

**U-LEAD**  
WITH EUROPE

# DYNAMICS

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## IMPRINT

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Officials of amalgamated hromadas will improve their competencies with the help of U-LEAD's TSPs.  
Photo: U-LEAD Archives

## OPPORTUNITY TO APPLY BEST PRACTICES OF EU MEMBER STATES

U-LEAD with Europe is currently finalising its work on the Thematic Support Packages (TSPs) which are designed to strengthen U-LEAD's support to municipalities and to ensure high quality standards. The core aim of the TSPs is to enable officials of amalgamated hromadas (AHs), both at management and expert levels, to improve their competencies to run and operate municipalities. "This will clearly contribute toward U-LEAD's objective to enhance the capacities of prospective, new and established AHs to implement the decentralisation and regional policy reforms," said Bastian Veigel, GIZ Programme Director of U-LEAD with Europe. The TSPs are coordinated in partnership with international organisations and donor-funded projects active in Ukraine, including SKL International, the Council of Europe, the UNDP Eastern Ukraine project, DOBRE, DESPRO, Deloitte and the Gender Responsive Budgeting project.

### FOCUS ON ISSUES OF HIGHEST DEMAND

By focusing on issues of highest demand, the Programme intends to boost capacity development to improve the expertise of the municipal level. The TSPs will be rolled-out in all 24 oblasts in autumn. They constitute a concerted effort involving all units and teams of U-LEAD.

For each of the 12 TSPs, a Core Training Package has been designed for AH leaders in executive positions. Advanced Training Packages offer in-depth training for specialists. By September 2018, the concepts will transform into concrete implementation plans.

### CITIZEN-CENTRED APPROACH

To become an effective and capable AH (Thematic Cluster 1), the TSPs promote strategic planning and management, management of human resources, good municipal finance management and open communication with engaged citizens and decision-makers. The design and delivery of quality municipal services (Thematic Cluster 2) includes the support of administrative services, education and healthcare, security and safety measures. The overarching topic of facilitating local and regional development (Thematic Cluster 3) has been separated into economic development, spatial planning and infrastructure development, social cohesion and rural development. By sharply focusing on tailored support to each one of these priority actions through the TSPs, U-LEAD with Europe addresses the major concerns in the decentralisation reform of Ukraine in a citizen-centred approach.

**CLUSTER A: BECOMING AN EFFECTIVE AND CAPABLE AH****CLUSTER B: DESIGNING AND DELIVERING HIGH QUALITY MUNICIPAL SERVICES****CLUSTER C: FACILITATING LOCAL AND REGIONAL DEVELOPMENT****VIKTOR TYMOSCHUK**

LEADING EXPERT OF THE U-LEAD WITH EUROPE'S SUPPORT TO IMPROVED ADMINISTRATIVE SERVICE DELIVERY

## PROPER PLANNING IS THE KEY TO SUCCESS

U-LEAD with Europe continues its cooperation with almost 150 hromadas which were selected in the framework of the 1st round of the Roll-out Phase. In the two months period, almost all hromadas were visited by Programme experts. Such preparatory work is critical, since before proceeding with the establishment of an Administrative Service Centre (ASC), an individual model for providing administrative services should be drafted that considers all hromada's features.

At the same time, we strive to resolve several issues simultaneously: 1) to provide a hromada's ASC with the broadest list of administrative services; 2) to preserve territorial accessibility of services for all residents of hromadas; 3) to ensure that the expenses of an ASC are reasonable. These tasks are to be reflected at the stage of drafting a key document – the Terms of Reference (ToR), with which Programme implementers and the hromada will work in the future. At the stage of visits to hromadas, many local self-government bodies received valuable hands-on assistance. In some cases, it stimulated harmonization of documentation on the activities of local authorities. In other cases, new decisions were made on selecting more appropriate premises for ASCs, starting dialogue on these issues with residents, etc.

In every aspect of our activities, we are always guided by our values: compliance to laws, regulations and agreements, transparency, sustainable development, gender equality. Thus, in this "Dynamics" we suggest reading the gender-related interview with the Head of the Mokrokalyhirska hromada and drawing inspiration from the waste management practice of the Illinetska hromada. The main article of this issue - Thematic Support Packages – is the best evidence of our coherent and systematic joint work towards decentralisation.

By the way, the [2nd round of the Roll-out phase](#) has already been announced. We believe that each subsequent hromada will maintain the high standards of our 26 pilot ASCs, which demonstrate a very good level of service integration by providing on average more than 100 administrative services at an ASC and will gradually become the new face of our state.

## U-LEAD IN THE SPOTLIGHT

**KYIV**

### PARTNERSHIP WITH ASSOCIATION OF AMALGAMATED HROMADAS

A Memorandum of Understanding was signed between U-LEAD with Europe and the Association of local self-government "Association of Amalgamated Hromadas." The cooperation is to be focused on the provision of operational support to the decentralisation process in Ukraine and the empowerment of amalgamated hromadas.

U-LEAD and the Association will cooperate in the following areas: legal expert support to AHs; the strengthening and development of local self-government institutions; implementation of the decentralisation reform in Ukraine; reinforcing capacity development measures on topics related to local self-government; and the dissemination of successful practices in various sectors. According to Bastian Veigel, GIZ Programme Director of U-LEAD with Europe, the document is aimed to institutionalise the ongoing cooperation with the Association and recognise the latter as one of the key Ukrainian stakeholders cooperating with the Programme on the decentralisation reform and local development.

**CHERNIHIV**

### G7 AMBASSADORS DISCUSS THE DECENTRALISATION CHALLENGES WITH HROMADAS

On 21 June, a meeting between the G7 Ambassadors Support Group to Ukraine and leaders of amalgamated hromadas of the Chernihiv Oblast was held at the Chernihiv Local Government Development Centre, supported by U-LEAD with Europe and MinRegion. The leaders of amalgamated hromadas had the opportunity to share their achievements and successes and discuss the problems and challenges faced each day. They talked about the allocation of land, duality and triality of power in hromadas-rayons, imperfection of legislation related to AH activities, the healthcare and educational reform, development of tourism potential, and attraction of foreign investments.

The G7 Ambassadors together with Hennadii Zubko, Vice Prime Minister, also visited the Administrative Service Centre in Kipti AH. The ASC was modernised with the support of U-LEAD with Europe Programme. Hennadii Zubko noticed: "The ASC in the Kiptivska AH shows the example of modern, convenient service even in a small community of 5 thousand residents. Today, the ASC provides 97 services, has the operational software for the "Service Department Store", including remote workplaces."

**STOCKHOLM**

### SIDA LAUNCHES TENDER FOR U-LEAD WITH EUROPE IMPLEMENTERS

Swedish International Development Agency (Sida) has launched a tender procedure for selecting implementers of the Roll-out Phase aimed at improving the quality of service provision to the population within U-LEAD with Europe. Implementers will work directly with hromadas on ASC establishment and modernization in selected hromadas. Questions about the tender can be sent until August 31, 2018. The deadline for submitting applications is September 10, 2018. Please follow [the link for more details about the tender](#).



KYIV

### TEN PILOT HROMADAS FOR VULYK SELECTED

The IT system named Vulyk will be installed in ten pilot Administrative Service Centres (ASC) by October 2018 and will be launched in more than 400 ASCs across Ukraine by the end of the year 2020. The information system Vulyk differs from others as it has access to public registries and online data exchange via the "Trembita" system. It will speed up the provision of administrative services to citizens and legal entities tenfold.

In a few months the system will be launched in pilot ASCs, which have been recently selected through open tenders. Vulyk is one of the expected results of EGOV4UKRAINE which is a part of the U-LEAD with Europe's Support to Improved Administrative Service Delivery.

## WHAT DO WE ROLL-OUT FOR HROMADAS?

In March 2018, the U-LEAD with Europe' Support to Improved Administrative Service Delivery team launched the Roll-out phase, which provides for support for up to 600 hromadas in the establishment and modernization of ASC by the end of 2020. Once a hromada is on the list of 150 participants, it will be visited by experts who will identify the best ASC model and assess the real needs for aid. Following a visit, terms of reference shall be done for each capable hromada. Terms of Reference is a fundamental document for the establishment of an ASC, and, in fact, a road map for a hromada. Once ToR is finalized, hromada can begin working and performing their duties. Implementers who will be directly involved in establishing ASC in hromadas will also plan their activities based on the ToR.

Therefore, application admission Round 2 (until August 31) and visits by experts to first round hromadas are currently in progress. What conclusions can be drawn so far?

- The tasks and goal of the Roll-out Phase are of current interest and demanded by hromadas – 246 applications were received for participation in Round 1, 88% of participants want to receive software for ASCs, 87% – computer equipment, 81% – furniture, 66% – design of a future ASC, 10% – requests for a mobile ASC.

- As it is known, about 750 ASCs have already been unveiled in Ukraine with ASCs in regional state administrations making up the absolute majority (454) of them. According to experts, only about 5% of these 454 have the proper infrastructure. That is why the task of both the state and the Program is to establish ASCs in district centres and/or to establish a "joint ASC". It is often a difficult political process in practice. In this case, synergy between different parts of the U-LEAD Program is working fine. Experience has shown that the ODAs and LDRC's can significantly contribute in the process of joint "rayon-hromada" ASC's establishment (for example, Zhytomyr and Chernihiv oblast).

- Those hromadas interested in participation are hard not to notice: they struggle to achieve results by all means. They attract funds of state grant-in-aid, including infrastructure, collaborate with other international technical assistance programs, for instance, on purchasing equipment and furniture for ASCs and striving to get an Institutional support from the U-LEAD. Cases are known when other premises for ASCs are selected as a result of visits, the groundwork is laid down for inter-municipal cooperation and even a hromada's infrastructure is changed. The Ustylyzka hromada, which plans to allocate extra funds for road repairs to be used by a mobile ASC, became the most outstanding example of this proactive approach among Round 1 hromadas.



**VIKTORIIA PYPA**

HEAD OF THE MOKROKALYHURSKA AH

## THE U-LEAD WITH EUROPE INTERVIEW DECENTRALISATION AND GENDER EQUALITY: "EQUAL OPPORTUNITIES FOR EVERYONE"

**Q:** In your opinion, what is the gender equality situation in Ukraine, in your hromada?

I think that men have already shown their worth throughout the history of mankind, it is time for women to address state issues and prove their potential in this area. Our hromada is small but, to my mind, the issue of gender balance is a good reflection of the overall picture in the country with more than 80% of members of the executive committee being female and village council members being predominantly male, with a rough 60/40 distribution.

**Q:** What should be done at hromada and state levels to improve this situation?

I will say a simple but well-known thing: it is necessary to integrate gender equality principles into the school curriculum so that small citizens would understand the importance of this issue and, most significantly, its relevance in everyday life, from very childhood. As regards the state level, I believe it is necessary to create the conditions for increasing the number of female MPs in the Verkhovna Rada. I am not fully aware of this issue, but I am sure that world practice can offer mechanisms for creating a more gender-balanced Parliament.

**Q:** Did you ever apply a gender-based approach to self-government before participating in the Programme?

We have tried. However, all hromadas have a very significant factor, namely understaffing, which affects each and every process. It should be emphasized that this relates to literally every government sphere at local level. I would like to add that the gender issue is of great interest among our residents. For example, gender issue training for ASC administrators was held on a day at the weekend, but the attendance was, perhaps, the largest it could be. Even those not engaged in ASCs wanted to listen to what it would be about.

**Q:** What is different about hromada life after the opening of an ASC?

Lots of things are, because residents no longer need to go to a district centre for services. Before, we had one administrator who would provide 16 services. Now, four ASC administrators provide 126 services in convenient conditions. In addition to institutional support, we renovated the ASC premises, received new furniture, equipment and software. But what is more important and valuable is that our staff members were trained. We would never be able to find sufficient resources on our own, so I greatly appreciate the Programme's assistance.

Questions prepared by: U-LEAD with Europe's Support to Improved Administrative Service Delivery Communications Team.

## DECENTRALISATION DYNAMICS

### ▶ FOCUSING ON FISCAL DECENTRALISATION

"All international donor projects, jointly with sector local self-government associations, MinRegion, the Ministry of Finance, Ministry of Healthcare and the Ministry of Education and Sciences, should draft proposals regarding the formation of the 2019 budget," – said Hennadii Zubko, Vice Prime Minister - Minister of Regional Development, Construction, Housing and Communal Services, at the meeting of the Donor Board on Decentralisation in Ukraine held on 17 July.

The main focus of the meeting was on the state of implementation of the local self-government reform and on results of fiscal decentralisation, as well as the creation of financially sustainable communities. The experts of the Central Reform Office, supported by U-LEAD with Europe and MinRegion, presented a method of financial capacity calculation for prospective hromadas willing to enter the amalgamation process. The technical assistance projects also made presentations to highlight the activities in the field of fiscal decentralisation and budgeting.

According to Berend de Groot, Head of Cooperation of the EU Delegation to Ukraine, the success of hromadas depends on fiscal decentralisation. He noted that donors were conducting monitoring for fiscal decentralisation in the regions and the results would be considered in the process of elaborating proposals for the budget amendments in 2019.

### ▶ FINANCIAL DECENTRALISATION



A new greenhouse facility of the Communal Enterprise "Dobrobut" in Illintsi. Photo: Vinnytsia LGDC Archives

## ILLINETSKA HROMADA: PATH TO A CLEAN ENVIRONMENT

The problem of household waste recycling is currently relevant in many cities and villages. Since the beginning of 2018, Ukraine has made the sorting of all garbage mandatory, dividing it into three types: for reuse, disposal and recycling. Therefore, many hromadas started taking care of a clean environment by introducing modern landscaping methods.

At the beginning of its formation in 2016, the Illinetska AH of the Vinnytsia Oblast inherited a weak utility network and issues with garbage dumps, which were formed on the outskirts of the city over the years. As a result of negligence, waste contamination of the surrounding environment became an increasingly important challenge. The city residents and sanitary-ecological services became concerned about water and air quality.

Experts from the Vinnytsia Local Government Development Centre assisted the specialists of the Illintsi City Council and municipal service providers in the process of effective planning, attraction and use of local budget funds for providing a cleaner environment.

Due to their joint work, the communal enterprise "Dobrobut," which serves the city and all 22 settlements, was established in the



## PROGRESS

In the first half of 2018, local budget revenues increased to UAH 107.7 billion. Compared to the same period in 2017, they increased by 23.8% (or UAH 20.7 billion). Local budgets received personal income tax worth UAH 63.3 billion, which is more than the receipts for January-June of the previous year by UAH 13.6 billion (+27.3%), than land use fees – by UAH 12.6 billion (+2.3%), than the single tax – by UAH 13.2 billion (+28.4%).

All oblasts of Ukraine experienced increase: from UAH 223.2 million in the Chernivtsi Oblast to UAH 1.6 billion in the Kharkiv Oblast. The Kyiv city budget increased by UAH 3.3 billion. Poltava, Donetsk and Ternopil are leaders in terms of the growth rate with +29.9%, +28% and 26.9% increases, respectively. In terms of receipts from PIT, the highest growth rates are observed in the Vinnytsia (+31.1%), Khmelnytskyi (+30%) and Zhytomyr (+29.7%) Oblasts.



## GOVERNMENT RECOGNIZES ANOTHER 72 AHS

At a meeting of the Cabinet of Ministers held on July 11, 2018, another 72 hromadas were recognized, in which first elections took place on December 24, 2017 and April 29, 2018, as well as hromadas formed around settlements identified as administrative centres of AHs in prospective plans for forming territories of regional hromadas. From now on, they will be able to properly exercise their powers of self-government and have the opportunity to voluntarily join such AHs.

As of today, 653 AHs have already been recognized in Ukraine. A reminder that 753 AHs have been formed so far, 48 of them are pending a decision by the Central Electoral Commission on the holding of their first elections.

hromada. During the initial stage, the AH invested UAH 1.25 million in landscaping – UAH 500,000 from the city budget and UAH 750,000 from the Environmental Protection Fund. These funds allowed the upgrade of garbage trucks, installation of containers to collect plastic for its further recycling. Meanwhile, the funds from recycling are directed to landscaping. Within the framework of the communal enterprise “Dobrobut,” a new greenhouse enterprise was opened to professionally deal with developing green spaces.

Due to the establishment of the communal enterprise, the AH managed to significantly improve the ecological state of settlements and increase the number of workplaces in the field of landscaping from 40 to 90.

The next step of the Illinetska AH will be the opening of a waste sorting complex by the end of this year. A total of UAH 15 million has been allocated from the AH budget for this project.

Volodymyr Yashchuk, head of the Illinetska AH, expects the future inflow of private investments in waste recycling and other sectors. “Investors should see our positive development, our human resource potential and plans. Then they will come to us themselves,” he believes.

## Physical establishment of ASCs in the AHs

construction and renovation costs according to the results of the Inception Phase of the U-LEAD with Europe Programme



### MOBILE ASC

#### • 50 000 Euros

The cost of a mobile ASC (procurement of equipment and its installation into the vehicle)

#### • 3 months

The time for re-equipment of the car into the mobile ASC



### RENOVATION

#### • 231 Euros

The average cost of renovation of 1 m<sup>2</sup> of the ASC building with the use of energy-efficient technologies

#### • 172 Euros

The average cost of renovation of 1 m<sup>2</sup> of the ASC building



### CONSTRUCTION

#### • 755 Euros

The cost of construction of 1 m<sup>2</sup> of a B-class energy-efficient ASC

#### • 640 Euros

The cost of construction of 1 m<sup>2</sup> of a C-class energy-efficient ASC

#### • 4,5 months

The average time of an energy-efficient ASC construction



The mobile ASC of Slavuta hromada



The ASC in Mykolayivka AH



The ASC in Polonne AH



The interior design of the Mykolayivka ASC

# U-LEAD VOICES

Today our joint task is to provide stability and guarantee funding for local budgets, which will ensure further decentralisation progress and the implementation of projects for education, healthcare, social and administrative services.

**Hennadii Zubko,**  
**Vice Prime Minister - Minister of Regional**  
**Development, Construction,**  
**Housing and Communal Services of Ukraine**

It became easier to get to the Administrative Service Centre. We used to have to get to the regional administration. On the way there a bridge had collapsed, so the journey length was increased by a detour. So, to receive certificates for the children, I spent all day on the travel: leaving in the morning and returning in the evening. It's much more comfortable now. Moreover, as soon as the certificates are ready, they give me a phone call to tell me that I can collect my documents.

**Myroslava Burban,**  
**housewife,**  
**Resident of the Novostrilitschanska AH**

Ukraine is rapidly integrating into the European area. The fact that we can already adopt best decentralisation practices of the EU member states, instead of waiting for 20-30 years, is very positive.

**Askad Ashurbekov,**  
**Decentralisation Expert, the Zaporizhzhia Local**  
**Government Development Centre**

I have not visited the new ASC yet, but I have heard what people are saying. It is very close for people now. We had to travel to get services, but now it is not far away and everyone is happy.

**Yuriy Dribas,**  
**school bus driver,**  
**Resident of the Yerkivska AH**

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