

EXCHANGE

Message from the Director



Sébastien Hamel
Director, FCM International

As 2014 draws to an end, we at FCM International are taking some time to reflect on where we've been and where we're going in terms of development cooperation.

We have been fortunate to work with a talented and dedicated group of partners in Ukraine, through the Municipal Local Economic Development (MLED) program. As activities wind down from now until December, we are taking every opportunity to honour their contribution and highlight the impressive results they have achieved. You can find links to various tools and resources created by the MLED team throughout this issue. We also hope to renew our partnership with the Department of Foreign Affairs, Trade and Development to continue our work to enhance local governance and economic development in Ukraine.

Over the course of the next year, we will also take stock of the advances in LED made by our Municipal Partners for Economic Development (MPED) program, which is due to come to an end in late 2015.

Systematization workshops have been held with our MPED partners in Cambodia, Vietnam, Mali and Burkina Faso, and we will be continuing the process with our partners in Tanzania, Bolivia and Nicaragua. You can read more about the Mali and Burkina Faso workshops in this issue.

In closing, we at FCM International would like to take

this opportunity to thank our partners, past and current, as well as our funder, Canada's Department of Foreign Affairs, Trade and Development, for their passion and commitment to local economic development. We look forward to continuing to help build more sustainable and inclusive communities in 2015 and beyond.

Roman Waschuk, Canada's Ambassador to Ukraine and Olena Podolyeva, vice-president, Ukrainian Chamber of Commerce and Industry, at the launch of the Interactive Investment Map of Ukraine in Kyiv



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A NEW BUSINESS CARD

Ukraine’s interactive investment map

In October, a unique interactive investment map of Ukraine was presented in Kyiv to business and government representatives. The map is a joint product of the Municipal Local Economic Development (MLED) program and the State Agency for Investment and National Projects of Ukraine.



Launch of the interactive investment map of Ukraine at the conference hall of Ukrainian Chamber of Commerce and Industry, Kyiv

“Today we present a serious investment project—the first online map of Ukraine—a pioneering step for our country,” said Kyrylo Bondar, First Deputy Head of the State Agency for Investment and National Projects of Ukraine.

Roman Waschuk, Canada’s Ambassador to Ukraine, emphasized that the recent paradigm of economic development has fallen short of expectations, and that new ground needs to be broken: “The online investment map, developed jointly by Canadian and Ukrainian experts, will provide practical opportunities

to increase the investment attractiveness of Ukraine, including at the local level. It can become a business card for Ukraine in the investment world of the 21st century.”

MLED has enjoyed a long cooperation with the State Agency for Investment and National Projects of Ukraine, providing international best practices and establishing contacts between local and foreign partners to build efficient investment tools.

It is expected that by 2020, Ukraine will rank among the top 20 countries in the World Bank’s

Ease of Doing Business Index, while the level of attracted direct foreign investments could reach US\$40 billion.

The map contains the most essential investment proposals from all regions. A proposal contains the location of an investment, its total area, detailed characteristics, ownership form, the designated or functional use, available communications, and investment attraction terms.

Investors get a complete picture of characteristics such as transport connections, distance

to agricultural lands, forested areas, water resources, commercial mines, and human resources. The map also lists companies interested in working with foreign investors and entering overseas markets. An electronic platform has been developed to navigate the map.

Until December 2014, Ukraine’s interactive investment map will be available in test mode. Find information on other demonstration projects, success stories and more resources on the MLED website (in English and Ukrainian).

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LED Day 2014 in Ukraine

In September, Odessa hosted the Association of Ukrainian Cities' (AUC) annual Ukrainian Municipal Forum. As part of this forum, MLED hosted LED Day to support and promote local development. Over 200 participants, including mayors, public and local government representatives, FCM representatives, Canadian Embassy staff, and other experts attended the event. Event highlights included:

- Yuriy Vilkul, AUC President, reported on the implementation of their LED strategy, where five centres to promote municipal development were established and advisers completed over 400 consultations to member cities, delivered training on strategic planning, investment attraction, and development of project proposals, and set up a database of experts and institutions supporting LED

- Brad Woodside, President of FCM, delivered a presentation on the importance of local governance and gave an overview of FCM's 27 years of experience in implementing international programs

- Ted Treller of MLED presented the new guide on LED fundamentals, *Building Community Prosperity through Local Economic Development: An Introduction to LED Principles and Practices*, a guide specially made for Ukrainian LED professionals

LED Day activities covered three main areas:

- **Energy efficiency** towards sustainable development, where it was noted that energy saving must be introduced as a meaningful cultural and economic phenomenon

- **Training** for planning and implementing development projects, where delegates presented possibilities for training innovation as well as the LED Training Program, prepared by Canadian and Ukrainian experts through MLED, together with the National Academy for Public Administration under the President of Ukraine

- **Inter-municipal cooperation** to facilitate community development and promote positive economic shifts, where discussion centred on policy issues, corporate social partnership projects, and on-the-ground experiences in managing inter-municipal cooperation in sectors from tourism to solid waste management

Details on this LED event can be found on [MLED's website](#).



Kyrylo Bondar, First Deputy Head of the State Agency for Investment and National Projects of Ukraine, speaking at LED Day 2014

CASE STUDY: INTERCOMMUNAL COOPERATION IN HAITI

At the epicentre of the earthquake that struck Haiti in 2010, a group of elected officials from the communes of Petit-Goâve, Grand-Goâve, Léogâne and Gressier met to work together to help their region overcome this catastrophe. Visionaries one and all, they were convinced that their region could be productive, competitive and attractive to investors from within the country and abroad.

To bring this project to fruition, they created the Communauté des municipalités de la région des Palmes (CMRP). Intercommunal cooperation was a means to find solutions to various problems together while respecting the legal framework that governed each of the communities.

Three years later, the CMRP's benefits to the region are clear. The association has attracted relatively large investments that have benefited the local populations. These municipalities also regained control of their territory and contribute in a positive way to projects that meet their true needs.

Despite its successes, the CMRP must still overcome a number of challenges, especially with respect to its sustainability. To learn more about this initiative, read the [case study \(in original language\)](#) found on the FCM website.

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Zhydachiv celebrates 850th anniversary

On September 21, 2014, MLED partner city Zhydachiv celebrated its 850th anniversary. MLED co-funded a demonstration project on historical tourism to attract both Ukrainian visitors and tourists from across Europe to this city located in the Western Ukraine oblast of Lviv.



Delegates celebrate Zhydachiv's 850th anniversary

Demonstration projects included upgrades to sites, buildings, amenities, children's and sports grounds, street signs, and landscape areas. These initiatives achieved a strategic objective in the Rozdillya sub-region economic development strategy, namely improving quality of life.

Mayor Volodymyr Levko formally opened the celebrations, wishing peace and prosperity, and thanking all community members for their support. As part of the MLED delegation present for the ceremony, FCM's Oleksander Kucherenko and Carol Kardish spoke of the fruitful cooperation with the City. Ukraine's postal service issued a stamp to mark the anniversary.

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POST-2015 DEVELOPMENT AGENDA

Elena Pierce,
Governance, Policy and Networks Officer, FCM International



Members of the Global Taskforce in New York City, September 2014

As the Millennium Development Goals (MDGs) draw to an end in 2015, local and regional governments, including FCM and its partners, are taking an active role in localizing the UN's new development agenda.

Responding to a lack of local ownership of the goals and insufficient local resources to implement the MDGs, FCM and its partners are involved in the Global Taskforce of Local and Regional Governments towards Habitat III, coordinated by United Cities and Local Governments (UCLG) and the Commonwealth Local Government Forum (CLGF).

FCM and its partners are highlighting the role of local governments in development cooperation as a means to achieve the new agenda, in particular surrounding local issues such as LED, gender equality and the environment. In recent months, FCM and its partners participated in consultations organized by the Global Taskforce, UN-Habitat and UNDP in New York and Turin, Italy. The consultations bring together national and local representatives to discuss implementing the new agenda at the local level.

For more information on the response of local and regional governments to the new development agenda, visit UCLG's website.

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CARILED supports peer-to-peer learning

Kizzann Lee Sam, Regional Program Manager, CARILED

In September 2014, the Caribbean Local Economic Development (CARILED) program hosted two study programs for LED stakeholders—one to explore community economic development in rural communities and another in conjunction with the International Downtown Association Conference in Ottawa.

The first program took place in Prince Edward County, Ontario and the MRC D'Argenteuil in Quebec. Mayors and staff hosted the delegation that included representatives from Guyana, Saint Lucia, Jamaica, and Trinidad and Tobago.

Delegates learned about strategic planning, business improvement areas, private sector support, as well as entrepreneurship and innovation, based on some central themes:

- Planning ahead
- Using integrated approaches to collaboration
- Elevating the social improvement component of LED
- Leveraging every asset
- Committing to service for the community and the environment

The second study tour saw delegates from Belize and Jamaica attend the International Downtown Association Conference in Ottawa followed by a



Study tour participants at Sandbanks Provincial Park in Prince Edward County, Ontario

program organized by the City of Ottawa, focused on business improvement areas. Several Ottawa-based organizations hosted this second tour.

Central themes were innovation and diversification, maximizing capacity, creative placemaking, ownership and community assets, as well as collaboration. Delegates noted transferable lessons and potential solutions to local challenges and identified specific goals for their communities:

- Strengthening business plans and access to funds for local entrepreneurs
- Using “walk-through” approaches to examine business environments
- Approaching private sector and community partners to support making parks and public spaces more vital

Since 2012, CARILED has supported eight study programs to Canada and other training within the Caribbean.

COUNCILLOR GONEAU MEETS WITH WEST AFRICAN PARTNERS TO ASSESS MPED PROJECTS



Councillor Sylvie Goneau and Moussa Ouattara, Mayor of Toussiana, Burkina Faso

City of Gatineau Councillor Sylvie Goneau, member of FCM’s Standing Committee on International Relations, recently travelled to Mali and Burkina Faso within the scope of the Municipal Partners for Economic Development (MPED) program.

Through a series of workshops and site visits, the mission team assessed the experience of African local government partners in launching economic development demonstration projects in their communities. Overseas partners use tools such as this guide to develop their projects.

Financed by the Department of Foreign Affairs, Trade and Development (DFATD), MPED’s 27 municipal governments in Africa, Latin America and Asia, along with 25 Canadian municipalities, are participating in 20 demonstration projects.

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