

# Empowered Partnership for Sustainable Development

Project funded by the Government of Sweden represented by Swedish International Development Cooperation Agency (SIDA) and implemented by UNDP in Ukraine

# ANNUAL PROGRESS REPORT

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## LIST OF ACRONYMS

Challenge-driven innovation (CDI)

Civic Organization (CO)

Deep and Comprehensive Free Trade Area (DCFTA)

European Union (EU)

Homeowners Association (HOA)

Micro, Small and Medium Enterprise (MSME)

Non-Governmental Organization (NGO)

National Steering Committee (NSC)

Sustainable Development Goals (SDGs)

Swedish International Development Agency (SIDA)

United Nations (UN)

United Nations Development Programme (UNDP)

# Executive summary

The “Empowered Partnership for Sustainable Development” project (hereinafter – the Project) is an area-based initiative to promote the sustainable development agenda and support decentralization reform in Ukraine. Its overall goal is to contribute to developing more efficient public administration capable of working with Ukraine’s civil society and local communities, the business sector, academia, to mobilize effective and scalable initiatives that address the needs and priorities commonly prevailing at the local level, in territorial communities across the country.

The core implementation approach of the project is the notion of a *challenge-driven partnership*. UNDP draws on this modality to facilitate catalytic collaboration that transcends administrative boundaries, and that addresses sustainable development challenges that are identified by the communities and beneficiaries themselves, including new needs and challenges that have emerged with the outbreak of the COVID-19 pandemic.

## Stage I: implementation period 2019-2020

During the first stage of the Project, the *challenge-driven partnership* approach to sustainable development at the local level was widely promoted across Ukraine. Four interregional forums were held to raise awareness among regional and local stakeholders about best international practices related to sustainable local development, problem analysis and solutions, and the role of partnerships. These forums were followed by a call for project proposals. In total 71 proposals were developed and submitted by local constellations of partners and stakeholders.

As a result of a competitive review process, seven initiatives in four priority areas (local economic development, energy efficiency, sustainable mobility, and waste management) were selected for piloting and awarded with a grant to enable project launch. Challenges in these areas are

commonly faced across Ukraine by the territorial communities recently established under the administrative decentralization reform.

Over the period 2019-2020, the selected pilot initiatives were successfully launched and implemented. As result, more than 1,700 people (69.7 percent women) *directly* benefited from the implemented local initiatives, while the number of *indirect* beneficiaries in the 15 oblasts covered by the piloted initiatives exceeded 170,000 people in both rural and urban areas. A total of 152 entities (including local authorities, NGOs, businesses, and others) were engaged in project implementation. Five scientific/research institutions actively cooperated with the grantees, and 22 official authorities, including oblast state administrations and local self-government bodies, proactively supported the initiatives, helping them achieve their planned results.

In total, 56 partners drawn from the public and private sectors joined efforts and resources for the sustainable development of local communities. Resource mobilization was ensured through local co-financing and effective fundraising. The overall budget of the initiatives implemented reached U.S. \$520,000, of which 52 percent was provided by local partners as co-financing, - including funding from the local budgets.

The seven initiatives piloted in the first stage of the project were assessed at the end of their implementation period, and all of them conclusively demonstrated high potential for scaling up and replication. The key lesson learned at this stage is that the challenge-driven partnership, as a results-based modality, is an effective approach for sustainable local development, which in the current development context can foster the further achievement of the SDGs in Ukraine at the local level.

## Stage II: implementation period 2020-2021

Over the course of the first stage, the challenge-driven partnership approach proved effective in implanting sustainable development processes at the local level, and for mobilizing local development actors around common objectives. Amid the mounting challenges caused by COVID-19 in early 2020, UNDP also recognized the relevance of this approach in helping local communities address the socio-economic impact of the pandemic as well as in safeguarding the progress reached in achieving the SDGs at the local level. Based on a SEK 5,000,000 cost-extension approved by the donor, the Project was amended with an additional component being added to the work programme in June 2020 that focused on supporting the response to COVID-19 and on sustainable recovery.

An open call for proposals was announced in July 2020, inviting applications from challenge-driven partnerships to address the impact of COVID-19. The call provided due support and guidance on vital aspects of partnership formation as well as on project design. It garnered 90 applications, submitted by the creators of local initiatives from almost all regions of Ukraine.

The Project's national steering committee approved nine initiatives developed as multi-sectoral partnerships. The approved initiatives cover four principal action areas: employment (support of MSMEs and securing the jobs), community engagement, urban design, and education. The total budget of the supported initiatives is U.S. \$485,000 – of which the grant share is 49 percent, and 51 percent was funded via cost-sharing by the applicants and their partners.

To enhance the implementation capacity of the supported partnerships, the Project provided tailored training. The training covered important practical aspects of project management, procurement processes, grant reporting, as well as communication strategy, transparency, and accountability. Currently, the Project is providing continuing support to the grantees. In particular, the grantees are provided with advisory support in finalizing technical specifications, and in launching transparent procurement processes.

Regular online meetings with grantees and representatives of their partners are held to

ensure the initiatives' implementation and progress are monitored. Grantees also submit monthly monitoring reports, which are reviewed and jointly discussed. As soon as the epidemiological situation allows, physical monitoring and site visits together with the donor and project partners will be considered.

Meanwhile, the Project's current communication campaign is being expanded. This effort reflects UNDP's ambition to facilitate the dissemination of experiences and lessons learned, promote the various development solutions that have been piloted by the supported initiatives, and encourage scaling and replication. Human-centered stories will be captured and shared via digital communication platforms, social media, and other available information channels.

Based on the experience gained, the Project will develop recommendations for local administrations on how to plan and implement effective response and recovery measures to address the COVID-19 pandemic's impact on local communities, as well as to safeguard and accelerate their progress towards achieving the SDGs.

# Project implementation context

Since 2014, Ukraine has been undergoing an ambitious countrywide reform programme, aimed at stabilizing the national economy, and improving the livelihoods of its citizens. Priority areas of reform include fighting corruption, improving the business climate, and achieving energy efficiency. The country is also implementing public administration and territorial reforms, with a specific emphasis on a comprehensive decentralization process. Also, in 2014, the Government of Ukraine signed an Association Agreement including on a Deep and Comprehensive Free Trade Area (DCFTA) with the EU, the implementation of which will encourage the country's democratic and economic development. Striving for integration and accession, Ukraine is, with EU support, taking important steps towards achieving compliance with international standards and frameworks, including those directed at building more efficient public administration and giving territorial communities and sub-national public entities more influence on development-related matters and processes.

In August 2020, the Cabinet of Ministers of Ukraine approved a new State Strategy for Regional Development for 2021-2027. It was developed by the Ministry of Regional Development in close cooperation with other ministries, the Office of the President of Ukraine, local executive bodies, associations of local governments, projects, and international technical assistance programs. The following three key priorities of state regional policy were identified by the strategy: (a) human development and access to quality services, (b) economic development of regions and individual territories, and (c) territorial cohesion. The document essentially changes strategic approaches moving to a territorially oriented development policy based on stimulating the use of the territories' own potential, providing

support to certain territories characterized by special problems of socio-economic development, high historical and cultural potential, ecological conditions and environmental protection needs. Instead of planning and subsidizing the local socio-economic programmes, so-called "hard" and "soft" projects will be funded. In addition, the Strategy identifies ten types of territories that require special attention from the state and the use of special mechanisms and tools to stimulate their development.

Through recent developments and the progress Ukraine has made so far, and specifically due to the completion of the decentralization reform, mandates and responsibilities that previously belonged to the central government have been transferred to the regions. During the fall of 2020, local elections were held for city parliaments, district councils, and rural townships, as well as for the offices of mayors and other city and municipal positions. For the first time, votes were cast within newly formed amalgamated territories and communities, significantly altering the political landscape and the makeup of the local public authorities. Evidently, these elections were primarily a vote on the quality of local governance in the regions. They demonstrated resounding confidence in the local population in the municipal and local authorities. The decentralization reform has clearly benefited Ukrainians by empowering local authorities and communities. Fiscal decentralization has channeled increased budgetary resources to the local authorities and territorial communities. It has become evident that both a need for, and added value from, more ambitious and creative interventions to encourage, and promote, private sector and community-based investments. Such efforts are a catalyst for the further mobilization of private financial resources and capital for inclusive and territorial sustainable

development purposes, and also highlight the necessity of establishing strategic development frameworks that are aligned with the SDGs and that effectively bridge macroeconomic gaps between local and regional development plans and processes.

The aspirations and momentum that define Ukraine's present development trajectory are fertile ground for accelerating inclusive and sustainable development, reinforced by the decentralization reform, as well as sectoral reforms in the areas of education, the health service, administrative services, agriculture, and energy efficiency. The implementation of development policies, based on the SDGs and supported by local promises to open up previously untapped opportunities for novel partnerships between public actors, local community entities, and businesses.

The positive trends recorded over recent years across the spectrum of development indicators were abruptly challenged by the advent of the COVID-19 crisis in 2020. The spread of the COVID-19 pandemic has spared no community or society. It has produced severe socio-economic impacts and affected the provision of basic socio-economic services. Even the provision of elementary consumer needs has been threatened. Findings and evidence from various assessments conclusively show that the socio-economic consequences of COVID-19 could deepen existing inequalities and vulnerabilities. Realization of the need to strengthen the capacity of public institutions to operate during the crisis has likewise emerged amidst the pandemic's dire impact on

households and communities all across all Ukraine regions, prompting UNDP to re-orient and expand its corporate engagement across the prepare, respond, and recovery continuum.

During the first stage of Project implementation, the impact of the COVID-19 pandemic on both Project activities and supported initiatives became a major implementation issue. The epidemiological situation and the government's mitigating measures produced operational and logistical challenges to project activities. Both grantees and project staff had to review implementation plans, reshaping and rescheduling operations. Partnerships that had been declared under implemented initiatives were re-framed and enlarged. Successful mitigation of the risks was ensured through exploring and employing alternative operation modalities with day-to-day support coming from the Project side.

The accumulated experience of challenge-driven partnerships as a results-based modality allowed for the agile amendment of activities, enabling mobilization of localized and community-driven COVID-19 response and recovery measures. The project approach catalysed sustainable development processes at the local level, mobilizing local development actors to act jointly in addressing the socio-economic impact of COVID-19. In light of the above, in June 2020, the Project was extended to include a new component - Support for the COVID-19 response, and for a sustainable recovery.

# Project progress and results achieved

The Project's overall goal is to contribute to more efficient public administration capable of interacting and working, in a transparent manner, with the business sector, civil society, and local communities. It aims to promote sustainable development and implement gender-equitable recovery measures in response to the COVID-19 crisis, protecting the rights of the most vulnerable and ensuring continuity in the provision of state services.

Its specific purpose is to pilot at the regional/local level the formation of multi-stakeholder partnerships to address common development challenges facing local communities, including challenges emerging from the COVID-19 pandemic.

The Project facilitates collaboration between public administrations and multiple stakeholders, reaching beyond administrative boundaries to define and address sustainable development challenges that are common in local communities, including challenges related to the impact of COVID-19.

The Project intervention flows in *three key outputs*:

**Output 1:** Functional challenge-driven partnerships in place.

**Output 2:** Sustainable local development initiatives implemented by challenge-driven partnerships.

**Output 3:** Local communities benefit from the social and economic improvements, realized through successfully piloted multi-stakeholder initiatives in response to COVID-19.

The results achieved as of the end of the reporting period under each of these intended outcomes are presented in this section.

Table 1 below outlines the key results achieved by the Project as of the end of the reporting period.



Table 1. Indicators under Result Framework

#	Indicator	Baseline	2020		Comments
			Target	Result	
<b>99918 Empowered Partnership for Sustainable Development – pilot phase</b>					
<b>Outcome-level</b>					
1	Sustainable local development based on challenge-driven partnerships is successfully applied in at least five pilot areas and documented in success stories and lessons learned (Yes/No)	No [2018]	Yes	Yes	In progress
2	Percentage of partnership members (from the private sector, civil society and local communities) who assess positively the "quality" (skills and competence) of local administrations as partners	0% [2018]	75%	85%	"good" - 71%, "rather good" - 14%
<b>Output 1 - Functional challenge-driven partnerships in place</b>					
1.1	Recommendations for public administrations for establishing challenge-driven cross-sectoral partnerships and adopting the SymbioCity approach at the local level are developed (yes/no)	No [2018]	Yes	Yes	To be updated by the end 2021
1.2	Guidelines for public administrations on the co-funding of joint initiatives within the challenge-driven partnerships are developed (Yes/No)	No [2018]	Yes	Yes	
1.3	Number of cross-sectoral challenge-driven partnerships in selected pilot regions/municipalities/ Amalgamated Territorial Communities formed and committed to design and implement joint initiatives in the prioritized development areas	0 [2018]	7	7	Completed
<b>Output 2 - Sustainable local development initiatives designed and implemented by challenge-driven partnerships</b>					
2.1	Number of local sustainable development pilot joint initiatives designed and implemented by challenge-driven partnerships	0 [2018]	7	7	Completed
2.2	Number of local initiatives evaluated, their methodology adapted as necessary, and a replication plan developed	0 [2018]	7	7	Completed
<b>Output 3 - Local communities benefit from the social and economic improvements realized through successfully piloted multi-stakeholder initiatives in response to COVID-19</b>					
3.1	Number of public servants at the local level with improved skills in recovery planning, and the formation and implementation of gender-equitable crisis response measures	0 [2020]	40 (50% w)	65 (55% w)	In progress, to be completed by the end of 2021
3.2	Number of local administrations participating in cross-sectoral challenge-driven partnerships aimed at addressing the impact of COVID-19 on women and men, and the post-crisis recovery	0 [2020]	8	9	In progress
3.3	Guidelines are developed for public administrations on the formation of cross-sectoral challenge-driven partnerships and addressing COVID-19's impact on women and men, and the post-crisis recovery (yes/no)	0 [2020]	No	Yes	In progress
3.4	Number of local initiatives aimed at addressing COVID-19's impact on women and men designed and implemented	0 [2020]	8	9	In progress
3.5	Number of women and men in target municipalities and local communities benefiting from the implemented local initiatives (w/m)	0 [2020]	50,000 (50% w)	170,000 (51% w)	In progress



## Output 1: Functional challenge-driven partnerships in place

The *challenge-driven partnership* approach informing actions within these outputs is fundamentally based on community engagement and the principles of participatory decision-making, recognizing the imperative of fostering local ownership of the sustainable development agenda. In addition to this aspiration, the Project facilitates cross-sectoral dialogue and fosters the ability of stakeholders to effectively collaborate on solutions to commonly faced sustainable development challenges. A set of critical steps are incorporated into the implementation strategy, compounding an intervention logic that – within individual partnerships – enshrines formal commitments and roles and brings together key partners, experts, and stakeholders around defined objectives.

### Challenge-driven partnerships formed

The major part of the work under this activity, which formed a solid basis for the further steps, was completed by the Project within the first year of implementation and described in detail in the Progress Report for Year I. Here we just remind that the Project's groundwork started in 2019 with launching a nationwide call for applications, inviting project ideas. The overall purpose was to stimulate the formation of multi-stakeholder partnerships at the regional and local levels (including local governments, academia, civil society, and the private sector) to address sustainable development challenges and find replicable solutions to common problems faced by local communities. The following priority areas for future interventions were identified: waste management, energy efficiency, local economic development, and sustainable mobility. As a result of nationwide outreach and communication efforts, project ideas were submitted from all 24 oblasts of Ukraine, including the government-controlled areas of Donetsk and Luhansk oblasts. Overall, 306 project ideas were submitted for the Project's review (see distribution by programme areas below):



In the next step, a round of two-day seminars was organized in Lviv, Dnipro, Vinnytsia and Poltava. The initiators of project ideas participated in four inter-regional forums entitled "Effective partnerships for the sustainable development of territories" (for more details, please refer to the Annual Report I). As a result, the invited participants who represented more than 110 partnerships (200+ persons) were able to present their projects and receive feedback and advice from experts on their projects' technical merits, as well as their compliance with competition requirements and objectives.

To improve the quality of project proposals, a pool of twelve qualified experts held more than 300 consultations to help the Project team prepare for the next stage – the project selection process. Based on the knowledge gained during inter-regional forums, participants adjusted their project ideas and expanded and modified their range of partners in order to submit complete projects to the second stage of the project selection process. A total of 71 partnership projects representing 23 oblasts of Ukraine submitted project proposals for review.

These actions resulted in the setting-up and activation of “sustainable development platforms”, which operate in two directions. On the horizontal line, they bring together partnership’ members at the community level (community members, local entrepreneurs, officials of local self-government bodies). On the vertical line, they allow for expanded dialogue with a wider array of actors at the local and regional level (including officials from the Oblast State Administration, Oblast Council, academia, scientific institutions, and branch associations, among others). These platforms were also conducive to the institutional setting-up and formalization of partnerships, enabling dialogue and consultations between stakeholders (which was subsequently established to be a principal best practice element of the Project).

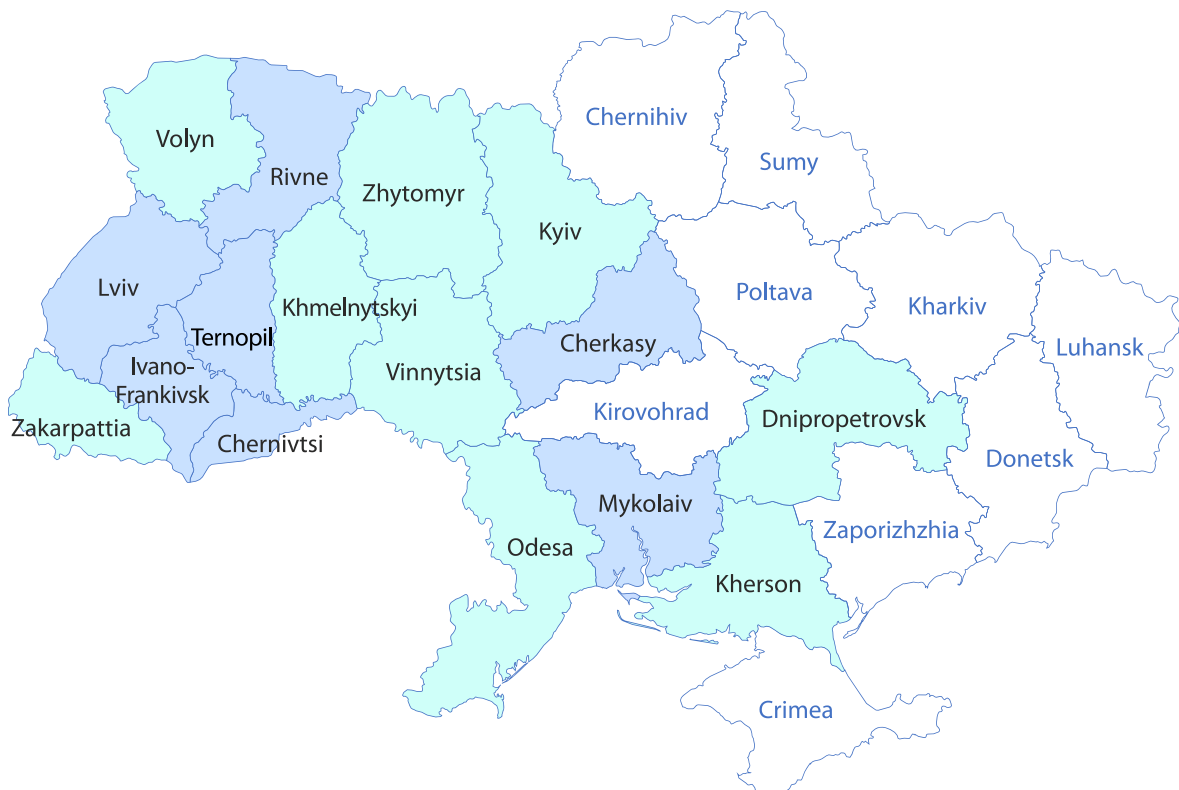


## Local sustainable development challenges and their solutions identified, and pilot projects designed

In October 2019, the Project's National Steering Committee approved seven partnership projects for financing from the following oblasts: Ivano-Frankivsk, Rivne, Ternopil, Mykolaiv, Lviv, Cherkasy, and Chernivtsi. The approved projects were:

- "Sustainable Mobility - Transport Infrastructure Modernization of the Town of Nadvirna" (*Ivano-Frankivsk Oblast, cross-border*);
- "Family Dairy Farms - People's Well-Being and Sustainable Rural Development" (*Rivne Oblast, interregional*);
- "The Way of the Snail. Partnership Model Based on the Example of Family-Snail Farm Development" (*Ternopil Oblast, interregional*);
- "Revolving Fund: Partnership for Energy Efficiency in Multi-Apartment Buildings in Mykolaiv and Odesa oblasts" (*Mykolaiv Oblast, Interregional*);
- "Zero Waste" Model in Action" (*Lviv Oblast, interregional*);
- "Launch of Public Workshops in Three Communities of Cherkasy region" (*Cherkasy Oblast, regional*);
- "Establishment of a Transport and Tourist Hub on the Territory of Mamaivtsi Amalgamated Territorial Community (ATC)" (*Chernivtsi Oblast, interregional*).

The activities of the seven selected projects were extended to the territory of 16 oblasts of Ukraine through establishing effective partnerships, via exchange visits, training sessions, seminars, conferences, forums, and other public events held in cooperation with local authorities, cooperatives, Homeowners Associations (HOAs), businesses, non-governmental organizations, the media, and local communities.



## Output 2: Sustainable local development initiatives are designed and implemented by challenge-driven partnerships

### Local sustainable development pilot projects are realized

During the reporting period, the Project's grantees have continued the implementation of their initiatives, galvanizing their partnerships with local authorities, businesses, and academia. The major implementation challenge faced by the grantees is the impact of the COVID-19 pandemic. The quarantine imposed by the Ukrainian government in response to the pandemic has restricted the operations of several initiatives, and several other activities were delayed. As a result, the implementation period of the initiatives was prolonged to eight months instead of the initially planned six months (which may be considered as a minor deviation given the circumstances).

Over the whole period of implementation, the Project team provided continuous advisory support to the implementing partnerships and monitored the progress of supported initiatives. The close interaction between the Project and supported partnerships allowed for early identification of potential issues as well as timely implementation of risks mitigation corrective measures.

To date, all seven supported initiatives have been successfully completed and resulted in tangible benefits for the population in covered local communities. The number of direct beneficiaries exceeded 156,000 (56 percent of them women). In total, more than 483,000 people benefited indirectly from the completed actions. More importantly, however, that all seven initiatives generated sustainable development solutions or replicable models, which can be easily adopted and applied in other local communities facing similar development problems.

In addition to continuous monitoring over the implementation period, a post-implementation assessment of the achieved results and tested models was conducted by the Project, which has confirmed that all seven initiatives have achieved their targets and generated a sustainable flow of benefits for the targeted population. The findings of the assessment were summarized in an analytical report, which can be found in Annex 1. *Assessment of Local Sustainable Development Solutions*. It is based on the information collected through communication with the project partners, direct and indirect beneficiaries. Partnership cooperation mechanisms (models) are identified and described with a set of comments on its (models) possible use in the other communities. The report analyses the partnership/stakeholder management, including its communication aspect, general assessment of the partnership results by the stakeholders, including assessment of the "quality" (skills and competence) of local administrations as partners, and sustainability of deliverables and challenges incurred by the project partners.

While more detailed information on qualitative and quantitative indicators and specificities of the applied local development solutions can be found in Annex 1. *Assessment of Local Sustainable Development Solutions*, below we bring some prominent examples of positive changes in the local communities triggered by the joint actions of the supported challenge-driven partnerships, focusing on their long-lasting outcomes.





## Launching of public workshops in three communities in Cherkasy Oblast

*This initiative was implemented from November 2019 through May 2020 by the Cherkasy Agency of Regional Development NGO, in partnership with Yerkivska Village Council, Medvedkivska Village Council, Stepanetska Village Council, the Development Fund of the Stepanetska Territorial Community NGO, and the Charitable Fund MHP-HROMADI NGO.*

Due to this initiative local professionals, such as hairdressers, dressmakers, metal workers, and woodworkers, now have well-equipped working spaces. For this purpose, old premises provided by the local authorities were renovated and turned into public workshops. Local people are now benefitting from better access to services and are saving money - as the services are provided locally. The public workshop spaces are equipped with modern facilities and meet safety working requirements.

After renovation and equipping, each public workshop has a defined working schedule as well as a list of services that are provided, in particular:

- in Medvedivska 14 new services are provided;
- in Stepanetska 14 new services are provided;
- in Yerkivska 11 new services are provided.









As result of the implementation of this initiative, quality services at reasonable prices have been made available to people in the Yerkivska, Medvedkivska, and Stepanetska territorial communities in Cherkasy Oblast. Given that newly opened workshops provided new job opportunities for local women and men, the local authorities together with community members plan to expand the range of provided services. The local authorities have also signed cooperation agreements with vocational schools on teaching handicraft design and production in the public workshops to young people living in villages.

Moreover, the stakeholders started looking in the same direction and seeking additional opportunities to introduce development solutions that bring long-lasting benefits to the community members, improving their access to quality services. This is particularly important, as the access to services in urbanized settlements and rural communities defines to a large extent the living standards of the population and their quality of life. At the same time, the local service providers form an important segment of the local economy, which is a source of revenues for local budgets, and a driver of the sustainable growth of local communities.







## Revolving Fund: partnership to improve energy efficiency in multi-apartment buildings of HOAs

*The Agency for Economic Development NGO implemented this initiative from November 2019 through May 2020 in partnership with the SPROMOZHNI HROMADY Association of Local Government Bodies, the PRYMORIA Association of HOAs, and a number of business partners.*

The reforms in the housing sector have been implemented in Ukraine over the last decades. However, there is still a huge number of multi-apartment houses, which are deteriorating without proper maintenance. These buildings are mostly old, *energy inefficient* buildings – reflecting the fact that almost 80 percent of Ukraine’s housing stock is in a "retired" condition and consumes high levels of energy, which is detrimental to the national economy and the global climate alike. While the housing market is thriving and affordable housing is increasingly scarce, there is also a general lack of leadership when it comes to the practical implementation of housing and communal reform.

More and more Ukrainians are themselves assuming responsibility for creating comfortable, safe, and environmentally sound living conditions not only in their own apartments but also in the building in which they are situated. As a prominent example of this trend, homeowners together with local authorities and a wide range of partners (including businesses and local NGOs), joined forces in Mykolaiv and Odesa oblasts on a challenge-driven initiative to implement energy-efficient measures in housing properties. Thus, the *Revolving Fund for Support of Energy Saving Measures* was founded by a consortium of regional stakeholders.

Addressing a common root-problem with Ukraine’s crumbling buildings, the revolving fund serves as an instrument for homeowners to collectively access the financing they need to carry out energy-saving renovations. The revolving fund has been received positively and is trusted due to its simplified application procedure and regional governance structure, which extends support to clients throughout the process - from application to project implementation. The Revolving Fund was launched in six communities in Mykolaiv and Odesa oblasts and enabled the allocation of financing to 29 energy-saving projects implemented by House Owners Associations (HOAs).



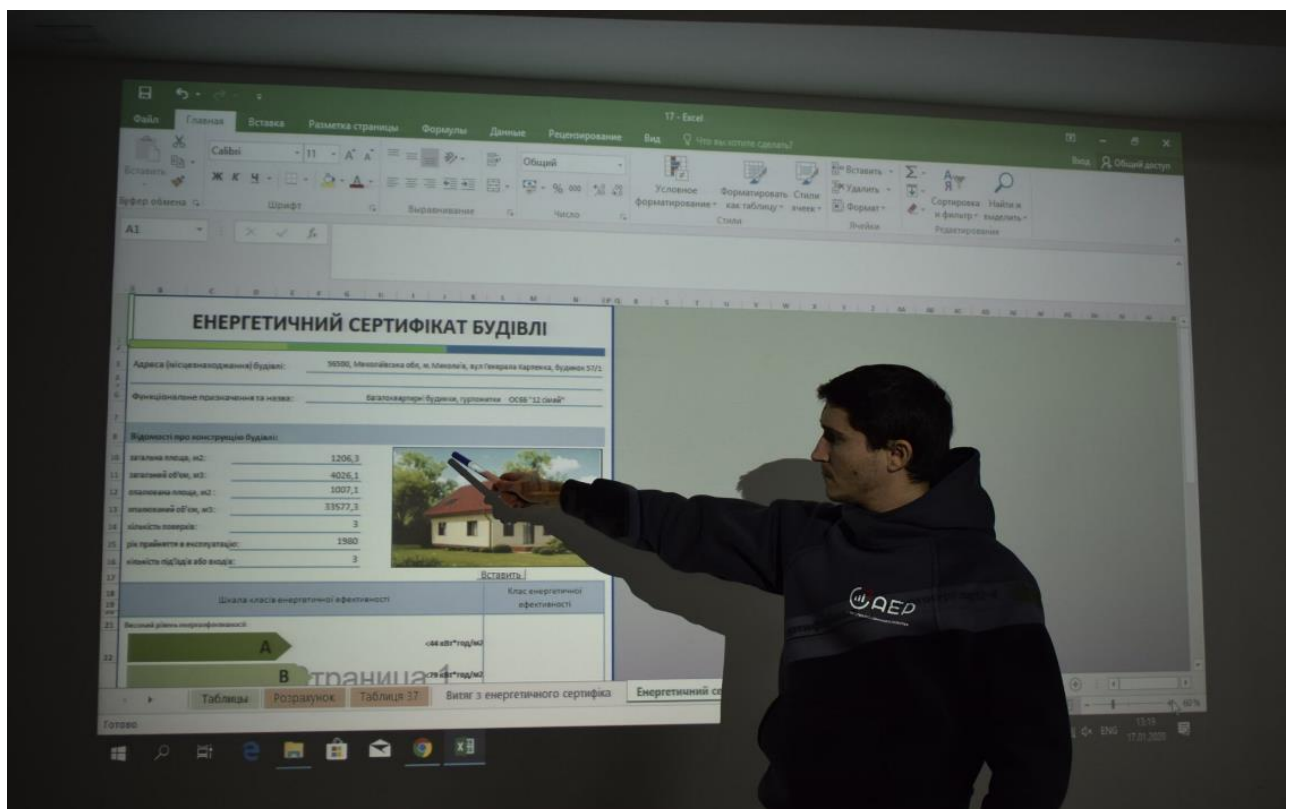




Ensuring the energy-efficiency certification of multi-apartment buildings has been incorporated as a central element of the initiative. On the basis of new state standards for the thermal modernization of buildings, a useful [software tool](#) was developed to assist in energy certification of the building. Training on energy certification was conducted for the HOAs representatives. More than 31,000 participants have attended the learning sessions. It resulted in 10 energy certification actions completed using a new digital tool. The action contributed to the more efficient implementation of energy-saving measures in multi-apartment buildings. The estimated yearly environmental effect of the project actions completed in 29 HOAs represent energy consumption savings of 630,000 kWh, the equivalent of 74,000 kilograms of CO<sub>2</sub> emissions.

Through the project, more than 11,500 people (building residents) received direct benefits due to savings on household expenses. The local administrations were provided with a sophisticated financing instrument to support communities' energy saving projects, which entails savings to the city budget through avoiding one-time funding for individual interventions. As a financial instrument, the Revolving Fund has significant importance for city revitalization and, importantly, as a measure to reduce the load on the energy network and decrease greenhouse gas emissions.

Moreover, [Recommendations on establishing and operating a Revolving Fund for support to HOAs' energy saving actions](#) were developed as part of project. The document provides the detailed review of the revolving fund operation as a financial instrument to support and upgrade the HOAs' housing properties.







## Family dairy farms - Peoples well-being and sustainable rural development

*The "Love Ukraine" Rivne regional charity foundation implemented this initiative from November 2019 through May 2020, in partnership with Limited Liability Company UKRMILKINVEST and Private Agricultural Enterprise UKRAINA.*

In Rivne and Khmelnytsky oblasts, a challenge-driven partnership approach was employed to establish family dairy farms to boost private entrepreneurship in rural areas. Two demonstration family dairy farms (20 -30 cows each) were established and officially registered as business entities. The seed funding provided through the Project was used to procure cattle and necessary equipment, as well as to set up the premises.



Additionally, two training centres were supported. More than 60 families received training in the technical and practical aspects of setting up and running a dairy business. Through the training centres, the family dairy farms regularly receive advisory support on technological matters. Sustainability is assured by mentoring and consulting on herd management, dairy cattle housing systems, and milking routines, among other important issues. Business planning is another element of the consultancy support provided.

The economic sustainability and self-sufficiency of the family dairy farm economic model are assured, as the farms' business activities follow a full cycle from production to marketing. Usually, animal feed supply or health coverage, as well as product sales, are the responsibility of the farmer. However, the family dairy farmers are members of a cooperative that is provided with milk trading services (e.g. milk reception and testing, local sales support, the delivery of milk to processing facilities, etc.) and input services (veterinary, breeding, supply of cattle feed, fodder development, etc.).

The piloted business model has proved to be economically effective, and it also fits into a broader picture of water and land use, biodiversity, and animal welfare, contributing to environmental protection.





As a core activity in rural areas, dairy production is also important as a trigger for community development. Jobs, education, and health infrastructure across rural areas are associated with the development of the milk processing industry. Taking an intelligent and sensible approach to dairy farming helps protecting biodiversity through the proper management of the land and contributes to halting and reversing lands degradation. By conducting a full assessment of the environmental footprint of dairy producers, taking into account a broad range of environmental criteria across their full life cycle, sustainable development without harming nature can be ensured.

Representatives of the oblast state administrations and local authorities have expressed high appreciation for the initiative, seeing it as a positive investment opportunity for the sustainable growth of local communities. The initiative contributes to the socio-economic development of the local communities by promoting cooperation, generating new jobs, increasing the income of family farm members, and production of quality milk. To stimulate the development of dairy farming, the local authorities plan to endorse family farms as a strategic element in their local planning, allocating it budget subsidies.

To ensure the further scaling up of the initiative and replication of the dairy farming business model across regions, local entrepreneurs also need to be supported at the national level (e.g. through improved access to financing) and their businesses to be integrated into the local development plans of the territorial communities. The broad involvement of the stakeholders will result in well-balanced sustainable supply chains and maximize the benefits and advantages of private dairy farming.



## Local initiatives evaluated, and replication plan developed

All seven initiatives piloted within the reporting period were comprehensively evaluated after completion. The evaluation was conducted by an independent national consultant in October 2020. The activity was aimed to review the implemented functional challenge-driven partnerships, the results achieved and their sustainability, so as to assess these partnerships' contribution to local sustainable development and to learn lessons from the initiatives. The report of the assessment is provided in Annex 1. *Assessment of Local Sustainable Development Solutions*.

The assessment was an evidence-based exercise that employed several sources of information for obtaining a mix of reliable qualitative and quantitative data, reviewing various layers of experience and lessons learned, such as activities and results, impact, quality of collaboration, and engagement. Desk review, semi-structured interviews, and online questionnaires were used as tools for evaluation.

Desk review was mainly used as the first source of information on the completion of activities and delivery of outputs. This tool was used when gathering and analyzing information, including the Terms of Reference of the grantees, and grantees' reports. The major part of the information that formed the basis of the assessment was obtained during interviews which were semi-structured and qualitative in nature. Interviews were specifically aimed at documenting success stories and lessons learned and were conducted remotely via the Zoom platform. The key implementing partners were interviewed individually or in small groups of two to three key informants together. The Project's beneficiaries (participants of project activities) were mostly interviewed in the form of small group discussions.

The key findings of the conducted evaluation (see section 3, Annex 1. *Assessment of Local Sustainable Development Solutions*) can be summarized as follows:

- a) All supported challenge-driven partnerships have successfully achieved the expected results. The findings of the evaluation report demonstrated correspondence of the projects' intended and actual results.
- b) Activities of the seven supported initiatives were extended to the territory of 16 oblasts of Ukraine through establishing effective partnerships, exchange visits, training sessions, seminars, conferences, forums, and other public events in cooperation with local authorities, cooperatives, household cooperatives, businesses, non-governmental organizations, media, and local communities.
- c) All supported partnerships managed to attract significant local co-financing for the implementation of their initiatives. In total, the local partners contributed 63% of the utilized financial resources (compared to 37% provided by the Project).
- d) The implemented projects promoted social cohesion by fostering the interaction and relationships between community members and local development actors, including the authorities, civil society initiatives, and the private sector.
- e) The inclusivity and diversity dimensions were incorporated in all supported projects. In particular, gender equality was clearly mainstreamed throughout the projects' activities, and implementing partners ensured equal access to resources for all members of target communities, including women, men, and youth. More specifically, the contribution to gender equality and inclusion was targeted by project "Sustainable Mobility – Transport Infrastructure Modernization of the Town of Nadvirna", "Launching public workshops in 3 communities of Cherkasy region" which were focused on creating local", and "Creation of the transport and tourism hub in the Mamaivtsi amalgamate territorial community" which were focused on creating community infrastructure that was tackling the safety needs of women, men, youth, and vulnerable community members.
- f) The supported projects have significantly contributed to sustainable local economic development. More specifically, the projects "Family Dairy Farms – People's Well-Being and Sustainable Rural Development" and "The Way of a Snail" initiatives contributed to the creation of new income opportunities for rural population. The supported initiatives have also contributed to enhancing



the local infrastructure for entrepreneurship by improving infrastructure and providing equipment for business development in local communities (cities and rural communities).

- g) The supported initiatives have also contributed to the environmental sustainability of the targeted communities via implementing models and programs that reduce carbon footprint: two initiatives implemented solutions for sustainable local mobility, one project implemented a waste management model, and one project implemented a model that contributes to improving energy efficiency in the housing sector.

Based on the results of the conducted evaluation and lessons learned within the implemented initiatives, *Recommendations for future replication of the sustainable local development solutions* were developed by the national consultant hired by the Project. These recommendations will be further supplemented by findings from the second round of the implemented local initiatives (supported under Output 3) and used by the Project for preparing a replications plan, which may also require a follow-up action, which will build upon the results of the current Project.

## Output 3: Local communities benefit from the social and economic improvements, realized through successfully piloted multi-stakeholder initiatives in response to COVID-19

The challenge-driven partnership approach is an effective instrument to foster sustainable development at the local level. It ensures local development actors are motivated, and that the resources they require are mobilized. The COVID-19 pandemic highlighted the usefulness of this approach under the condition of the limited resources. It can be leveraged to support local communities as they tackle the socio-economic impacts of COVID-19 and to preserve progress in achieving the SDGs at the local level. In light of this, in June 2020, when the Project was extended, a new component (Output 3) was added, focusing on support to the COVID-19 response and sustainable recovery.

### Local administrations have strengthened their capacities to plan and implement gender-equitable response and recovery measures

The Project has supported the local administrations in their efforts aimed at preventing the spread of COVID-19 and promoted post-pandemic recovery in health, economic, social, and fiscal dimensions by providing them with reliable information (recommendations of WHO and UNICEF) and sharing findings from the [COVID-19 Socio-economic Impact Assessment](#) (SEIA) conducted by UNDP jointly with other UN agencies and, in particular, [COVID-19 Impact on Households and Businesses](#) conducted by UNDP jointly with UN Women and FAO. With the support of UNDP's regional coordinators in respective oblasts, the Project provided recommendations on how to boost local entrepreneurship, secure education, and learning practices, and conduct safe outdoor activities during the pandemic outbreak. Local authorities were informed on how to mitigate sporadic effects of the crisis while strengthening their capacities and capabilities in evidence-based recovery planning. To sustain active stakeholder engagement, the Project is continuing the process of consulting with the supported partnerships which are represented among the others with more than 50 employees of the local authorities (55 percent of whom are women).

Special attention was paid to adapting the local regulatory framework, as well as forming and implementing crisis response measures that secured employment for local women and men, including the most vulnerable, and protected local SMEs, stabilised supply chains, secured critical services provision. The issue above was articulated on the stage of new local initiatives elaboration while considering the forthcoming initiatives' institutionalization, replication, and scaling up actions. Among the recommendations provided by the Project to the local communities were to revise their current socio-economic development strategies and respective programmes considering the local potential for addressing the COVID-19 impact.

In addition, at the early stages of the COVID-19 outbreak in Ukraine (April-May 2020), the Project have supported the local authorities by disseminating 1,040 posters (see below), which ultimately reached about 54,000 people, including residents of multi-apartment buildings in urban areas (about 28,000), members of rural communities (about 18,000), and additionally a number of farmers/members of agriculture cooperatives (roughly 5,700) and entrepreneurs engaged in non-agriculture sectors (roughly 2,300).

## Як вберегтися від коронавірусу?



**1**  
**ЧИСТІ РУКИ**  
Ретельно мий руки  
упродовж **20 сек**



**2**  
**ПОВНОЦІННЕ  
ХАРЧУВАННЯ ТА СОН**  
Уникай перевтоми



**3**  
**НЕ ТОРКАЙСЯ ОЧЕЙ,  
НОСА ТА РОТА**



**4**  
**ПРИКРИВАЙ РОТ І НІС  
ПРИ КАШЛІ АБО ЧХАННІ**



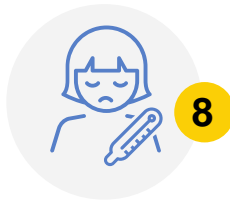
**5**  
**ТРИМАЙ ДИСТАНЦІЮ  
З ХВОРИМ (1,5 – 2 метри)**



**6**  
**УНИКАЙ  
СКУПЧЕННЯ ЛЮДЕЙ**



**7**  
**ЗАХВОРИВ?  
СИДИ ВДОМА!**



**8**  
**З'ЯВИЛИСЯ СИМПТОМИ?  
ДЗВОНИ ЛІКАРЮ!**



**9**  
**ДОПОМАГАЙ  
ЛЮДЯМ СТАРШОГО ВІКУ ТА  
ЛЮДЯМ З ІНВАЛІДНІСТЮ**

**ПОШИРЮЙ  
ІНФОРМАЦІЮ,  
А НЕ ВІРУС!**



НОВИНИ ПРО КОРОНАВІРУС  
ВІД МОЗ В TELEGRAM



МАЄШ ПИТАННЯ?  
[https://t.me/ COVID19\\_Ukraine\\_Bot](https://t.me/COVID19_Ukraine_Bot)

## Communities strengthened partnerships and improved skills in addressing the socio-economic impact of COVID-19 through implementing challenge-driven partnerships

To help communities address the impact of COVID-19 through challenge-driven partnerships, an open call for proposals was announced in July 2020. As during the first stage of the Project, applications from all regions of Ukraine were invited, except for the temporarily occupied territory of Crimea and non-government-controlled areas of Donetsk and Luhansk oblasts (Annex 2. *Competition Announcement*).

Eligible applicants were defined as non-governmental organizations and charitable organizations that were ready to establish a partnership with a business and/or the local authorities. Depending on the socio-economic needs of the region, the proposed projects were expected to include but not be limited to innovative solutions in the field of socio-economic development, education, employment, healthcare, urban design, and community engagement. The proposed projects were to contribute to the maintenance, development, and diversification of entrepreneurial initiatives, while also responding to the challenges caused by the COVID-19 pandemic.

The dissemination of the information and external outreach related to the call for proposals was ensured through numerous channels of communication, including the official website of UNDP Ukraine, the network of UNDP's regional coordinators based in 24 oblasts of Ukraine, social networks, official media to support community initiatives, partner organizations and oblast state administrations.

Recommendations on possible improvements to proposals were provided by UNDP, systematically covering issues related to the scope of actions planned, implementation instruments, implementation timeframe, and the sustainability of the results.

The call for proposals garnered a total of 93 applications from local partnerships representing 22 regions of Ukraine. After a review by the Project's expert panel, 19 proposals were shortlisted for further consideration by the Selection Committee (see Annex 3. *Grants Selection and Approval Criteria*). The capacity and sustainability of the proposed initiatives were analysed, focusing in particular on a partnership's ability to implement and complete the proposed projects. Subsequently, online sessions were conducted with the 19 applicants, giving the project applicants and their partners the opportunity to share more comprehensive details about their proposals and actions planned, as well as an implementation schedule and financial plan.

At the next stage of the competitive selection process, the Project's National Steering Committee considered the 19 shortlisted proposals and recommended awarding a grant to support a total of nine initiatives (see Annex 4. *Minutes of the Project's National Steering Committee*). The following projects were selected for support:

1. "Moms in Business, - Women's economic empowerment as a response to the COVID-19 pandemic", (*Dnipro, Dnipropetrovska Oblast*);
2. "Employment Booster for ATCs: Response to economic challenges to local communities during pandemic", (*Navaria, Lviv Oblast*);
3. "Mobile museum-laboratory for school children: access to quality education in COVID-19 pandemic situation", (*Dunayevtsi, Khmelnytskiy Oblast*);
4. "Developing local infrastructure for cycling: a way to reduce the impact of the COVID-19 pandemic", (*Myrhorod, Poltava Oblast*);
5. "Gender-sensitive design of safe public spaces as a response to COVID-19 pandemic challenges", (*Studena, Vinnytsya Oblast*);
6. "Protecting jobs in rural areas affected by COVID-19 through promoting small family business under the "Shchedre Opillya" brand", (*Avgustivka, Kozivsky District, Ternopil Oblast*);

7. "Developing rural communities and countering COVID-19 pandemic by supporting small and micro-businesses", (Cherkasy Oblast, Vinnytsya Oblast);
8. "Laboratory of handicraft production: a creative response to economic challenges of COVID-19 pandemic", (Zhytomyr, Zhytomyr Oblast);
9. "Youth school of socially responsible business: learning as a means of countering the impact of the COVID-19 pandemic", (Mykolayiv, Mykolayiv Oblast).

SIDA , expert zoom #18, 2.11 (9.30).mp4

Швеція Sverige

Спільний проект Програми розвитку ООН та Уряду Швеції  
«ПОСИЛЕНЕ ПАРТНЕРСТВО ДЛЯ СТАЛОГО РОЗВИТКУ»

UNDP Україна

**Підвищення** якості муніципальних послуг в Студенянській ОТГ Вінницької області із врахуванням гендерних потреб жителів (облаштування парку відпочинку в с. Студена Міський дизайн з урахуванням вікових та гендерних особливостей

Організація заявник, область: ГО "Центр розвитку Студенянської громади" Вінницька область

Перелік партнерів: Студенянська сільська рада Піщанського району Вінницької області, Відділ освіти, культури, молоді та спорту Студенянської сільської ради

Територія реалізації проекту: Студенянська об'єднана територіальна громада

Тривалість реалізації проекту: 6 місяців

2:15 / 46:24

SIDA , expert zoom #25, 29.10 (9.00).mp4

ЗАГАЛЬНИЙ БЮДЖЕТ	ПРООН	БФ «МХП-Громаді»	Установа «Черкаська агенція регіонального розвитку»	«Агенція ре розвитку Вінницької обл»
грн. 1 365 072	624 000	541 072	100 000	100 000
%% 100	45.72%	39,64%	7,32%	7,32%

Місяці Джерело фінансування	1-й	2-й	3-й	4-й	5-й	6-й
ПРООН				624 000		
БФ «МХП-Громаді»	55 072	20 000	20 000	386 000	0	60 000
Установа «Черкаська агенція регіонального розвитку»				100 000		
«Агенція регіонального розвитку Вінницької області»				100 000		

Примітки:

5:57 / 1:07:43

Subsequently, in December 2020 a series of verification meetings were conducted with the initiators of the selected projects, and nine grant agreements on the implementation of the selected initiatives were signed between UNDP and the respective applicants for a total grant value of U.S. \$274,574.74. Details on the project budget and funding levels from partners are provided in Annex 5. *List of Initiatives*.

The initiatives above cover four principal areas: employment (support for MSMEs and securing jobs), community engagement, urban design, and education. The projects, while diverse, build on common aspirations to enable local communities in ten oblasts of Ukraine (see the map below) to address and mitigate the socio-economic impact of COVID-19.



The supported projects are grounded on strategic and spatial planning. They consider major challenges that affect people, infrastructure, economy, and the environment, and promote a culture of partnership and cooperation focused on the interaction of community members, business representatives, and public institutions to ensure sustainable local development and socio-economic growth. Almost every project has its “soft” and “hard” parts. Training activities, which typically constitute the “soft” part, along with project-specific topics will cover sustainable development aspects and SDGs.

Many of the supported projects are focused on support to MSMEs and entrepreneurship promotion. They will inspire young mothers to start their own businesses, which is critically important for the post-COVID recovery of the local economy. Another important point that will be addressed concerns age- and gender-responsive urban design, as well as recognizing that COVID-19 affects women and men in different ways, – and that urban responses to the pandemic need to be inclusive and gender-sensitive. The project covering the area of community engagement concerns a broad information campaign on conducting socially responsible business. Specific thematic training forms part of the project’s activities. In another example, a mobile museum laboratory will be launched to support learning in primary and secondary schools during the COVID-19 pandemic. The mobile museum exhibits will also support online learning. Moreover, during school holidays it is planned to hold an open-air exhibition and outdoor workshops to encourage learning among schoolchildren. The 2030 Agenda for Sustainable Development and the SDGs are to feature among the mobile museum’s exhibits.

Close partnership and cooperation (including the co-financing of the initiatives) with local authorities, scientific and research institutions, and business entities are detailed by the grantees in their declarations of partnerships. As mentioned above, the activities of the supported projects will cover ten oblasts of Ukraine through establishing effective partnerships, training sessions, seminars, and exchange visits, as well as through public events held in cooperation with local authorities, local communities, NGOs, business partners, associations, and cooperatives.

## Communication and visibility

In order to exchange information and share knowledge, the Project's partnerships have created an online public platform: <https://www.facebook.com/groups/UNDP.partnership/>. Over the reporting period, it has become an effective communication tool for almost 950 participants with about 50 thematic posts per month. In addition, the platform allows to monitor how grantees realize the initiatives, ensure communication and information part of the implementation process.

The Project's partners adhere to UNDP's communication and visibility guidelines, using a wide range of media and channels including:






- media press releases;
- factsheets, posters, and infographics;
- press conferences and press statements;
- social media platforms (Facebook, Twitter);
- banners and display boards;
- photo brochures.

Samples of the visibility items were developed by the Project (see below the samples of stickers and information boards used).



The image shows a sample of an information board. At the top, there are five logos: the Swedish flag with 'Швеція Sverige', the 'tourist information center Nadvirna' logo, the coat of arms of Nadvirna with 'Надвірнянська міська рада', the coat of arms of Prudnik with 'місто Пруднік Республіка Польща', and the UNDP logo with 'Україна'. Below the logos, the text reads: 'ГО «Надвірнянський туристично-інформаційний центр» спільно з Надвірнянською міською радою, Гміною міста Пруднік (Польща), реалізували проект'. The main title is 'Стала мобільність – модернізація транспортної інфраструктури міста Надвірна'. Below the title, it says: 'Ініціатива впроваджена в рамках спільного проекту «Посилене партнерство для сталого розвитку», що реалізований Програмою розвитку ООН за фінансової підтримки Уряду Швеції, а також внесків Надвірнянської міської ради'. At the bottom, it states 'Рік завершення 2020'.





# ПАСПОРТ ОБ'ЄКТУ

ГО «Надвірнянський туристично-інформаційний центр»  
спільно з Надвірнянською міською радою, Гміною міста  
Пруднік (Польща), реалізують проєкт

## Стала мобільність – модернізація транспортної інфраструктури міста Надвірна

Ініціатива виконується в рамках спільного проєкту  
«Посилене партнерство для сталого розвитку»,  
що реалізується Програмою розвитку ООН  
за фінансової підтримки Уряду Швеції,  
а також внесків Надвірнянської міської ради

**Загальна вартість проєкту:**  
2 358 165 грн

**Внески сторін:**  
Уряд Швеції/ПРООН - 1 172 127 грн  
Надвірнянська міська рада – 1 186 238 грн

**Термін виконання проєкту:**  
листопад 2019 р. - липень 2020 р.

More samples are available in Annex 6. *Visibility Items*.

All seven initiatives from the first stage of the Project implemented a unique solution to resolve a local development problem. To assess, formalize and promote the experience gained through the implementation of these initiatives, seven videos were produced. The videos capture project activities and their impact on the day-to-day life of a community, with a specific focus on women's empowerment and the inclusion of the most vulnerable of the population. A separate video product presents the overall

implementation of the Project. All of the videos are available as online resources. For more about the project information campaign, including the links to the videos, see Annex 7. *Project Media and Communication Activities*.

To promote key outcomes and lessons learned, a nationwide event on partnership development and promotion for sustainable regional development is planned for the second half of 2021. The first seven initiatives will be presented by the project partners, who will share the results they have achieved, the difficulties faced, and the risks overcome. It is also planned to present the nine initiatives that were approved during the Project's second stage, which are currently being implemented. Accordingly, the grantees and their partners will be able to share their experience and lessons learned with a wider group of stakeholders, paving the way for scaling and replication.

## Risks and mitigation measures

The major implementation challenges faced by the Project within the reporting period were connected to the impact of the COVID-19 pandemic. The related risks to project activities and supported initiatives were successfully mitigated through exploring and employing alternative modalities (online versus offline events and coordination meetings, information dissemination through social networks and digital media, using groups in social media for experience exchange between the supported cross-sectoral partnerships, and so on). The pace of some project activities and grantees' activities were changed. The grantees, as well as the Project, re-designed the implementation plans. Travel and personal meetings, grantees' off-line consultations and meetings with stakeholders, off-line training, public events, and so on were postponed and substituted by (added with) online actions.

Evidently, local elections in October 2020 and COVID-19 affected the partners' compliance with their co-financing commitments. Almost half of the partnerships claimed have been re-shaped through adding new partners and (or) substituting the previously declared ones that could not fulfill their partnership obligations. However, all seven grantees succeeded to implement their initiatives with 48 percent of partners' co-financing.

In order to ensure smooth implementation of the nine local initiatives supported under Output 3, the Project conducted additional consultations with local administrations of the targeted communities and re-confirmed their commitment to support and co-finance the selected initiatives.

During the following implementation stage, to mitigate the risks and achieve set-up targets, the Project will flexibly adapt to the dynamically changing situation, combining different implementation modalities, e.g. remote communication with stakeholders, as well as online training sessions and consultations with grantees.

More details on risks and mitigation measures are provided in Annex 8. *Risk Log*.

## Lessons learned

The Project's objectives are in line with the 2030 Agenda for Sustainable Development and the priorities of the Government of Ukraine. The Project contributes to Strategic Priority Number 1 of the United Nations Partnership Framework Program 2018-2022: Sustainable Economic Development, Environment, and Employment. The Project has successfully applied the challenge-driven partnership approach to local sustainable development. The best international practices were studied, with the aim of adapting them to the situation in Ukraine. As of the end of the reporting period, this approach has been successfully piloted in seven partner projects – this was made possible through the use of a package of specific project interventions and tools.

The key lessons learned from the project implementation can be summarized as follows:

- The challenge-driven partnership approach has proved effective in fostering sustainable development at the local level, as well as in mobilizing local development actors and motivating them to work together, to address both day-to-day tasks and unexpected unprecedented challenges such as natural disasters, industrial accidents, environmental challenges, and so on. With the start of the COVID-19 pandemic, this approach was successfully employed to support local communities in addressing the socio-economic impact of the COVID-19 pandemic.
- The follow-up project is in high demand and is expected to bring both knowledge and financial support to local communities especially the recently established territorial communities, which lag behind due to a lack of required capacities for sustainable development. They, therefore, should not be left behind;
- It is important to build on the current achievements of the Project – to maintain, empower and more actively attract these “agents of change”. The successfully piloted initiatives have generated a portfolio of solutions for typical problems faced by the territorial communities, and so have a high potential for replication.

The tangible results achieved through the supported local initiatives demonstrate the effectiveness of challenge-driven partnerships approach in bringing together the resources needed to resolve urgent issues facing local communities, and in encouraging partners to engage in future projects.

It is also important that gender mainstreaming (with gender-responsive indicators) become embedded throughout all stages of the local initiative cycle. It is suggested that gender mainstreaming should be made a cross-cutting theme in the follow-up activities.

The engagement of scientific and research institutions in the implementation of local initiatives can enrich their methodology and improve the application of practical tools, thus contributing to the success and sustainability of projects.

Interaction between stakeholders from different societal sectors is now perceived as being a necessary and desirable approach to tackling local sustainability challenges. Partnership interactions allow the elaboration of local and regional development programmes and strategic documents. They strengthen local democracy by involving people in local processes and boost social cohesion at the local level.

Within the remaining implementation period, the Project will promote the key lessons learned at the national level. Specifically, a nationwide event on partnership development and the promotion of sustainable regional development is planned by the Project.

# Plans for the next implementation period

More than two years into its implementation period, mounting results and evidence show that the *Empowered Partnership for Sustainable Development* Project's partnership-based approach is a powerful vehicle for advancing the SDGs at the regional and local levels, supporting the creation of multi-stakeholder partnerships, identifying local SDG-based challenges, and designing and implementing truly bottom-up solutions.

In the subsequent implementation period, the Project will test mechanisms for joint problem-solving and resource mobilization, as well as strengthen the organizational capacity of partners for effective collaboration on selected common sustainable challenges in response to the COVID-19 pandemic. The analysis mentioned in the previous sections, along with recommendations for the implementation of the partnership models (see Annex 9. *Development Solutions on the Local Initiatives' Implementation*), and recommendations for their replication and scaling up are to be included in the guidelines for public administrations on forming cross-sectoral challenge-driven partnerships. The guidelines above will also incorporate an analysis of initiatives that address COVID-19's impact on women and men, and the post-crisis recovery. The development of the guidelines will be completed by the end of 2021.

It is envisioned that the current achievements will be further extended during the third year of the project, addressing local sustainable development issues through piloted partnerships at the regional and local levels. These partnerships will be formed between public administration, universities, civil society, and business institutions. During its next implementation period, the Project will concentrate on the following:

- Monitoring the implementation of partnerships projects aimed at responding to the COVID-19 crisis;
- Capturing the results of the seven micro-projects already implemented, and the nine that are being implemented;
- Finalizing recommendations for the Project's beneficiary – the Ministry for Territories and Communities Development as well as for local self-governance bodies and communities to enable them to apply and replicate the best innovative models for sustainable local development;
- Developing guidelines for public administrations on the formation of cross-sectoral challenge-driven partnerships and on addressing COVID-19's impact on women and men, along with post-crisis recovery;
- Designing a Replication Plan, along with suggested new partnerships and funding opportunities for the next roll-out;
- Sharing experience of successful practices around the country;
- Promoting key results, achievements and lessons learned at the national level.

The nationwide event on partnerships developed to promote sustainable regional development is planned for the last quarter of the current year. The Project will also focus on its information campaign and continue to build the capacities of the local authorities and other project stakeholders.

# Financial reporting

Project delivery for the period 10 December 2018 – 10 December 2020 is U.S. \$807,326 (commitments included). It is 76 percent of the total project budget, according to the project's revised and approved budget of 29 June 2020. Most expenses are related to providing grants, consultancies, and training activities, and designing visual items. Detailed expenses are presented in Annex 10. *Financial Report*.

## List of annexes

Annex 1	Assessment of Local Sustainable Development Solutions
Annex 2	Competition Announcement <a href="https://www.ua.undp.org/content/ukraine/en/home/projects/empowered-partnership-for-sustainable-development-program/partner-projects-contest.html">https://www.ua.undp.org/content/ukraine/en/home/projects/empowered-partnership-for-sustainable-development-program/partner-projects-contest.html</a>
Annex 3	Grants Selection and Approval Criteria
Annex 4	Minutes of the Project's National Steering Committee
Annex 5	List of Initiatives
Annex 6	Visibility Items
Annex 7	Project Media and Communication Activities
Annex 8	Project Risk Log
Annex 9	Development Solutions on the Local Initiatives' Implementation
Annex 10	Financial Report