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# ACTIVITIES AND KEY ACHIEVEMENTS IN UKRAINE

JUNE 2023 – APRIL 2024 REPORT





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*"The Portfolio Approach enabled us to determine the main direction of the Mykolaiv City economic transformation for future decades, taking into account its competitive advantages and applying the principles of dynamic management. Also, it allows to test the main options and identify the most effective ones for future scaling up the Portfolio Activation results."*

**Tetiana Shulichenko**

Head of the Economic Development Department, Mykolaiv City Council, Ukraine

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*"For Trostianets, where 99% of businesses have been affected by the ongoing war in Ukraine, the support of M4EG is of vital importance, since it helps the local entrepreneurs and those who want to start their own businesses to find additional financial opportunities, resources and new partners."*

**Ruslan Bova**

Chairman of the Board, NGO "Centre For European Integration of Slobozhanshchyna", member of the M4EG City team, Trostianets, Ukraine

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*"The M4EG Initiative's support has been crucial for our community, which has been under temporary occupation since February 2022. The municipality has operated in exile, necessitating the restart of all municipal working processes from scratch. With the M4EG's crisis assistance, we were able to operate even in exile. Additionally, our experience with the Urban Imaginaries programme has underscored a vital principle for future endeavours: when developing projects and initiatives that serve local needs, it is essential to adhere to the maxim, 'Nothing for the people without including the people's perspectives and opinions.'"*

**Iryna Slavova**

Director of Melitopol Development Agency of the City Council, Melitopol, Ukraine

## Abbreviations

<b>CPI</b>	Centre for Public Impact
<b>CSO</b>	Civil Society Organisation
<b>DG NEAR</b>	Directorate-General for Neighbourhood and Enlargement Negotiations, the European Commission
<b>EaP</b>	Eastern Partnership countries
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EUD</b>	European Union Delegation
<b>IRH</b>	Istanbul Regional Hub (of UNDP Regional Bureau for Europe and the CIS)
<b>LA</b>	Local Authorities
<b>M4EG</b>	Mayors for Economic Growth (Facility)
<b>P4EG</b>	Pathways for Economic Growth
<b>ULC</b>	Urban Learning Centre
<b>UNDP</b>	United Nations Development Programme
<b>UXO</b>	Unexploded Ordnance

Note on definitions: depending on the country context and/or wording previously used in endorsed documents, the report uses local authorities, municipalities, cities, and towns interchangeably.

This publication was funded by the European Union. Its contents are the sole responsibility of Mayors for Economic Growth project and do not necessarily reflect the views of the European Union.

## Introduction

In the second half of 2023 – first half of 2024, the Project in Ukraine faced significant challenges due to the ongoing Russia-Ukraine war, impacting municipal operations through increased missile and drone attack risks. Adaptive measures, including a shift from offline to online activities and enhanced venue security, were implemented to maintain continuity and safety. Additionally, a blockade at the Polish-Ukrainian border complicated equipment imports for municipal projects, prompting the exploration of alternative import routes. Fiscal changes, reallocating a significant portion of personal income tax from local to military support, also posed financial challenges for municipalities, affecting their ability to meet co-financing requirements for M4EG-supported projects, necessitating a more adaptable approach to co-financing.

## Key figures

<b>number of total members / new member</b>	209/12
<b>number of reconfirmed members</b>	122
<b>people reached via comms channel</b>	Over 38,000
<b>number of events / sessions / meetings, workshops, info-sessions</b>	<b>52 events, sessions, meetings, workshops, and info-sessions:</b> <ul style="list-style-type: none"><li>• offline and online Sensemaking workshops with Mykolaiv and Ternopil</li><li>• 17 online workshops for Mykolaiv and Ternopil Portfolio Teams</li><li>• 8 online Response and Renewal Learning Sprint sessions.</li><li>• 4 online sessions on gender-sensitive approaches for the municipalities supported within the Response and Renewal Programme</li><li>• 1 final “Show &amp; Tell” event for the municipalities supported within the Urban Imaginaries Programme</li><li>• 2 online thematic events</li><li>• 8 mentoring sessions for Urban Imaginaries General Cohort</li><li>• 1 online Kick-off for Urban Imaginaries Advanced Cohort</li><li>• 2 online workshops for Urban Imaginaries Advanced Cohort</li><li>• 4 online mentoring sessions for Urban Imaginaries Advanced Cohort</li><li>• 1 online presentation of the Grant Instruction for LVGAs</li><li>• 2 Urban Learning Center “Foundations for Future Readiness” online course launching event</li><li>• 2 online sessions on “Foundations for Future Readiness”</li><li>• Lviv Urban Forum (including a workshop on deep social listening)</li></ul>
<b>number of grantees</b>	<ul style="list-style-type: none"><li>• 5 supported under the Urban Imaginaries Programme</li><li>• 13 supported under the Response and Renewal Programme</li><li>• 2 participating in the Portfolio Journey</li></ul>

## Key achievements

- Recognizing the profound impact of the conflict in Ukraine, the M4EG emergency response efforts continued into 2023 building on the effective deployment of repurposed funds in 2022. In Ukraine, the focus remained on leveraging and enhancing the existing capacities of local authorities to manage crises and bolster long-term resilience. M4EG supported 39 LAs within the Ukraine Crisis Response component, assisting 60,484 beneficiaries (19,007 direct and 40,577 indirect beneficiaries), including 13,852 IDPs (13,314 direct and 538 indirect beneficiaries). This number also includes the 15 LAs, that were supported by 12 Community Volunteers under the UN Community Volunteers Program, under which the assistance has been provided to 32,077 beneficiaries (16,500 direct and 15,577 indirect beneficiaries), including 10,522 IDPs (9,984 direct and 538 indirect beneficiaries).
- 20 signatory municipalities/LAs engaged in deep demonstration interventions and started the implementation of their local initiatives or piloting portfolios. Two cities are supported within Portfolio Journey, 5 under the Urban Imaginaries Programme and 13 under the Response and Renewal Programme. The total envelope of committed funds constitutes USD 1,205,950. All municipalities formed their capable teams and started implementation in 2023 with the support of M4EG. By the end of April 2024, 8 initiatives are completed and resulted in tangible improvements for the communities, for example, such as establishment of municipal sewing enterprise creating 30 new jobs for IDPs in Nizhyn (Chernihivska oblast); creation of complex rehabilitation department at the Communal Non-profit Enterprise «Bucha Consultative and Diagnostic Center» in Bucha (Kyivska oblast); creation decent living conditions for 80 IDPs in the dormitory in Hlukhiv (Sumska oblast); establishment of educational space to conduct reskilling/upskilling programs for IDPs in Lviv city; establishment of micro-greenery cultivation facility creating new jobs for 3 IDPs in Slavuta (Khmelnyska oblast); creation of the Educational and Advisory Center for businesses in Trostianets (Sumska oblast); support with the restoration of the administrative and public services provision in the frontline village Velyka Oleksandrivka (Khersonska oblast), and establishment of the Municipal Resource Center to support IDPs in Kamianets-Podilskyi (Khmelnyska oblast).



- 157 members/municipalities are enrolled in the Urban Learning Centre's Foundations for Future Readiness Online Course with access to knowledge on twin transition, foresight and trends, municipal revenues and finance, and system thinking. Municipal staff's overall capacity to create visions, strategize and manage project implementation in-house, as well as the commitment to go beyond 'business as usual' remains a major shortcoming, and hence focus in all of M4EG engagements.

## Challenges

Since the Russian full-scale invasion of Ukraine in February 2022, the war has continued to cause civilian casualties and hardship, damage to infrastructure and productive assets, and disruption to the economy. The impacts of war are uneven, and the greatest effects are felt by women, persons with disabilities, children and youth, IDPs, and the elderly. According to the Third Rapid Damage and Needs Assessment (RDNA3), by the end of December 2023, an estimated 5.9 million people were recorded as refugees across Europe. 3.7 million people were reported as internally displaced persons (IDPs) as of October 2023. Since the invasion, over 10,000 civilians have lost their lives, thousands have been injured, and millions have lost their homes.

The war has caused significant loss of jobs and income in the private sector, as well as loss of purchasing power and loss of assets among Ukrainians, particularly the most vulnerable. The estimated gross domestic product (GDP) for 2023 is 74 per cent of 2021 GDP in real terms. Poverty and food insecurity have increased: according to initial estimates from a monthly phone survey conducted by the World Bank since April 2023, 9 per cent of households reported having run out of food at some point in a 30-day period in November 2023. Overall, there have been dramatic setbacks in the country's development and in its progress toward many of the Sustainable Development Goals.

Meeting the specified needs is critical for long-term recovery and restoration of development progress, but this will take time. Key factors driving this time frame are the war trajectory and financing availability. Restoring Ukraine's productive capacity and reversing the destructive impact of the war will require significant public intervention. This includes rebuilding and improved planning of essential infrastructure, encouraging financing of MSEMs, and supporting the financial sector as the full financial cost of the war is revealed. However, there will be a tremendous social and economic cost if the most urgent needs are not met in the shortest possible time frame—and this cost will be borne especially by the poorest and most vulnerable.

Given the magnitude and complexity of the needs, the GoU has taken an organized, sector-level approach to recovery and reconstruction planning. Coordinated through the MCTID, the Ministry of Economy, and the Reforms Delivery Office of the Cabinet of Ministers of Ukraine, line ministries worked across 20 sectors to identify project-level priorities, determine financing needs, and monitor funding, implementation, and disbursement.



# Implementation of the activities

## CRISIS RESPONSE

Within its Crisis Response component, M4EG project supported 49 Ukrainian municipalities, with close to 23,000 direct beneficiaries, mainly IDPs and refugees. In essence, the achievements under this output delineate a robust and flexible crisis response, with a commitment to resilience and community support. The adaptive measures, diverse forms of support applied, and strategic sensemaking initiatives underscore a holistic response to a complex and evolving situation, aimed at not just immediate relief but long-term recovery and the strengthening of local governance and social fabric. Most of the repurposed funds were delivered in 2022. A few activities continued in 2023 at a smaller scale, including the Community Volunteers, due to good feedback on their work's relevance and effects. 12 volunteers continued their role part-time in nine regions in the first part of 2023 and finished their activities in June 2023. These volunteers worked closely with municipal and regional authorities to support crisis coordination, including mobilization and distribution of humanitarian aid to war-affected local populations and IDPs, such as food and non-food items, accommodation of IDPs, and provision of basic services. Partnership and support were provided by the UNV Office in Ukraine and the UNV Regional Office in Istanbul.

The destruction of the Kakhovka Hydroelectric Power Plant Dam (hereinafter Kakhovka Dam) in Kherson Oblast on 6 June 2023 led to massive flooding, forcing dozens of thousands of people to flee, and impacting at least 37 towns and villages which have been reported fully or partially flooded, according to the Ukrainian authorities (source UN OCHA, as of 7 June 2023). The M4EG promptly responded to support three affected communities through the provision of five generators that were needed and requested by the municipalities. The equipment supplied electrical power to mobile water purification systems. One coupled mechanism can cover the daily drinking water needs of up to 1,000 people. The system can produce up to 5,000 litres of water per day. Based on the on-site data gathering, the M4EG managed to reach and support 1,157 direct beneficiaries with clean water daily. At the same time, five generators were procured for the Mykolaiv municipality to support the uninterrupted operation of the water supply system in the city (at least 25,000 residents were indirectly supported).

In total in 2023, M4EG supported 39 LAs within the Ukraine Crisis Response component, assisting 60,484 beneficiaries (19,007 direct and 40,577 indirect beneficiaries), including 13,852 IDPs (13,314 direct and 538 indirect beneficiaries). This number also includes the 15 LAs, that were supported by 12 Community Volunteers under the UN Community Volunteers Program, under which the assistance has been provided to 32,077 beneficiaries (16,500 direct and 15,577 indirect beneficiaries), including 10,522 IDPs (9,984 direct and 538 indirect beneficiaries).

Community Volunteers were integral to the response, with the continuation of 12 volunteers coordinating with municipal and regional authorities in nine regions distributing humanitarian aid, managing accommodations for internally displaced persons (IDPs), and providing basic services. A notable crisis occurred with the destruction of the Kakhovka Hydroelectric Power Plant Dam in June, prompting M4EG to supply generators to affected communities for water purification needs, directly benefiting 1,157 people daily.

In essence, the achievements under this output delineate a robust and flexible crisis response, with a commitment to resilience and community support. The adaptive measures, diverse forms of support applied, and strategic sensemaking initiatives underscore a holistic response to a complex and evolving situation, aimed at not just immediate relief but long-term recovery and the strengthening of local governance and social fabric.

## **PATHWAYS FOR ECONOMIC GROWTH (P4EG) ADAPTATION**

Management of the territorial communities' development in Ukraine under conditions of decentralized governance, involves the use of a program-targeted approach. One of the areas of its practical implementation is the preparation and implementation of local programs aimed at the development of the most significant areas of community life. Moreover, the full-scale war prioritised the necessity of the recovery processes to be implemented at the local level. All these factors established the background for the changes and updates in the Ukrainian legislation, which concerns the local strategic planning and economic development procedures and methodologies, which in particular described in a dozen of legislative acts and government decrees, which in particular includes the updating of the DREAM platform, as the national tool for tracking and managing the recovery and development infrastructure projects in Ukraine. The European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), Arup, EIT Climate-KIC, Tallinn University of Technology (TalTech), and UNDP launched the Pathways for Economic Growth (P4EG) framework, a methodology to design a new generation of local economic development plans in the context of the EU-funded project Mayors for Economic Growth (M4EG).

Founded on the principle of holistic development, the P4EG framework helps cities best assess social, environmental, and economic factors in local development, as well as the potential for scaling up their projects in cooperation with central governments, donors, and European and International Financial Institutions.

Purposing to adapt the proposed P4EG methodology to Ukrainian legislation and local context UNDP in Ukraine has engaged the expert, whose task is to prepare it for possible future piloting in Ukrainian communities to provide, for each stage of the plan's development, an overview of the reasons why to do it, activities to be undertaken, tools, guidelines and resources that are available, as well as of all the methods (co-creation, stakeholder engagement, learning processes) that can be adopted. It is expected that the final document will be discussed with the stakeholders within the planned workshops, including the Lviv Urban Forum, and finalized by the end of August 2024.



## RESPONSE AND RENEWAL

The Response and Renewal Grant Programme is aimed at revitalizing and supporting the recovery of local communities impacted by Russia's war on Ukraine, launched in March 2023 by the European Commission and the United Nations Development Programme (UNDP), is reaching its final phase. The progress of the 13 initiatives of Ukrainian municipalities supported within this programme is presented below.

No.	Name of municipality	Short description of the action	Period of implementation	Status update
1	Chortkiv	Response: Improvement of access to social services for vulnerable population (IDPs and people living in difficult conditions) in the Chortkiv Territorial Community through the establishment of the Centre for Social Services.	21/08/2023 - 31/05/2024	The project is in the active phase of implementation. The team is currently conducting procurements of furniture and equipment and will proceed with hiring the Centre's personnel and organizing trainings. The repair work in the dormitory for IDPs, where the Centre for Social Services will be located, was finalized at the end of March 2024. All project activities will be finalised by May 2024.
2	Hlukhiv	Response: Creation of favourable living conditions for short- and long-term residence of IDPs and conflict-affected population in Hlukhiv City of Sumy Oblast.	17/07/2023 - 29/02/2024	The project is in the active phase of implementation. At the same time, the partner has already conducted all the procurements, including household appliances, equipment, furniture, bed linen, etc. The repair works in the premises of the dormitory for IDPs and, consequently the project, was finalized in February 2024.
3	Velyka Oleksandrivka	Response: Restoration of administrative and public services in the Velyka Oleksandrivka Urban Village of Kherson Oblast.	21/08/2023 - 30/04/2024	The project is in the active phase of implementation. The partner has conducted the procurement of vehicle for mobile visits. Currently, the procurements of suitcase for mobile visits and furniture are being finalized. The partner has also commenced a tender for procurement of office equipment. The main challenge is to find suppliers as the municipality is located very close to the front line. All project activities will be finalised by April 2024.

4	Slavuta	Response: Creation of conditions for economic and social integration of IDPs into the Slavuta Territorial Community. Support of IDPs' employment at the local level.	17/07/2023 - 30/04/2024	The project is in the active phase of implementation. The partner is finalizing repair works in the microgreens production facility's premises and equipment and supplies procurements. Also, the partner started organizing project events and will sign contracts with micro-greenery cultivation specialists. The main challenge is difficulty in finding suppliers to follow procurement procedures. The project activities will be finalized till April 2024.
5	Kamianets-Podilskyi	Response: Social integration of IDPs into the Kamianets-Podilskyi Territorial Community through the establishment of the Municipal Resource Centre for IDPs Support to provide social, humanitarian, legal, and other assistance.	21/08/2023 - 30/04/2024	The project is in the active phase of implementation. The partner is conducting repair works in the premises of the Municipal Resource Centre, organizing trainings and conducting procurements of equipment and furniture. The Consultant on work with IDPs has been hired. The main challenge was to find suppliers and contractors for repair works. All the activities will be finalised by April 2024.
6	Kharkiv	Renewal: Support to the war-affected Kharkiv on its way to sustainable modernization and restoration. Support in Developing of the concept of a Master Plan of the City using leading international experience.	17/07/2023- 31/05/2024	The project is in the active phase of implementation. The partner has finalized basic detailed damage assessments of residential buildings. The 3D laser scanning of the first two architectural sites started. The partner will soon sign the agreement on the 3D scanning of the last architectural site and the agreement on the development of 3D model of the city. The main challenges are following the procurement procedures and bad weather conditions to conduct 3D laser scanning. Another challenge is restricted access to the building of the Kharkiv Oblast State Administration due to security measures requiring additional approvals. All activities will be finalised by May 2024.
7	Slavutych	Renewal: Creation of a complex cross-sectoral management mechanism for crisis response in the Slavutych Territorial Community of Kyiv Oblast.	17/07/2023 - 30/04/2024	The project is in the active phase of implementation. The partner is finalizing repair works on the premises of the Shelter for IDPs. The office equipment for the Adaptation and Integration Hub in the Centre for Social Services has been purchased. The sociological surveys and the first training on business refocusing have been conducted. The partner is concluding procurements of equipment and furniture for the Shelter for IDPs and organizing strategic sessions, trainings, and Forum. The partner had to decrease the number of strategic sessions and trainings as other organizations have already conducted similar activities. The project team is looking for suppliers for development of the online information services to support businesses and IDPs and will start working on the action plan for the economic recovery of the municipality. The main challenge is difficulty in identifying suppliers to follow the procurement procedures, mainly due to the remote location of Slavutych and the lack of local suppliers. All project activities should be finalised by May 2024.

8	Chernivtsi	Renewal: Support in adaptation and integration of IDPs and conflict-affected population to the Chernivtsi Territorial Community through involving them in the activities of the newly established Community Cohesion Centre.	1/09/2023 – 30/05/2024	The project is in the active phase of implementation. The project team is finalizing procurements of furniture and materials for restoration repair of the premises. The partner has signed an agreement with contractor to conduct restoration repair works that will start in February 2024. The partner is conducting equipment procurements and looking for contractors to organize trainings and Forum and conduct sociological surveys. The topics of trainings have changed as other organizations provide similar activities and cover the need. The partner has difficulty identifying suppliers to follow procurement procedures. Due to the delay in the start of restoration repair works, the project activities will be finalised by May 2024.
9	Nova Kakhovka	Renewal: Creation of conditions for organizational support of IDPs and conflict-affected population through the establishment of the Community Centre for Support of IDPs in the Nova Kakhovka Community.	17/07/2023 - 30/04/2024	The project is in the active phase of implementation. The partner is finalising the purchase of office equipment and furniture to establish a Training Space and will proceed with organizing trainings for IDPs from temporarily occupied Nova Kakhovka. The partner decreased its contribution to the project due to the limited budget of the municipality as revenues from personal income tax have been relocated from the local budgets of municipalities towards the financial support of military personnel and law enforcement officers. Also, the number and topics of trainings have been changed, and the savings have been redirected for purchase of equipment due to its prices increase. The project activities will be finalised by April 2024.
10	Nizhyn	Renewal: Creation of conditions for employment and socio-psychological adaptation of IDPs through launching a new sewing direction at the existing communal enterprise in the Nizhyn Community.	17/07/2023 - 30/04/2024	The project is in the active phase of implementation. The partner has conducted procurement of sewing equipment, office equipment, and furniture to launch a sewing enterprise. And currently, the partner is looking for contractors to do repair works and organize practical training courses on sewing. The candidates for the positions of seamstress have been identified, and the partner has started conducting training sessions on psychological therapy that is in high demand in the community as was identified during community listening. The partner is currently looking for customers for their production as there are high requirements for quality from large textile companies that were initially supposed to place an order for the newly launched sewing enterprise. Also, the partner still needs to procure raw materials for training course on sewing. The project activities will be finalised by May 2024.

11	Bucha	Renewal: Provision of a wide range of rehabilitation services to the population of the Bucha Territorial Community of Kyiv Oblast. Establishment of the Complex Rehabilitation Department on the basis of the Bucha Consultative and Diagnostic Centre.	17/07/2023 - 30/04/2024	The project is in the active phase of implementation. The partner has conducted repair works and purchased the rehabilitation equipment for the complex rehabilitation department. The partner has experienced difficulties in finding qualified personnel. Currently, one employee is passing trainings on physical and rehabilitation medicine compared to the six employees who were initially supposed to be trained as the partner identified the workers with relevant qualifications. The partner is procuring additional rehabilitation equipment and will sign a contract with the National Health Service in March 2024 to launch the complex rehabilitation department. The project activities will be finalised by April 2024.
12	Voznesensk	Renewal: Development and implementation of the concept of sustainable restoration of the Territorial Community of Voznesensk using modern approaches of urbanism and digital spatial modelling.	17/07/2023 - 30/07/2024	The project is in the active phase of implementation. The partner is finalising procurements of office equipment and furniture. The changes have been made to the project activities. In particular, the partner has started the assessment of the digital infrastructure (hardware and software) of the selected units of the city council, which is aimed at the preparation to implement the geo-informational system of local planning development; changing the concept from the Growth Hub to the Centre for Adult Education due to the lack of financial resources to invest into opening the Hub within the current project as revenues from personal income tax have been redirected from the local budgets of municipalities towards the financial support of military personnel and law enforcement officers. However, some additional facilities are planned to be installed in the Centre. The main challenge is to follow procurement procedures. The project activities are aimed to be finalised in July 2024.
13	Velyki Luchky	Renewal: Increasing economic activity and improving tourist attractiveness of the Velyki Luchky Territorial Community by establishing the Centre for the collection, processing and sales of wild plants.	21/08/2023 - 31/05/2024	The project is in the active phase of implementation. The partner is currently conducting repair works on the premises of the Centre for the collection, processing and sales of wild plants. The partner is also finalizing the procurement of equipment and is looking for a contractor to organize trainings. The Centre's personnel have been hired, and the contractor for website development has been identified. We anticipate delays in implementing some project activities (i.e. visits to collect wild plants, and organizing excursions) due to the cold weather conditions. The project activities will be finalised by May 2024.

To provide technical advice to the review and initial implementation of these grants in the area of gender mainstreaming, UNDP engaged the relevant expert in the second half of 2023. As of the beginning of 2024, the expert prepared 2 hands-on mentoring online sessions, including the practical material aimed at analysing the extent to which the gender approach is included in the implementation at this stage.

On September 11, the mentoring online sessions with 8 municipality teams from the 1st cohort were conducted. The meeting was attended by representatives of Nova Kakhovka, Bucha, Voznesensk, Nizhyn, Slavuta, Slavutych, Hlukhiv and Kharkiv. During the meeting, the participants deepened their knowledge about gender mainstreaming, as well as the legislative framework and the role of NGOs and local authorities in the implementation of the gender approach in communities.

On September 26, hands-on mentoring online sessions with 5 municipality teams (Kamianets-Podilskyi, Velyka Oleksandrivka, Chernivtsi, Chortkiv, Velyki Luchky) from the 2d cohort.

## URBAN IMAGINARIES

The Urban Imaginaries Programme was designed by the EU, UNDP, and Centre for Public Impact (CPI) in 2021 to support 5 small initiatives in Ukraine with approximately 400,000 residents in total, that seek to reimagine or reinvent key aspects of local living by applying human-centered design methodology and developing interventions by engaging with the community and other relevant stakeholders, is also approaching to successful finalization. The current status of the implementation is presented below.

No.	Name of municipality	Short description of the action	Period of implementation	Status update
1	Lviv	Creation of the space for a comprehensive service provision system for psychological support, employment and social integration of residents	16/05/2023 - 31/01/2024 The project is finished	The city team learned that interviewing beneficiaries is crucial for understanding needs and enhancing project effectiveness, with social listening highlighting the need for adult informal education and increasing community loyalty; these insights are also used to develop other projects, and next steps include leveraging established communication channels with Lviv partners, obtaining equipment, and funding for professional courses, as well as seeking additional funds for space refurbishment.
2	Melitopol	Improvement of administrative and social services to residents of the Melitopol Community through the creation of the Communication Point at the "Open Assistance Space "SAME TUT"	16/05/2023 - 30/04/2024	Through the program the municipality has formed partnerships with various state and international organizations to assist IDPs and involve them in project activities, with plans to establish educational spaces for trainings and expand the "SAME TUT" assistance spaces in Lviv and Kyiv, incorporating feedback from social listening, and, post-de-occupation, to continue operations in Zaporizhzhia as part of Melitopol's Administrative and Social Services.
3	Poltava	Creation of a Communication Space "POLTAVA GREEN OPEN GARDEN" for the integration of IDPs into the local community	16/05/2023 - 30/04/2024 The project is planned to be prolonged	In collaboration with the Polish PCPM Foundation, IDPs and other vulnerable groups in the Poltava community were temporarily employed at the Botanic Garden through the "CASH FOR WORK" program, received funds for garden equipment, and are now seeking international partnerships to establish a "WOMAN-HUB" communication space within the Botanic Garden.



4	Sumy	Creation of a model of an electronic patient support system “Digital Clinic” in medical institutions of Sumy	16/05/2023 - 15/08/2024	The UI Programme's learning component highlighted the complexity of societal change, enhancing the team's innovative thinking and risk management through design thinking, which will be applied alongside management approaches to develop user-centric products and build trust; next steps include conducting workshops, testing products through role-play, developing software and technical documentation, and presenting the outcomes in media.
5	Trostianets	Strengthening of entrepreneurship activity in the Trostianets community through the creation of a Training and Advisory Centre for Business	16/05/2023 - 31/03/2024 The project is finished	The learning process and project proposal development fostered partnerships with national and international bodies to engage experts for events, while local businesses actively seek additional financing from various programs, and the planned Business Training and Advisory Centre in Trostianets aims to evolve into an educational and cultural HUB.

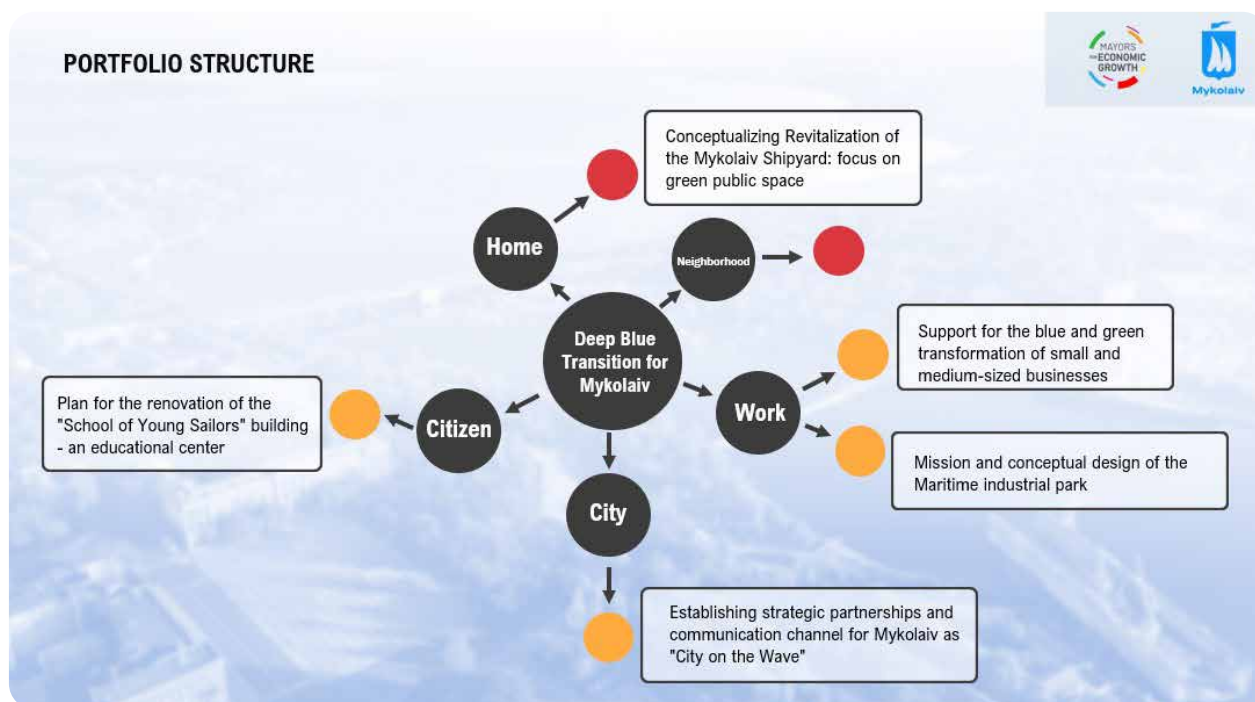
In early 2024, the Urban Imaginaries Advanced Cohort 2023-2024, which has shortlisted 4 Ukrainian cities (Lviv, Sumy, Poltava and Trostianets (Sumy Oblast) from earlier phases of the programme aims to provide advanced support in scaling their grant implementation to attract new opportunities for national and international partnership and financing. The Technical Assistance programme, which will span six months, consists of four cohort-based coaching sessions, alongside individual coaching sessions tailored for the chosen cities.

The Programme started with a Kick-off meeting on 22 February 2024, then followed up by two workshops in March. The implementation will be followed up with a 2-day event in Warsaw, Poland, on 28-29 May 2024 to enable in-person learning and exchange for 8 representatives from the abovementioned deep demonstrators, with support from the Arup team and advance the cohort's thinking around the topic of scaling and sustainability of their projects, including the importance of thought leadership, peer-to-peer exchanges, and collaboration among city leaders to foster local economic development and build “strategic innovation”.

## PORTFOLIO JOURNEY

The frontrunner cities (Mykolaiv and Ternopil) involved in the Portfolio Journey are progressing through their portfolio implementation and dynamic management at varying stages.

Deep Blue Transition of Mykolaiv. Approximately half of Mykolaiv's residents have been forced to leave, seeking safer conditions amidst the ongoing conflict. The city's unemployment rate has more than doubled, with numerous businesses relocating their operations and workforce. Tax revenues have plummeted by over 30%, and the toll of Russian artillery has left more than 8,000 civilian structures damaged. On both organizational and individual levels, the war creates conditions of uncertainty about the future and reduced capacity for long-term planning. Key uncertainties for the city include the scale of war damage and pervasiveness of the unexploded ordnance (UXO) and its pollution, intensity and proximity of fighting, and return or non-return of residents. The uncertainty and complexity of the situation significantly impact the capacity for long-term planning. Mykolaiv city administration is acting simultaneously on response and renewal of the city and is through the portfolio leveraging the maritime industrial identity of the city to initiate a "Deep Blue Transition" of Mykolaiv – a change that will facilitate continuous development of its economy, social, technological, and environmental systems.



The Portfolio team aims to create opportunities for popularization and further development of blue and green economies in Mykolaiv. In particular, by raising awareness and increasing the institutional capacity of the local businesses to consolidate their efforts and to improve their cooperation with local authorities for the successful implementation of innovative projects and initiatives. Such cooperation will contribute to the faster transformation of the local economy through the introduction and implementation of the circular economy principles, climate adaptation, sustainable consumption of renewable energy sources and energy efficiency as well as contribute to environmental and marine biodiversity protection. Consequently, all these measures will contribute to the sustainable development of the city, improve the environmental situation, as well as climate neutrality, and increase the competitiveness among local businesses on the national and international markets in the long-term perspectives.

## PORTFOLIO: DEEP BLUE TRANSITION FOR MYKOLAIV

**M4EG TEAM IN UKRAINE**

FACILITATOR + COORDINATOR  
**UNDP**

- Facilitates the portfolio design process
- Supporting in building portfolio structure
- Quality assurance for the funding and activities for systems thinking

LEADERSHIP + ORCHESTRATOR

FIRST DEPUTY MAYOR  
**VITALII LUKOV**

HEAD OF THE DEPARTMENT OF ECONOMIC DEVELOPMENT OF MYKOLAIV CITY COUNCIL  
**TETIANA SHULICHENKO**

PORTFOLIO COORDINATOR

EXECUTIVE DIRECTOR OF THE UKRAINIAN ASSOCIATION OF BUSINESS SUPPORT CENTERS  
CHAIRMAN OF THE EXPERT-PUBLIC COUNCIL OF THE EXECUTIVE COMMITTEE OF MYKOLAIV CITY COUNCIL  
25 YEARS OF EXPERIENCE IN MANAGEMENT OF ECONOMIC DEVELOPMENT PROJECTS  
**ARTEM VASHCHYLENKO**

PORTFOLIO TEAM

**LEARNING OPTION 1. SUPPORT FOR BLUE AND GREEN ECONOMY TRANSFORMATION FOR SMALL AND MEDIUM-SIZED BUSINESSES**

- EXPERT IN PROJECT AND PROGRAM MANAGEMENT OF THE UKRAINIAN ASSOCIATION OF BUSINESS SUPPORT CENTERS
- 8 YEARS OF WORKING EXPERIENCE WITH ECONOMIC DEVELOPMENT PROJECTS

**RUSLAN VOLCHETSKYI**

**LEARNING OPTION 2. MISSION AND CONCEPTUAL DESIGN OF THE MARINE INDUSTRIAL PARK**

- MBA IN PROJECT MANAGEMENT
- MEMBER OF THE EXPERT-PUBLIC COUNCIL OF THE EXECUTIVE COMMITTEE OF MYKOLAIV CITY COUNCIL
- GENERAL DIRECTOR OF "METALLURG PIVODNA" LLC
- HEAD OF MARITIME INDUSTRY ENTERPRISES
- 27 YEARS OF MANAGEMENT EXPERIENCE

**VOLODYMYR SAMOILENKO**

**LEARNING OPTION 3. ESTABLISHMENT OF A STRATEGIC PARTNERSHIP AND COMMUNICATION CHANNEL FOR THE CITY OF MYKOLAIV AS A "CITY ON THE WAVE"**

- DEPUTY DIRECTOR OF THE BUSINESS SUPPORT CENTER
- PORTFOLIO MANAGER OF MARITIME CLUSTER OF UKRAINE
- 7 YEARS OF ECONOMIC DEVELOPMENT PROJECT MANAGEMENT EXPERIENCE

**OLHA RAKU**

**LEARNING OPTION 4. RECONSTRUCTION PLAN OF THE BUILDING OF THE YOUNG SAILORS SCHOOL. EDUCATIONAL CENTER**

- ARCHITECT, URBAN PLANNER, LAUREATE OF THE "UKRAINIAN URBAN AWARDS 2019" COMPETITION FOR THE RECONSTRUCTION PROJECT OF VICTORY PARK IN THE CITY OF MYKOLAIV
- ACTING DIRECTOR OF ARCHITECTURAL COMPANY "PIVODNE MISTO"
- WORK EXPERIENCE IN INTERNATIONAL ARCHITECTURAL OFFICES

**YEVHEN PERTSULA**

**LEARNING OPTION 5. CONCEPTUALIZATION OF THE REVITALIZATION OF MYKOLAIV SHIPBUILDING PLANT. FOCUS ON GREEN PUBLIC SPACE**

- BUSINESS SUPPORT CENTER EXPERT
- LAST PLACE OF WORK - MINISTRY OF STRATEGIC INDUSTRY OF UKRAINE, HEAD OF DEPARTMENT
- EXPERIENCE IN DEVELOPING INNOVATIVE DEVELOPMENT TOOLS, IT INDUSTRY, DIGITAL INFRASTRUCTURE, MARITIME INDUSTRY, CIVIL SERVICE EXPERIENCE
- WORKING WITH ECONOMIC DEVELOPMENT PROJECTS FOR 25 YEARS

**IGOR LYSYTSKYI**

In November 2023, the sensemaking session had been organised in Kyiv with the participation of the Mykolaiv Portfolio Team, representatives of Ukrainian Office of UNDP and the Istanbul Regional Hub, where the two-day discussions and brainstorming helped to update and slightly reshape the approach to the implementation of the Deep Blue Transition Portfolio of Mykolaiv.

This work led to outstanding results on the detailing and clear vision of the development of each option, which were presented during the next sensemaking session on April 30, 2024. Since the portfolio activation in 2023, more than 100 experts were involved, and 12 working group meetings and 5 strategic sessions were held. A Blue Economy platform has been developed, as well as two manuals (on the Organization and Conduct of International Events and the Launching and Support of Startups on the Territory of the Technopark). Mapping of the BLUE ECONOMY ecosystem was carried out. A database of stakeholders has been collected. Recommendations on improving the legal framework for regulating the creation and operation of industrial parks based on mathematical methods have been developed. Tools have been developed for the further comprehensive municipal program to support sustainable business transformation. 3 concepts of transformation/revitalization of promising territories for economic and social recovery of the city of Mykolaiv have been developed.

Green Comfort City Ternopil. The main challenge for Ternopil is the ongoing war that has a substantial influence on the city's economy, resulting in the disruption of supply chains, rising inflation and unemployment rates, as well as low business activities. Additionally, the city experiences an influx of a high number of IDPs (approx. 30,000) coming from the war-torn regions of Ukraine, while many residents emigrated abroad. A high number of veterans returning to the city requires the creation of quality and inclusive public infrastructure. At the same time, the city administration is in search of a strong identity for the city that will become a driver for further development and attracting talents and businesses.



Following a Sensemaking workshop conducted in November 2023, the Portfolio team identified the main directions and overall intent of the city's transformation, which was verified through a deep social listening exercise. The sensemaking session was organised in Ternopil with the participation of the Mykolaiv Portfolio Team, representatives of the Ukrainian Office of UNDP and the Istanbul Regional Hub. Moreover, it engaged the stakeholders from business and NGOs. The brainstorming helped the participants to clearly identify the need for shifting the priorities of Ternopil's development policy, considering the fast-changing environment.

The portfolio intent "Green Comfort City" has determinative system effects, by creating a new value economy and inclusive and sustainable community with collective ownership. The city intends to become a knowledge hub of sustainable green practices and a leading municipality in Ukraine on green transition which will lead the city to attract and develop more financial instruments to stimulate further growth.



## Ternopil: Statement of Intent

**WHY - Development outcomes and effects**

To produce the following **system-wide effects:**

1. Satisfying the needs for everyone
2. To create an inclusive, enjoyable and sustainable living community collectively

Green & nature based solutions

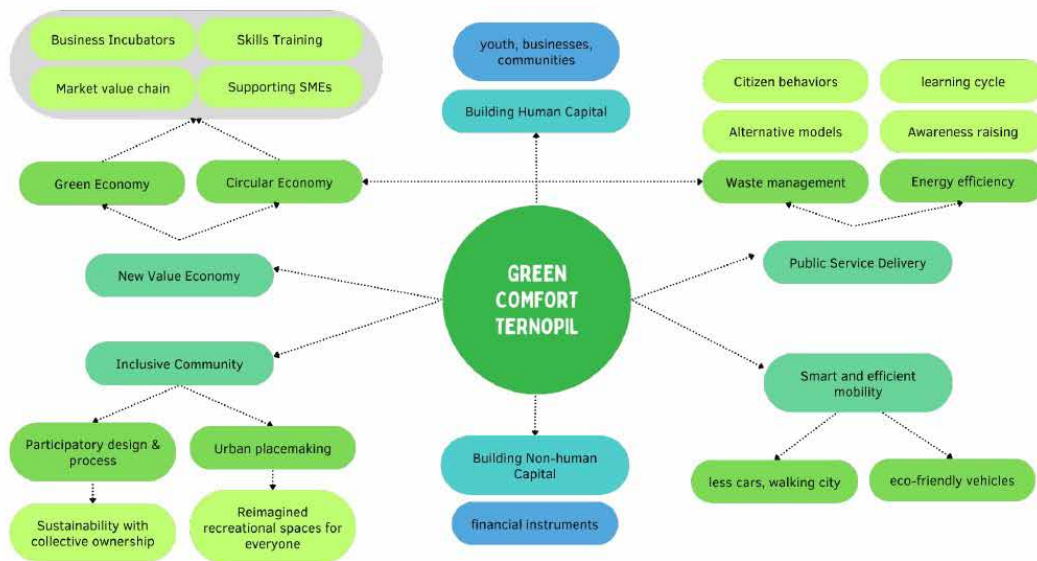
Sense of shared ownership



At the current stage, the Portfolio team has come up with a clear structure of the Portfolio (presented below) which includes four learning options (Green Transformation Strategy; Using Green and Nature-based Solutions for Transformation of Public Spaces; “Green Spark” Innovation Challenge for MSMEs; Creation of a Green Transformation Hub).

On April 24, 2024, the Portfolio Team together with the core actors from the UNDP UA office conducted a hybrid (offline/online) presentation of the Ternopil Portfolio Concept to the broader group of local stakeholders, where all the abovementioned initiatives were reached out to the publicity. The learning options will be activated starting in May 2024.

## Green Comfort City for Ternopil



## CONNECTING THE NETWORK

### Networking and events

M4EG leveraging existing national events and ensuring participation of municipalities:

- A high number of member communities/LAs participated in the Lviv Urban Forum (LUF) in June 2023, where the M4EG initiative were presented to more than 130 participants from Ukrainian municipalities, representing local authorities, architect bureaus, NGOs operating in the sphere of urban development and territorial planning. Moreover, a separate Community listening workshop was organized and attended by over 40 participants, the representatives of UNDP Kyiv and Istanbul presented tools and practical examples of community listening. The participants were actively engaged during the workshop and demonstrated a high interest in further exploring the approach.
- The Ukrainian delegation was represented by 17 deep demonstration municipalities (including 12 mayors/deputies) at the Future-Fit Cities Forum.
- Deputy mayor and focal point of Mykolaiv municipality participated in the Regional Portfolio Sensemaking held in Brussels in April 2023.
- Two online sessions were held for participants of the Foundations for Future Readiness in Ukraine (August & September 2023).
- Several online events with the regional network were held, including the Regional Launch of the first ULC Course (July 2023) and three events in the frames of Urban Talks Summer Series.



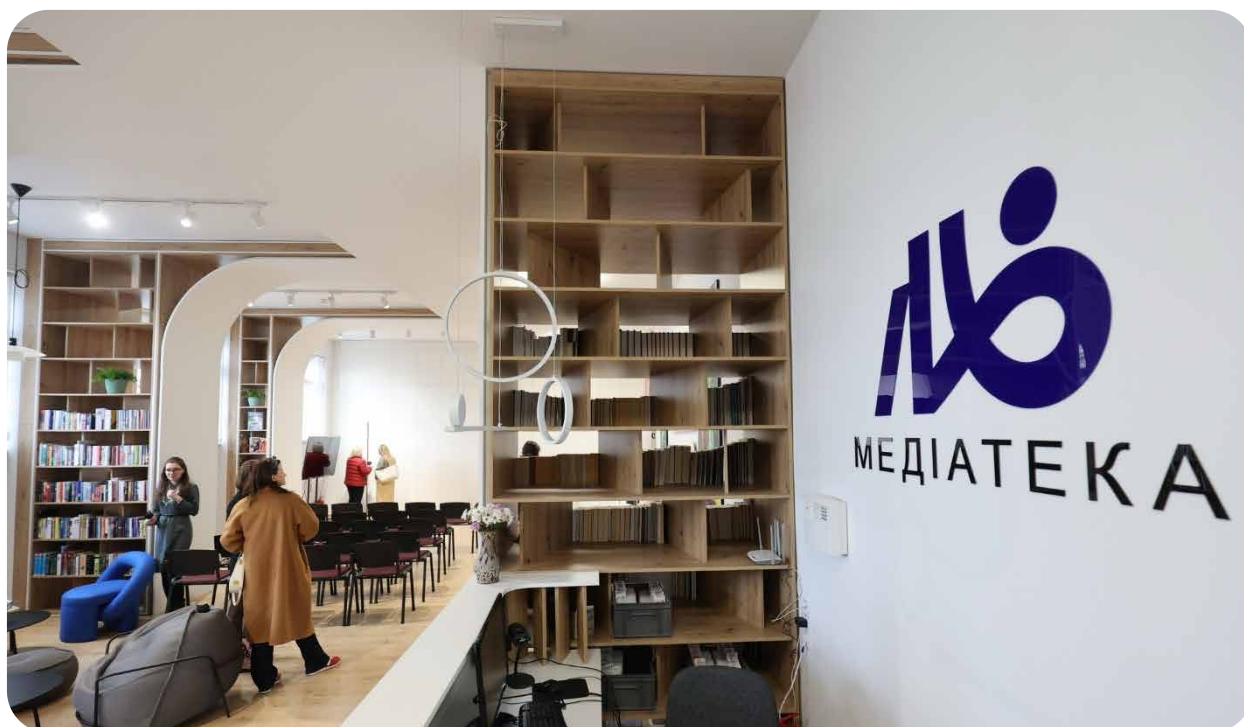


## FUTURE-READY MUNICIPALITIES

The second half of 2023 and the first half of 2024 were marked with the intensification of the implementation of the grant projects under R&R, UI and Portfolio Approach programmes. Despite the ongoing war in Ukraine, these diverse projects highlighted that local communities retained their capability to launch innovative and successful initiatives. They bolstered their efforts to provide quality services, recover from the consequences of the war and overall build back better for all group of citizens. The first four implemented projects provide assurance that all 20 projects will contribute significantly to the local economic development and recovery of the M4EG members and beyond.

LVIV

<https://www.facebook.com/UNDPUkraine/posts/881421007363180>



The Centre for Non-Formal Education for Adults has opened in Lviv.

From now on, the first floor of the Central Municipal Library functions as an open space for learning and self-development for citizens, internally displaced persons and veterans.

Here, visitors will be able to register for free courses in psychology, and pre-medical care, and receive training in project management and information technologies. The list of educational programs will increase in response to the requests of visitors.

A separate area of the Centre's work is the reintegration of veterans and their family members through educational opportunities. The project provides psychological, psychiatric, career and legal consultations.

In addition, the Centre plans to launch driving and hippotherapy courses, as well as holding exhibitions and public events.

## TROSTIANETS



The activities resulted in the creation of favourable conditions for strengthening entrepreneurship in the Trostianets urban municipality by creating a specialized Educational and Advisory Centre to support and provide appropriate institutional assistance to SMEs.

## BUCHA



In Bucha of Kyiv Oblast, the activities are summarized in the establishment of the Complex Rehabilitation Department based on the Bucha Consultative and Diagnostic Centre. This facility will support local authorities in the provision of rehabilitation activities for the war-affected population.



A newly established clothing workshop has opened in the city of Nizhyn, Chernihiv Oblast, creating jobs for 30 residents of the Nizhyn Hromada (community), including internally displaced persons.

The Nizhyn Hromada sewing workshop project aims to help both local residents and internally displaced persons who have had difficulty in finding jobs. Moreover, the new jobs will be open not only to those who already have a specialized tailor's qualification, as senior factory staff will be able to train motivated people and help them learn a new profession.

## Learning opportunities

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- Link to the online [Urban Learning Centre Platform](#)
- Link to the online [Foundation for Future Readiness Course](#)
- Link to the recording of the [Foundation Course Launch](#)
- Link to the [P4EG course](#)

## Library

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## P4EG launching session

<https://www.youtube.com/watch?v=vH8BF7h8EmM>

## Cities profiles

<https://eum4eg.com/?s=cities-profile-2023-2024>

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