

REPORT FOR 2024
STRATEGIC DEVELOPMENT AND INVESTMENT MANAGEMENT
DEPARTMENT ECONOMIC DEVELOPMENT DEPARTMENT OF THE
RIVNE CITY COUNCIL

By the decision of the Rivne City Council dated August 13, 2020, No. 7771, the Investment Program of the city of Rivne for 2021-2025 was approved.

Key Areas of Activity:

1. Main Projects Implemented in 2024

1.1. Completion of the project "Reconstruction and Restoration of Municipal Infrastructure in Rivne to Support the Urgent Needs of Internally Displaced Persons"

In 2024, the joint project with the Nordic Environment Finance Corporation (NEFCO) titled *"Reconstruction and Restoration of Municipal Infrastructure in Rivne to Support the Urgent Needs of Internally Displaced Persons"* was successfully completed.

As part of the project, energy-efficient and essential auxiliary measures were implemented at three facilities:

- Rivne Educational and Rehabilitation Center "Osoblyva Dytyna" of the Rivne City Council,
- Preschool Education Institution (Nursery-Kindergarten) of Compensatory Type (Special) "Tsentr Pahynets" of the Rivne City Council,
- Preschool Education Institution (Nursery-Kindergarten) of Compensatory Type (Special) No. 35 of the Rivne City Council.

The total indicative cost of the project amounts to €1,560,000 (67.876 million UAH), funded through a grant from the Neighbourhood Investment Platform (NIP).

After the implementation of energy-saving measures, it is anticipated that heat energy consumption will decrease by over 40%, and electricity consumption by more than 30%, compared to baseline consumption levels.



1.2. Coordination of the Project "Investments in Energy Efficiency of Public Buildings and Street Lighting in Rivne"

In 2024, the implementation of the project *"Investments in Energy Efficiency of Public Buildings and Street Lighting in Rivne"* began. The NEFCO Investment Committee approved grant funding (NEFCO letter dated April 8, 2024) in the amount of €3,565,678 (155.143 million UAH) for the project.

As part of the project, the following activities are being carried out:

- Comprehensive thermal modernization of educational institutions (Preschool Education Institution No. 57 and No. 7);
- Modernization of street lighting on 27 main streets, 118 secondary streets, and courtyard areas in Rivne;
- Installation of solar photovoltaic stations on the rooftops of the surgical and therapeutic departments of Rivne Central City Hospital and other municipal healthcare facilities requiring uninterrupted power supply, funded by the NEFCO grant.



1.3. Collaboration with the European Investment Bank

In 2023, the Strategic Development and Investment Management Department initiated collaboration with the European Investment Bank (EIB).

1.3.1. On September 30, 2024, a Loan Transfer Agreement No. 13110-05/229 was signed between the Ministry of Finance of Ukraine, the Ministry for Communities, Territories, and Infrastructure Development of Ukraine, and the Rivne City Council as part of the subproject *"Implementation of Energy-Saving Technologies in Rivne's Municipal Infrastructure."* The loan amount for the subproject implementation is €1,465,868 (63.779 million UAH).

The subproject involves the comprehensive implementation of energy efficiency measures in two educational institutions of the Rivne City Territorial Community:

- Rivne Lyceum No. 8 of the Rivne City Council,
- Rivne Lyceum No. 13 of the Rivne City Council.

1.3.2. Additionally, as part of the subproject *"Enhancing Energy Efficiency of Rivne's Municipal Infrastructure,"* comprehensive energy efficiency measures are planned for two municipal facilities:

- Preschool Education Institution (Nursery-Kindergarten) No. 3 of the Rivne City Council,
- Municipal Nonprofit Enterprise "Maternity Hospital" of the Rivne City Council.

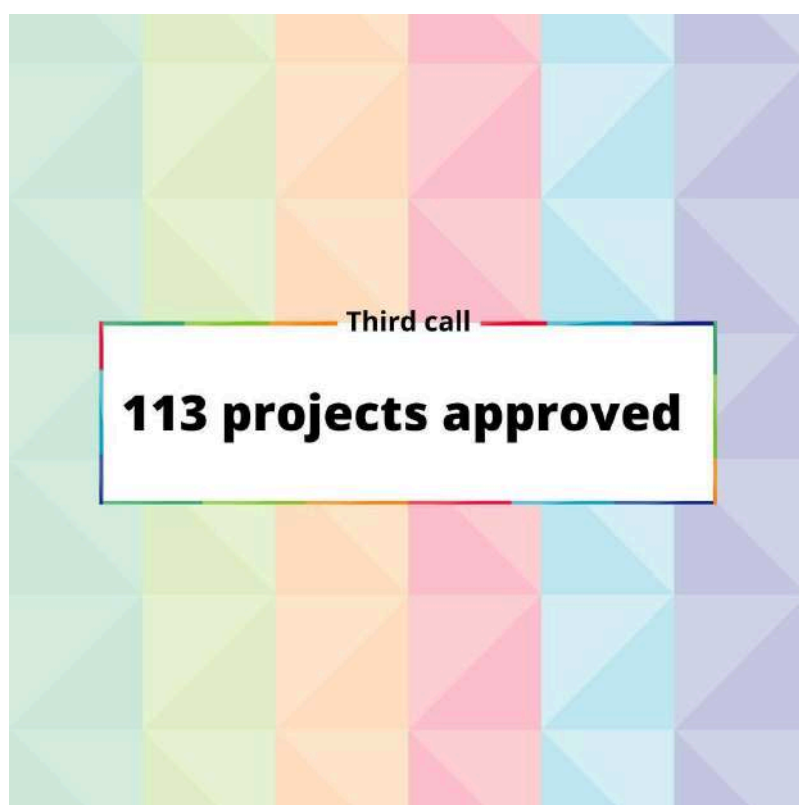
The subproject will involve a loan from the European Investment Bank in the amount of €2,029,727 (88.313 million UAH).

1.4. Participation in the European Union Program Interreg Europe

Employees of the Strategic Development and Investment Management Department of the Economic Development Department of the Rivne City Council coordinated partner interactions during the third call of the Interreg Europe program. As part of this, Rivne joined two partner consortiums that submitted two project proposals:

- *"Runway to Carbon Neutrality – Involvement of Business Communities in Climate Strategies"* (CLIBUS),
- *"European Urban Exchanging Knowledge on Climate Neutrality"* (EUREKA).

Both applications were approved by the program's Monitoring Committee. The Rivne City Territorial Community will receive funding of €209,005 (9.0938 million UAH) for the implementation of the planned project activities.



1.5. USAID/UKaid Project "State-Owned Enterprises Reform Activity" (SOERA)

The Rivne City Territorial Community was selected as one of 20 partner communities for the SOERA Project from a pool of 150 communities that applied. The Strategic Development and Investment Management team prepared the project application. The SOERA Project aims to enhance transparency, efficiency, and the quality of municipal property management in the community. As part of the program, community representatives will participate in training sessions, workshops, and experience-sharing activities. They will also collaborate with SOERA consultants to develop and implement an action plan, as well as prepare project design documentation for several municipal enterprises. The cost of these project works is estimated at up to \$50,000 (2.0935 million UAH).



1.6. Participation in the European Union LIFE Program

As part of the European Union's LIFE program competition, two project ideas were submitted:

1.6.1. *"Concept Note for Smartening Analog Meters with HaLow Wifi Chip" (SAMHaW)*

The SAMHaW project envisions developing a prototype HaLow Wifi platform to enhance the digital transformation of utility meters and management services. This platform will include built-in cybersecurity, a danger alert system, and consumer blockchain trading. The project activities will focus on communication and information dissemination. If the concept is positively evaluated, the Rivne community could receive funding of €603,940 (26.277 million UAH).

1.6.2. *"Missing Link to Energy Efficient Performance of Buildings" (LEEP)*

The results of the competition are expected in February 2025. The LEEP project concept involves creating an Energy Efficiency Office that will operate as a "one-stop shop" for identifying funding opportunities, providing consultations, and supporting energy efficiency initiatives for homeowners' associations (HOAs), residents, and businesses. If the concept is positively evaluated, the Rivne community could receive funding of €25,000 (1.087 million UAH).

1.7. Collaboration with the Charitable Foundation "Ship of Help"

With the support of the Strategic Development and Investment Management Department, the Rivne City Territorial Community will receive charitable assistance of 6 million UAH from the "Ship of Help" Foundation for the implementation of a project to create a barrier-free route in Rivne.

1.8. Project Concepts Prepared and Submitted by the Department Team:

1.8.1. Participation in the *Good Practices* competition under the URBACT program (Interreg Europe) with the application *"Ostvytsya Park: Cultural Leisure, Integration of IDPs, and Rehabilitation of Military Personnel"* in collaboration with the NGO "Historical Reconstruction Park 'Ostvytsya'."

1.8.2. Participation in the competition as part of the project *"Academy of Project Management and International Cooperation"* by Cities4Cities | United4Ukraine.

1.8.3. Submission to the *Kusanone Grant Program* for project implementation in 2025. Three project concepts were developed, focusing on basic needs for life, health, and human safety, as well as improving social conditions.

Submitted concepts include:

- Purchase of playground and sports equipment for the needs of Preschool Education Institution No. 52 of the Rivne City Council;
- Procurement of musical equipment for Rivne Gymnasium No. 16 of the Rivne City Council;
- Purchase of kitchen equipment for the food unit of Rivne Gymnasium No. 24 of the Rivne City Council.

2. Development of the Strategic Plan for the Rivne City Territorial Community until 2028

The staff of the Strategic Development and Investment Management Department successfully negotiated the inclusion of the Rivne City Territorial Community in the Council of Europe project “*Strengthening the Resilience of Democratic Processes through Public Participation during and Post-War Periods.*” Experts from the project have been involved in the creation of the Strategic Plan for the Rivne City Territorial Community until 2028. The opportunity to engage these experts at no cost allows the Rivne community to save taxpayer money.

By the order of the Mayor dated July 23, 2024, No. 1102-OPD, the personal composition of the Strategic Committee for the development of the Strategic Plan for the Rivne City Territorial Community until 2028 was approved.

Key milestones:

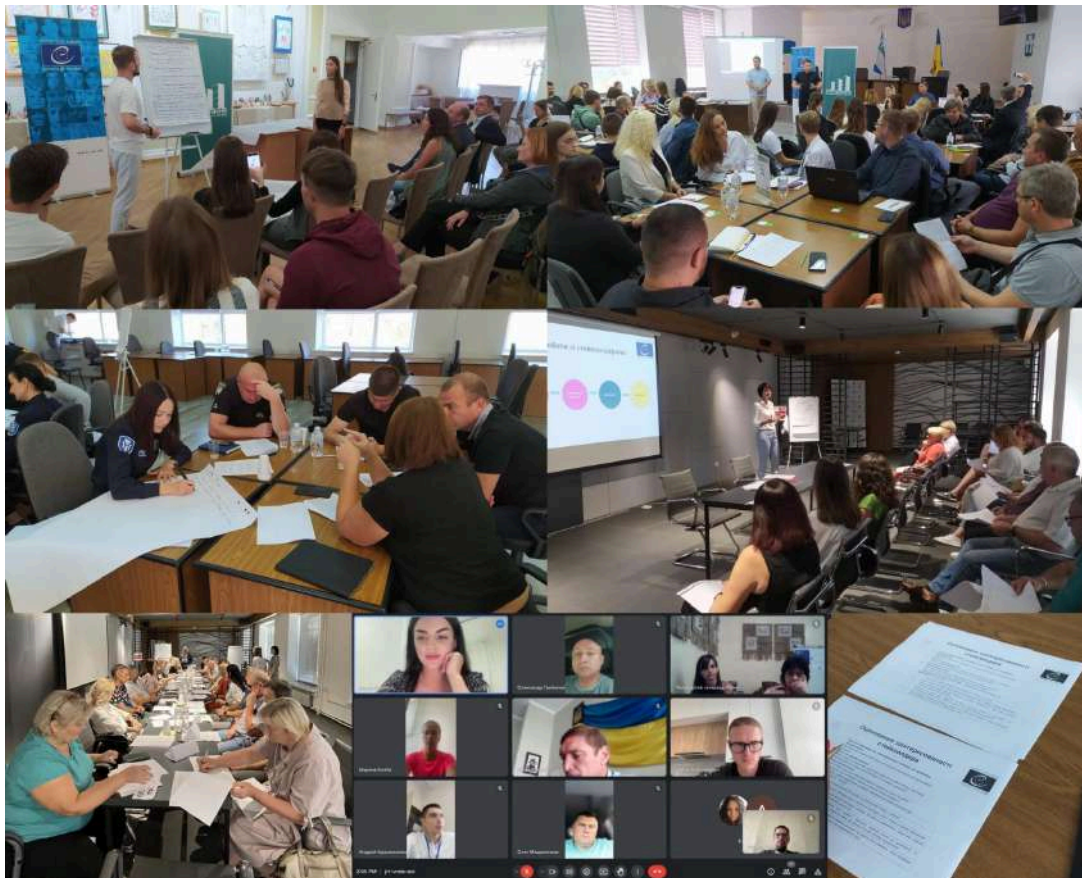
- **July 4, 2024:** The first meeting of the Strategic Committee took place.
- **July 29, 2024:** The second meeting was held.
- **September 3, 2024:** The third meeting was conducted.

During the strategy development process:

- **11 thematic working groups** were formed.
- A total of **26 meetings** were held, both online and offline.
- **259 participants** from the working groups identified stakeholders and conducted a SWOT analysis across various sectors.



In total, 10 strategic sessions were held, involving over 300 participants. Stakeholder representatives developed 675 proposals for the action plan to implement the strategy.



In addition, a survey of the residents of the Rivne community was conducted, with 433 participants. All proposals from community residents were reviewed in collaboration with experts.

On December 12, 2024, the fourth meeting of the Strategic Committee for the development of the Strategic Plan for the Rivne City Territorial Community until 2028 took place. Experts from the Council of Europe Office project presented the draft strategic document.



Currently, the draft strategy document is being reviewed by the representatives of the Strategic Committee (to be completed by January 10, 2025).

Later, the strategy draft will be published for public review.

The update of the Strategy document is supported by the Council of Europe project "Strengthening the Resilience of Democratic Processes through Public Participation during and Post-War Periods."

3. Development of Presentation Materials

3.1. The investment passport of the Rivne City Territorial Community has been updated and published on the official website of the Department of Strategic Development and Investments, Department of Economic Development, at <https://invest.rivne.ua>. The document is available in two languages: Ukrainian and English, and it is aimed at attracting both domestic and foreign investments. It also provides comprehensive information for potential investors about the natural-geographical characteristics, human resources, industrial and tourism potential, strategic development, and innovations of the territorial community.

The investment passport of the Rivne City Territorial Community is available at:

<https://invest.rivne.ua/storage/web/source/1/ZT91QGgdToToZTq36pKTJ08B8Rwe3h74.pdf>.

3.2. An Investment Proposal Catalog has been developed, containing information about the location, transportation connections, and existing infrastructure of the largest available land plots. The catalog is available in both Ukrainian and English:

<https://invest.rivne.ua/storage/web/source/1/ziYQ03HAZyjYV6Iuwy0V41OROD2utUay.pdf>

To present the activities of the executive bodies of the Rivne City Council, an official Facebook page “Department of Strategic Development and Investments. RIVNE” is active at <https://www.facebook.com/rivnedevlopment>, where all up-to-date information related to the activities of the Department of Strategic Development and Investments, Department of Economic Development, is published.

4. Participation in Seminars, Trainings, and Workshops

Employees of the Department of Strategic Development and Investments, Department of Economic Development, Rivne City Council, regularly participate in webinars, forums, and training sessions aimed at enhancing knowledge about attracting funding to the territorial community and organizing the activities of local government bodies under martial law conditions.

December 17, 2024 the Head of the Department participated in a conference within the framework of the USAID/UKaid SOERA program “Restoration of Lost Information and Documents about the Property of the Territorial Community.”

December 13, 2024 employees of the Department participated in the forum "Platform for Interaction: Business and Government for Community Development," and the Head of the Department moderated the discussion panel “Strategic Partnership: Effective Mechanisms for Government and Business Cooperation for Sustainable Community Development.”



December 12, 2024 employees of the Department participated in the training “Green Energy and Economic Development of Communities.”

December 4, 2024 employees of the Department participated in an event within the framework of the U-LEAD with Europe project, presenting the first Municipal Project Preparation Center in Ukraine.

November 22, 2024 the Head of the Department participated in the event "GoGreen Ternopil: Creative Journey," which took place in the city of Ternopil.



November 19-20, 2024 the Head of the Department participated in an offline training on "Technical Assistance for the Development of Energy and Climate Projects," which was held in the Pustomyty community (Sokilnyky village), Lviv region.



November 13, 2024 – The Head of the Department participated in the panel "Developing Participatory Solutions in Communities: How Citizens Are Involved in Decision-Making During War," which took place in Kyiv.

October 31, 2024 – Employees of the Department participated in the "International Forum on Community Development Institutions."

October 23-25, 2024 – Employees of the Department participated in the "Ideas Residency: Communications for International Cooperation."



October 20, 2024 – AMMU webinar "Grant Opportunities and Competitions for Community and Business Development: How to Attract Funding for Projects."

September 10, 2024 – AMMU webinar "Conditions for Project Financing in Energy Efficiency for Legal Entities, State Enterprises, and Local Governments."

August 28, 2024 – Webinar "ESCO: Solar Power Plants at Hospitals and Water Utilities – Quick and Without Own Capital Investments."

August 8, 2024 – Participation in the seminar "Energy Efficiency Financing in Territorial Communities."

June 25, 2024 – Participation in the English-language webinar "Online Info Session: How to Transfer Your Good Practice?" by the EU's URBACT program.

June 20, 2024 – Participation in the English-language webinar "Online Info Session: How to Transfer Your Good Practice?" by the EU's URBACT program.

June 18, 2024 – Participation in the AMMU webinar "Grants for Business. Green Grants."

June 17, 2024 – Participation in the public discussion "Berlin Conference on Ukraine Reconstruction: Results and Future Plans."

June 14, 2024 – Participation in the online marathon "Horizon Europe Program for Ukrainian Organizations."

June 6, 2024 – Participation in the online discussion "What Support Do Communities Need to Participate in EU Programs."

June 4, 2024 – Participation in the online workshop "How to Apply for EU Funding Programs: Opportunities for Communities."

May 29, 2024 – Participation in the working English-language online meeting of the project consortium partners regarding the project idea "Runway to Carbon Neutrality – Involvement of Business Communities in Climate Strategies (CLIBUS)."

May 23, 2024 – Participation in the working English-language online meeting with representatives from LAB University of Applied Sciences (Finland) and the project consortium partners regarding Rivne City's participation in submitting the project idea "Runway to Carbon Neutrality – Involvement of Business Communities in Climate Strategies."

May 16, 2024 – Participation of the Department's employees in the conference "Digital Solutions for Sustainable Community Development" (Khmelnyskyi).



May 15, 2024 – Participation in the master class "Funding for Cultural Heritage: The Role of the European Investment Bank."

May 8, 2024 – Participation in the webinar "Strategic Solutions for Sustainable Community Development" by the Association of Small Cities of Ukraine.

May 2, 2024 – Participation in the seminar of the "Energy Efficiency of Public Buildings in Ukraine" Program (UPBEE).

April 25, 2024 – Participation in the presentation of the U-LEAD training program "Steps for Specialists. Project Cycle Management 2024."

April 24, 2024 – Participation in the online conference "Strategic Partnership: Deepening Polish-Ukrainian Relations in the European Context."

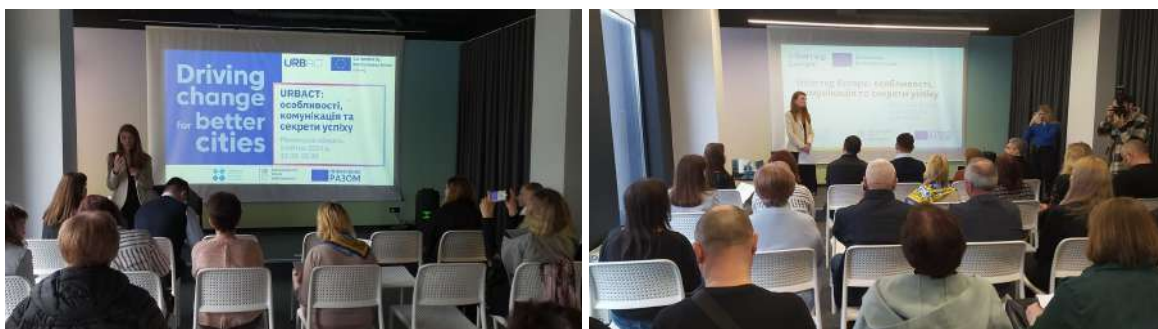
April 16-17, 2024 – Participation of the department's main specialist in the training program for building the capacity of target municipalities to implement recovery and economic development measures at the local level, Part II (Project "Strengthening the Capacity of Municipalities in Ukraine and Implementing the Capacity Development Program for Target Municipalities and Local Project Teams in Ukraine within the 'Support for Rapid Economic Recovery of Ukrainian Municipalities (SRER)' Project"). The event took place in Kyiv.



April 15-19, 2024 – Participation in the online course: "European Integration for Ukrainian Municipalities" by the Cities4Cities platform. Contact was established with some speakers via LinkedIn.

April 9, 2024, April 12, 2024 – Participation of the head of the Department of Strategic Development and Investment in strategic sessions for the development of the Strategy for Creating an Accessible Environment in the Rivne City Territorial Community.

April 5, 2024 – Participation of the department's representatives in an information day in Rivne, dedicated to the Interreg Europe and URBACT programs.





March 26-27, 2024 – Participation of department representatives in the informational event “Info-Day” about opportunities in the Horizon Europe Program and other international programs for Ukrainian applicants. The event was organized by the Horizon Europe Office in Ukraine.

March 21-22, 2024 – Participation of department staff in a training program aimed at developing the capacity of target municipalities to implement measures for restoring and developing local economic potential, Part I (Project “Enhancing the Capacity of Municipalities in Ukraine and Implementing the Capacity Development Program for Target Municipalities and Local Project Teams in Ukraine under the ‘Support for the Rapid Economic Recovery of Ukrainian Municipalities (SRER)’ project”). The event took place in Kyiv.

March 19, 2024 – Participation of department staff in the webinar “Using the Digital Service ChatGPT as an Assistant in Generating Project Concepts for EU Program Competitions.”

February 21, 2024 – Participation of department staff in an online seminar for government officials “Implementing Energy Efficiency Principles in Government Decision-Making: From Theory to Practice.” The event was conducted as part of the project “Energy Efficiency First: From Principles to Practice, Implementing EE1st in the Ukrainian Context,” supported by GIZ Ukraine. Seminar partner – the State Agency for Energy Efficiency and Energy Conservation of Ukraine.

February 14-16, 2024 – Participation of department staff in the Regional Seminar-Workshop on Project Management. Organizers: UN Development Programme in Ukraine within the project “Strengthening the Resilience of Communities in Ukraine’s Regions,” funded by the UK Government.

February 9, 2024 – Department staff participated in the webinar “How the ‘Digital Europe’ Program Works: From Application Submission to Grant Opportunities.” The webinar was held as part of the EU’s Digital Europe program, implemented in Ukraine by the Ministry of Digital Transformation of Ukraine, with practical consultancy by the Office for Entrepreneurship and Export Development. Organizers: the GIZ Ukraine project “Digital Transformation of SMEs in Eastern

Partnership Countries,” funded by the German government, and the consulting-research company CIVITTA.

January 25, 2024 – Department staff participated in an information day for the Interreg Europe program. The event covered the following topics: key features of the Program and projects, conditions for participation by potential Ukrainian partners, and the Policy Learning Platform: how to make use of opportunities.

January 24, 2024 – Participation of department representatives in an online webinar on training in the use of the DREAM platform – a unified digital integrated information-analytical system for managing the process of rebuilding real estate, construction, and infrastructure.

January 23, 2024 – Participation in an online training on “Energy Efficiency and Energy Security.” The training was conducted as part of the Good Governance Fund project “Recovery Planning in Communities,” supported by the UK Government (UK International Development).

January 15-19, 2024 – Department staff completed the online course “International Cooperation for Communities.” The online course was conducted by the Cities4Cities | United4Ukraine team.