	48,410	166,163	296,960	1	19	4	27,008	12,224	14,784	
Odeska	26	9,691	22,997	21,197	0	10,000	124,106	178,371	3	20	3	41,683	19,022	22,661	
Poltavska	26	16,899	64,947	52,679	0	272,908	191,607	336,508	1	23	2	15,607	7,195	8,412	
Rivnenska	27	21,372	45,055	112,406	547,500	0	232,282	431,932	4	21	2	35,365	17,032	18,333	
Sumska	25	17,162	95,350	5,835	0	8,095	175,529	294,183	9	9	7	41,017	18,836	22,181	
Ternopiliska	28	26,836	12,671	58,380	0	33,606	206,221	305,387		27	1	24,697	10,972	13,725	
Vinnitska	24	21,505	4,582	43,347	708,226	69,100	176,749	275,739		24		19,091	9,307	9,784	
Volynska	23	14,061	50,881	54,523	0	381,374	141,033	274,999	3	20		17,209	7,772	9,437	
Zakarpatska	22	17,651	120,373	37,039	0	0	159,870	334,933	1	18	2	23,359	11,044	12,315	
Zaporizka	29	26,520	115,458	54,475	36,508	244,909	198,369	405,522		26	3	30,705	13,078	17,627	
Zhytomyrska	21	11,932	16,831	35,915	0	0	142,506	207,184	4	13	4	9,660	4,342	5,318	
<b>Total</b>	<b>598</b>	<b>431,355</b>	<b>1,304,238</b>	<b>1,099,090</b>	<b>3,123,633</b>	<b>1,696,301</b>	<b>4,293,115</b>	<b>7,311,066</b>	<b>57</b>	<b>494</b>	<b>46</b>	<b>2,019,943</b>	<b>844,234</b>	<b>1,175,709</b>	



## Annex III Micro project approval (Energy efficiency)

Regions	Approved MPPs	Cost-sharing (USD)						Beneficiaries (people)			
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Total	Male	Female
Cherkaska	10	6,389	28,693	8,434	243	0	83,028	126,788	7,875	3,325	4,550
Chernihivska	4	2,444	9,133	3,183	0	0	32,156	46,916	5,030	2,452	2,578
Chernivetska	8	5,411	9,365	16,110	0	0	72,393	103,279	15,732	7,250	8,482
Donetska	3	2,327	19,182	0	0	0	24,277	45,786	6,484	3,043	3,441
Dnipropetrovska	8	7,230	29,795	20,145	13,866	0	69,467	140,504	8,656	4,063	4,593
I-Frankivska	16	14,663	10,333	66,962	5,019	0	163,327	260,303	28,364	12,222	16,142
Kharkivska	6	3,632	16,982	0	0	0	45,425	66,039	4,720	2,305	2,415
Khersonska	8	5,111	21,618	11,787	0	0	61,188	99,704	5,559	2,491	3,068
Khmelnitska	6	5,879	18,369	9,582	17,110	0	106,215	157,156	15,803	7,746	8,057
Kirovohradska	10	9,456	51,063	26,616	0	2,607	96,581	186,323	9,150	4,378	4,772
Kyivska	9	8,007	13,348	16,195	0	0	87,106	124,657	10,116	4,571	5,545
Luhanska	9	7,602	26,016	6,959	0	0	77,684	118,260	5,361	2,164	3,197
Lvivska	9	6,862	21,166	27,253	0	0	74,216	129,497	9,670	4,631	5,039
Mykolaivska	13	11,155	36,804	28,503	0	0	108,259	184,722	17,571	7,430	10,141
Odeska	7	4,342	13,776	7,099	0	0	57,065	82,282	13,445	6,199	7,246
Poltavska	7	4,267	15,598	4,662	0	0	58,243	82,770	1,836	898	938
Rivnenska	8	6,340	15,101	19,311	9,601	0	62,784	113,136	6,432	3,153	3,279
Sumska	11	8,409	33,452	7,020	0	2,281	107,555	158,718	8,686	4,122	4,564
Ternopiliska	9	7,547	20,686	20,165	951	0	85,934	135,283	7,360	3,341	4,019
Vinnitska	8	6,844	31,837	20,268	0	0	76,315	135,264	10,202	4,516	5,686
Volynska	14	8,362	5,670	21,140	15,157	0	116,639	166,968	15,974	7,056	8,918
Zakarpatska	10	8,999	49,796	23,621	0	0	90,000	172,416	5,225	2,461	2,764
Zaporizka	10	8,903	35,271	14,221	0	0	82,687	141,081	9,788	4,888	4,900
Zhytomyrska	10	7,431	30,705	9,982	0	0	92,272	140,390	10,902	4,896	6,006
<b>Total</b>	<b>213</b>	<b>167,612</b>	<b>563,760</b>	<b>389,219</b>	<b>61,947</b>	<b>4,889</b>	<b>1,930,815</b>	<b>3,118,241</b>	<b>239,941</b>	<b>109,601</b>	<b>130,340</b>

## Annex IV Micro projects Approval (Rural Economic Development)

Regions	Approved MPPs	Cost-sharing (USD)						Beneficiaries (people)			
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Total	Male	Female
Cherkaska	14	26,638	5,217	2,154	6,350	0	145,232	185,590	1,542	621	921
Chernivetska	14	38,559	0	0	0	2,471	154,750	195,780	1,590	751	839
Donetska	1	1,190	722	0	0	0	7,650	9,563	656	275	381
Khersonska	14	34,345	5,135	0	0	0	148,878	188,358	6,231	2,484	3,747
Khmelnytska	10	28,372	6,844	0	0	0	137,759	172,975	866	386	480
Kirovohradska	15	62,699	0	0	0	0	156,603	219,302	731	383	348
Mykolaiivska	11	26,806	0	0	0	0	105,382	132,188	886	463	423
Odeska	8	25,756	0	0	0	0	98,575	124,332	7,271	3,130	4,141
Sumska	11	22,522	24,267	0	0	0	148,348	195,137	527	254	273
Temopilska	10	26,762	1,945	5,535	958	0	136,807	172,007	1,433	866	567
Vinnitska	10	33,466	0	0	0	0	127,135	160,601	3,022	1,457	1,565
Volynska	11	34,567	0	0	0	0	131,059	165,626	3,373	1,388	1,985
Zaporizka	8	16,449	19,547	7,529	4,867	0	117,992	166,384	12,487	5,633	6,854
<b>Total</b>	<b>137</b>	<b>378,132</b>	<b>63,677</b>	<b>15,217</b>	<b>12,175</b>	<b>2,471</b>	<b>1,616,170</b>	<b>2,087,842</b>	<b>40,615</b>	<b>18,091</b>	<b>22,524</b>

## Annex V Micro project Approval (Urban Component)

Regions	Approved MPPs	Cost-sharing (USD)				Beneficiaries (people)		
		ACMBs	VC/CC	Private sector	CBA	Total	Male	Female
Chernihivska	32	48,924	203,280	0	286,611	538,815	2,311	3,165
Dnipropetrovska	44	43,399	479,861	0	437,392	960,653	3,212	3,961
Donetska	78	47,190	138,619	228	204,068	390,105	4,455	6,696
I-Frankivska	38	35,747	220,923	0	318,798	575,468	4,256	6,137
Kharkivska	28	46,632	237,519	0	261,477	545,628	3,819	4,777
Kyivska	29	25,783	215,908	0	258,923	500,614	4,285	5,366
Luhanska	43	22,603	172,505	0	252,238	447,345	30,779	37,910
Lvivska	55	82,736	167,863	0	325,842	576,441	4,438	5,394
Poltavska	35	57,132	196,568	0	759,376	1,013,077	15,614	10,879
Rivnenska	39	48,314	337,218	0	325,534	711,066	2,460	3,061
Zakarpatska	55	41,241	422,265	0	361,584	825,090	3,111	3,597
Zhytomyrska	44	28,588	228,474	0	304,373	561,435	3,138	4,152
<b>Total</b>	<b>520</b>	<b>528,291</b>	<b>3,021,003</b>	<b>228</b>	<b>4,096,216</b>	<b>7,645,738</b>	<b>81,878</b>	<b>95,095</b>

## Annex VI Micro project Approval (Innovative Governance)

Regions	Approved MPPs	Cost-sharing (USD)				Beneficiaries (people)			
		ACMBs	VC/CC	Private sector	CBA	Total	Total	Male	Female
Chernihivska	5		27,225		64,007	91,232	329,427	146,572	182,855
Dnipropetrovska	4		16,374		74,362	90,736	344,568	180,552	164,016
Donetska	5		59,555		107,553	167,107	519,570	224,868	294,702
I-Frankivska	5		23,209		99,098	122,307	332,486	155,180	177,306
Kharkivska	3		20,331		57,292	77,623	58,686	25,878	32,808
Kyivska	5		37,554		85,581	123,134	87,112	40,296	46,816
Luhanska	2		17,312		49,303	66,615	176,418	79,097	97,321
Lvivska	5		17,928		76,528	94,456	163,215	78,030	85,185
Mykolaivska	3		12,773		40,148	52,921	35,238	15,998	19,240
Poltavska	4		77,277		83,504	160,781	113,925	51,800	62,125
Rivnenska	1		5,263		21,051	26,313	10,000	5,300	4,700
Zakarpatska	4		28,004		66,646	94,650	257,675	124,525	133,150
Zhytomyrska	2		22,144		46,452	68,597	66,200	29,030	37,170
<b>Total</b>	<b>48</b>		<b>364,948</b>		<b>871,524</b>	<b>1,236,472</b>	<b>2,494,520</b>	<b>1,157,126</b>	<b>1,337,394</b>



# Those, Who Made It Possible

Since the beginning of the Third Phase of the CBA Project in 2014, 102 highly professional specialists supported implementation of the joint EU/UNDP initiative. Every staff member contributed to the achievement of the CBA goals and with this photo collage, we want to acknowledge high appreciation to their hard work and commitment.







*Empowered lives.  
Resilient nations.*



## Community-Based Approach to Local Development, Phase III

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