CURRENT STATUS OF THE DECENTRALISATION REFORM

The decentralisation of power in Ukraine began with the approval of the Concept of Reform of Local Governance and Territorial Organisation of Power according to the government’s order No 333-r dated 1 April 2014. To date:

- **4,277 communities** merged into
  **924 amalgamated hromadas (AHs)**

- **880 AHs** elected their bodies or were formed around cities of oblast significance while an additional **44 AHs** are still to have dates set for their first elections

- **The total number of AH residents** is **10 million** (28.3% of Ukraine’s population)

- **The average number of residents in an AH is 10,778**

- **Own revenues of local budgets (UAH, bln)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>68.6</td>
<td>98.2</td>
<td>146.6</td>
<td>192.7</td>
<td>234.1</td>
<td>267.0</td>
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<td>Change</td>
<td>+29.6</td>
<td>+48.4</td>
<td>+46.0</td>
<td>+41.4</td>
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<td></td>
</tr>
<tr>
<td>%</td>
<td>(42%)</td>
<td>(49%)</td>
<td>(31%)</td>
<td>(21.5%)</td>
<td>(14%)</td>
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</tr>
</tbody>
</table>

For the decentralisation and regional policy reforms to be comprehensive, further legislative steps, supported by the donor community, are required. If adopted, they will allow ongoing processes to be sped up and consolidated and make the decentralisation reform even more successful.
UKRAINE – LOCAL EMPOWERMENT, ACCOUNTABILITY AND DEVELOPMENT PROGRAMME

CONTRIBUTIONS BY U-LEAD FROM 2016 TO 2019

LOCAL GOVERNMENT DEVELOPMENT CENTRES (LGDCs) AND EXPERT POOL

- U-LEAD with Europe works in all 24 oblasts of Ukraine, including in the vulnerable east of the country. Its LGDCs operate in each oblast. U-LEAD also co-founded an office in Mariupol, Donetsk Oblast, to support the Sea of Azov region.
- U-LEAD provides support in the fields of decentralisation, regional development, municipal finance, legal affairs, communications, municipal services and spatial planning.
- U-LEAD has developed a powerful network of long- and short-term experts, who also cater to the healthcare and education reforms. Their mandate is to provide permanent support to local self-government and state bodies, primarily to AHs, through training, expert advice and consultations on topics related to local self-government and regional development.
- This pool of experts has been filled through transparent and fair competition. Out of 3,200 applicants, about 1,000 persons were interviewed and 356 experts were selected for the pool.
- U-LEAD supports fiscal analysis and monitoring, geospatial analysis and legal analysis to improve legislation ensuring the reform of local self-government and territorial organisation of power, as well as voluntary amalgamation of hromadas.

SUPPORT TO REGIONAL AND LOCAL DEVELOPMENT

U-LEAD enhances the capacity of key actors at the central, regional and local levels to implement the decentralisation and regional policy reforms. Additionally, U-LEAD supports the following development initiatives in new AHs:

- **e-Solutions — Towards Evidence Based Investment Decisions in Amalgamated Hromadas.** Over 150 AHs are trained in statistics, budget planning and asset management.
- **Powerful Councils, Capable Communities — Capacity Development Mechanisms for Local Deputies.** 270 AH deputies trained.
- **Support to Improved Sustainable Mobility Services.** 30 AHs are preparing local mobility plans.
- **Communities 4 People — Building Capacity for Improving the Social Protection System and Social Service Provision.** Over 90 AHs were trained and started piloting 30 new social services.
- **Improving Municipal Civil Protection.** 244 citizens were trained to become accredited voluntary firefighters, boosting both emergency response and community engagement in 30 AHs.
- **Upgrading Municipal Waste Management Services.** 36 AHs are developing local waste management plans after specialised training and awareness-raising.
- **Intelligent Energy Management.** 30 AHs were trained and equipped with software for energy management. 24 AHs decided to join the Covenant of Mayors and develop own Sustainable Energy and Climate Action Plans (SECAP).
- **Developing the Capacity of Ukrainian Local Self-Government Associations.** The Association of Ukrainian Cities and the Association of AHs strengthened their capacities.
- **Supporting Partnerships** between local communities from Ukraine and EU member states. 12 AHs established partnerships with EU peers.
- **Integrated Spatial Planning.** 30 AHs have prepared spatial development concepts and actions plans.
- **Rural-Urban Partnerships in Ukraine — Making the Most of Local Economic Development potential.** 26 partnerships between rural and urban hromadas are supported by U-LEAD.
- **Diversity Management for Sustainable Economic Development of Local Self-Government Bodies.** Hromadas with diverse ethnic populations receive support for social and economic development.
- **Increasing Attractiveness of AHs for Business.** 6 partnerships hubs were organised to facilitate dialogue between AHs and businesses. 4 public-private partnership initiatives for local development were supported in Zhytomyr, Trostianets, Truskavets and Dolyna.
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CAPACITY DEVELOPMENT OF HROMADAS

U-LEAD with Europe puts strong emphasis on capacity development of elected officials and public servants in AHs, enabling them to better fulfil their new roles and responsibilities. U-LEAD with Europe:

- Conducted more than 6,250 events of various formats (excluding on-site consultations and working meetings) with over 155,000 participants from the national, regional and local levels, more than half of whom were women.
- Is pioneering the concept of Thematic Support Packages (TSPs) as a systematic and quality-led approach to build up expertise in all the key dimensions that local authorities need to tackle. The TSPs comprise the most appropriate mix of training and other learning instruments, e.g. study tours, eLearning, peer-to-peer exchange and on-the-job consultations to develop both individual competences and institutional capabilities.
- Conducted 45 workshops “Steps for Leaders” addressing heads of AHs (for 791 participants) and 107 events “Steps for specialists” (for 2,500 participants) offering in-depth expertise to specialists working in the administrations of AHs.
- Developed the eLearning platform u-learn.org.ua as an integral part of its TSPs, offering learning modules to representatives of AHs. The modules are free to access and offer an option to take a final exam required for a certificate.
- Supported development of a National Training Strategy on reforming the professional training system of civil servants and government officials in cooperation with the Council of Europe and the National Agency of Ukraine on Civil Service.
- Formed She-LEADs, a leadership network of about 50 female heads of AHs from all oblasts, as a platform for exchange and discussions, knowledge sharing and joint learning. Training in gender-responsive budgeting and public speaking were organised for She-LEADs.
- Developed practical guidelines and organised specific training for implementing partners to strengthen gender awareness and responsiveness of municipal services.

SUPPORT TO IMPROVED ADMINISTRATIVE SERVICE DELIVERY

U-LEAD aims at increasing accessibility and efficiency of service delivery locally through support for up to 600 Administrative Service Centres (ASCs).

- During the Inception Phase (2016-2018) 26 ASCs were piloted, including Ukraine’s first mobile ASC in Slavuta and Ukraine’s most energy efficient ASC building.
- In all 4 rounds of the Roll-Out Phase 888 applications from hromadas and small cities were received and 332 Terms of Reference (ToRs) were developed for ASC creation and modernisation.
- NIRAS Sweden AB, the implementer of the Roll-Out Phase, has started working with 210 hromadas on creating and modernising ASCs in accordance with ToRs. 1 ASC has already opened.
- 33 study visits to well-functioning ASCs were conducted for 654 participants from 332 hromadas.
- The Support Package of 7 manuals (available on tsnap.ulead.org.ua) was developed by U-LEAD experts to endorse hromadas to establish and modernise their ASC and make it a place free from all types of discrimination.

SUPPORT TO E-GOVERNANCE

U-LEAD support project EGOV4UKRAINE improves public service provision and makes governance more transparent and effective by developing and implementing the governmental data exchange system (Trembita) and the information system for ASCs (Vulyk).

- Trembita has been implemented and delivered to the State Agency for e-Government of Ukraine and certified by the State Service of Special Communications and Information Protection of Ukraine.
- Trembita integrated the first government institutions - the State Service of Ukraine on Medicines and Drugs Control and the National Health Service of Ukraine. Now they can securely exchange information to control the validity of medicine licences in retail sales. EGOV4UKRAINE aims to provide assistance for connecting 55 government institutions by the end of 2019.
- Vulyk has been developed and piloted in 10 ASCs.
- Awareness about Trembita and Vulyk was raised among officials and IT specialists of public sector through 3 Forums for IT Directors, 3 study tours to Estonia for officials and IT specialists, as well as 12 trainings for 175 system administrators and service developers.
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SECTOR REFORM SUPPORT

U-LEAD supports sector decentralisation in the areas of healthcare and education.

- 6 healthcare reform implementers have been supporting 10 oblasts since August 2018, specifically 44 primary healthcare facilities in their autonomisation process, 76 facilities in signing contracts with the National Health Service of Ukraine and 11 AHs in improving their healthcare network.
- Training and consultations were implemented in 60 AHs to support strategic planning and creating capable education and healthcare networks.
- A methodology to create capable education networks in AHs has been elaborated in collaboration with a group of experts of the education sub-group under the Decentralisation Donor Board. Expert support will be provided to AHs in order to implement the methodology.
- Based on statistical and financial analysis, Polohy Hospital District in Zaporizhzhia Oblast now has a development strategy with individual plans for each of its 6 hospitals. The plans are a prerequisite for optimising the hospital network and implementing the secondary level healthcare reform which will start in 2020.
- Following support of Rivne and Lviv Oblasts in developing labour market analyses, cooperation in the area of Technical and Vocational Education and Training (TVET) was expanded to Poltava, Dnipropetrovsk and Zaporizhzhia Oblasts where additional strategic analyses of the entire TVET school network in these regions were undertaken and published.

REFORM COMMUNICATIONS AND DIALOGUE

U-LEAD contributes to raising Ukrainian citizens’ awareness of the benefits of decentralisation and the opportunities for citizen engagement in local self-governance. U-LEAD with Europe achieved the following:

- Conducted the country-wide campaign “I am hromada” aimed at accelerating amalgamation of hromadas and promoting a positive attitude towards decentralisation. The campaign covered 20 oblasts with a roadshow that visited 39 rayons with no AHs and reached 6,000 people through its public dialogue events, as well as 500,000 citizens through social media.
- Entered cooperation with about 30 civil society organisations that work on citizen engagement all over Ukraine. More than 200 dialogue events were conducted with the support of U-LEAD to discuss investment strategies, introduction of bicycle lanes, development of youth policies and policies for people with disabilities, as well as the healthcare and education reforms.
- Conducted a plogging day “My clean hromada” in cooperation with the Velykodymerska AH, Kyiv Oblast. 400 mostly young people collected waste in the village while walking and running. They showed that citizens take responsibility for their hromadas and promote sustainable waste management.
- Entered cooperation with Ukrainian public broadcaster UA:PBC and Deutsche Welle Akademie that resulted in a new storytelling TV programme, Spilno (Jointly), covering developments in Ukrainian regions resulting from decentralisation. In addition to national and regional broadcasts by UA:PBC and its branches, Spilno was promoted on Facebook and Youtube and has reached almost 2 million viewers.