

DYNAMICS

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Presentation of the Training Manual of the U-LEAD with Europe's Support to Improved Administrative Service Delivery. Photo: U-LEAD Archives

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INSIGHT INTO THE SUPPORT PACKAGE ON WELL-FUNCTIONING ASC ESTABLISHMENT FOR EVERY HROMADA

The Support Package is a methodological toolkit, which consists of the manuals, developed by the U-LEAD with Europe's Support to Improved Administrative Service Delivery to endorse hromadas in their establishment and modernization of the Administrative Service Centres (ASCs). The primary and final user of the manuals is hromada: from the decision-makers in the municipality to the citizens of every small town or village, where ASC is being created. Keeping this philosophy in mind helps to tailor each manual to the best needs and interests of the local municipalities.

Given the institutional complexity of ASCs, manuals are called to give an up-to-date, user-friendly and informative tool for hromada, covering various thematic areas of the establishment or modernization of ASC. Each of the manuals is regularly updated with the cutting-edge developments in the conceptual premises of ASCs, recent amendments in the legislation, and the best practices from the field, including the experience of the 26 pilot ASCs from the Inception Phase.

Whether it comes to understanding how to prepare the proper package of documents, mainstream gender into the work of ASCs, organize design interior or modernize ASC according to the "A,B,C" energy efficiency classes - the manuals is irreplaceable knowledge tool. All you have to do is to choose the topic, open a manual and start acting upon it!

Since 2016 we have fully prepared the manuals on institutional development of ASC, physical establishment of ASC, gender mainstreaming, training of the ASC personnel and equipped them with short information supplements.

Recently, experts of U-LEAD presented a training program for the ASC employees, consisting of five thematic modules and a Manual. The training course is developed by leading Ukrainian experts in administrative services and includes all key aspects of staff training for work in highly efficient Administrative Service Centres. During the implementation of the first and second rounds of the Roll-Out Phase, more than 5,000 ASC employees and hromada leaders will receive education under the training program.

Till the end of the year hromadas will receive the manual on the role of ASCs in awareness raising and citizen engagement; energy efficiency and anticorruption policy. Moreover, we are constantly ensuring practical value of manuals for hromadas. Thus, the gender manual is currently going through approbation with the selected hromadas of the 1st and 2nd rounds of the Roll-Out phase.

All manuals on the establishment and modernization of the ASCs are in open access to public. Check them out on our Programme's web page in the Library section.



YULIIA IVAHNINA

TEAM LEADER OF THE U-LEAD WITH EUROPE'S SUPPORT TO IMPROVED ADMINISTRATIVE SERVICE DELIVERY

ESTABLISHING OF UP TO 600 WELL-FUNCTIONING ASCS IS BECOMING A REALITY

Two years ago, it was just a plan – to open up to 600 ASCs in Ukrainian amalgamated hromadas. Nowadays, we are approaching the first openings, which will become a reality very soon.

The parallel work of new partners selection, Terms of Reference (ToRs) development and implementation is in full progress. The first wave of hromadas will soon receive furniture, IT-equipment and special support, including mobile ASCs, at the same time institutional support has been provided since March.

As SKL International – we are the first contact for our partners on the way to creating or modernizing ASCs and as the spring ends, we are approaching our finishing line with ToRs for hromadas of the third round. At the same time the call for the final, 4th round selection is up. In the first days of July we'll know who will join the last round of the Programme.

For the 4th round we made sure to give the room for diverse partners: this time hromadas of all 24 regions of Ukraine, including Donetsk and Lugansk can join, the latter for institutional support only. Another novation is that we are now open to receive applications from towns with up to 100,000 citizens and any amalgamated hromadas disregarding the number of its population.

Another focus of our team is hromadas of Donetsk and Lugansk regions, which have been selected in the second round. SKL International is also an implementer for this part, providing institutional support to 3 hromadas of Lugansk (Krasnorichenske, Bilokurakinske, Troitske) and 7 hromadas of Donetsk (Toretsk, Vugledar, Novgorodivka, Mirnograd, Shakhove, Chasiv Yar, Soledarska). As of now, 5 ASCs are in the process of modernization and 1 has just been created. Another four is yet to be worked with starting in June.

Hereby, I invite you to find out more on the establishment of well-functioning ASCs with the support of the Programme in this issue of Dynamics.

U-LEAD IN THE SPOTLIGHT



KYIV WHO IS ELIGIBLE TO PARTICIPATE IN LAST SELECTION ROUND FOR ESTABLISHMENT OF WELL-FUNCTIONING ASC

An information session on the last (fourth) selection round of the Roll-Out Phase of the U-LEAD with Europe's Support to Improved Administrative Service Delivery was held. More than 100 participants of the event, including representatives of MinRegion, the leadership of the U-LEAD Programme, representatives of the Oblast State Administrations, LGDCs and the hromadas leaders learned who can take part in the selection and on what conditions; how to fill out an application correctly; how to establish a well-functioning ASC with the support of the Programme. For every hromada planning to apply for the Programme's support, the video from the event is [available](#). The last round of participants selection for the Roll-Out Phase to establish and modernise ASCs is under way, and in this round, unlike previous ones, towns with the up to 100,000 residents and the amalgamated hromadas without any population limits from all oblasts of Ukraine may apply. Applications should be submitted until 30 June 2019 via the [link](#).



KYIV 250 ASC EMPLOYEES AND LEADERS OF HROMADAS HAVE PASSED THE TRAINING

The trainings in Amalgamated Hromadas started in April and are currently being carried out by the team of trainers of Round 1. So far, trainings in 14 hromadas have been completed, and the training participants have been taught all five training modules of the program. Radyvyliv (Rivnenska oblast), Mamayivtsi (Chernivetska oblast), Romny (Sumska oblast), Myrhorod (Poltavska oblast), Popilnia (Zhytomyrska oblast), Kornyn (Zhytomyrska oblast), etc are among the first hromadas which received trainings. Around 250 personnel of Administrative Services Centres, authorities and leaders of hromadas have passed the training already. Around 30 more hromadas will receive the education in accordance with the Programme's modules in June.



KYIV "VULYK" HAS BEEN PILOTED AND TRANSMITTED TO THE STATE AGENCY FOR E-GOVERNANCE OF UKRAINE

The information system "Vulyk" developed for the ASCs has already been piloted and transmitted to the State Agency for E-Governance of Ukraine, SAEGU. The system is ready for wide implementation and administrated by the state enterprise "Derzhinformresurs", which formally is "sub-ordinated to SAEGU. The piloted ASCs will be the first to connect the system. The regulations on the connection to the "Vulyk" system will be developed in the nearest future. The information system "Vulyk" is implemented by the Estonian E-Governance Academy in cooperation with the SAEGU within U-LEAD support project EGOV4UKRAINE.



KYIV VISIT BY GERMAN HIGH-LEVEL DELEGATION

In 2015, German contribution to U-LEAD with Europe started as a bilateral development cooperation project with Ukraine. Since then, Germany has retained and expanded its position as a key donor of the Programme. On 21 May, Prof. Dr Claudia Warning, Director-General for the Middle East, Asia, Latin America, South-Eastern and Eastern Europe at the German Federal Ministry for Economic Cooperation and Development (BMZ), and other senior staff of BMZ, the Federal Foreign Office and the Federal Ministry of Economy visited the House of Decentralisation after taking part in the Ukrainian-German government negotiations 2019 held in Kyiv. After the meeting, Dr Alexander Kleibrink from BMZ travelled to Chernivtsi Oblast to meet with leaders of ethnically diverse amalgamated municipalities.



ALL UKRAINE CELEBRATING EUROPE DAY

Between 9 and 18 May, the yellow and blue of the Ukrainian national flag waved side by side with the yellow and azure of the European flag to celebrate Europe Day. The date marks the anniversary of the 1950 declaration in Paris by the French foreign minister at the time, Robert Schuman. His speech paved the way for a new form of political cooperation to manage coal and steel production. In Europe, local EU offices held open days to show how European institutions affect people's lives. In Ukraine, U-LEAD with Europe also supported Europe Day celebrations with events and activities demonstrating the European contribution to the decentralisation reform.



ALL UKRAINE PHOTO CONTEST – BREAKING STEREOTYPES

This year's photo competition by U-LEAD with Europe is designed to promote gender equality in Ukraine. "Breaking stereotypes: Strong women of my hromada" started 21 May and will accept entries until 11 June 2019. The competition aims to honour women and their contributions in community life, which is often underestimated and subject to discrimination. The photo entries should raise awareness of the wide range of roles that women play in modern economic and political life. Both amateur and professional photographers are invited to submit up to three photos reflecting their vision of a world that establishes equality and improves participation of women. Submissions should be uploaded to the [website](#). The winning entry will be announced after 13 June.

LEADING IN STEP WITH THE REFORM

Rome wasn't built in a day, and building the new Ukraine is no achievement that can be completed overnight. Even if how the Italian capital was built is still a matter of debate among historians, common sense dictates these projects take time. Just like Ukraine is managing its own transformation and administrative rebuilding: Step by step.

To tie in with the country's steady progress, U-LEAD with Europe in March launched a new curriculum for heads of amalgamated hromadas (AHs). Aptly named "Steps for Leaders," the new training package is designed to help these rural or urban managers stay in step with the developments and decisions they need to take for making their own municipality successful. In a series of one-day workshops, each with a different subject.

Changing the mindset For this target group, every new day brings new challenges, responsibilities and opportunities. As pioneers of a new form of self-government in Ukraine, leaders of AHs are learning by doing what the new distribution of powers can mean. This shift, however, is not just in powers and government. As Iaroslava Tulku, U-LEAD Adviser on Capacity Development, explains, "Executives need to expand their horizons and move away from old school ways of thinking. Steps for Leaders is about effecting a change in mindset and attitude to lead-

ership. Leaders nowadays need to see the hromada as an institution or system where all topics are connected and need to be able to forecast, adjust and manage accordingly when factors change."

TSPs – From forming to developing the AH Steps for Leaders is embedded in the syllabus and contents of the so-called Thematic Support Packages (TSPs). U-LEAD with Europe developed these packages as a foundation for training through Local Government Development Centres in Ukraine's 24 oblasts. The TSPs offer comprehensive training and support for officials and administrative staff of AHs. They cover 12 subjects in three clusters that are of relevance for an AH on its path from amalgamation to consolidation.

Each of the 12 themes mark a key challenge faced by municipalities: Strategic planning, human resources, communicating with citizens, sector reforms, spatial planning and social cohesion, to name but a few. The training tools in the TSPs can be any of a combination of training, consultations, one-on-one learning or exchanges between peers.

Twelve workshops for the bigger picture Since March, over 550 leaders have already taken part in 57 of the Steps for Leaders workshops. As one participant, Andrii Seliuzhytskyi, Deputy Head of Balakleivska AH in Cherkasy Oblast, said, "I thought that I already knew a lot about managing human resources, but after participating in the Steps for Leaders workshop, I discovered there is more to learn. The topic of effective knowledge management, for example, was new to me. I now understand the value and benefit of discovering, documenting, and sharing knowledge among my staff."

Tulku adds, "Leaders need the bigger picture. They need to see how decisions affect each other across different fields and spheres. They also need to understand how individual parts of the system work to make the whole function better." The details can then be delegated to deputies and specialists. What one forgets to mention about Rome, like Ukraine, is while it may not have been built in one day; it wasn't built by one person alone either.



OLGA KALINICHENKO

REGIONAL COORDINATOR OF THE U-LEAD WITH EUROPE'S SUPPORT TO IMPROVED ADMINISTRATIVE SERVICE DELIVERY



Q: Tell us about specifics of decentralization in the region you work with. How fast it is being implemented? Are there any particularities in the process of creating well-functioning ASCs in the North-Eastern Region of Ukraine?

Indeed, our team is working in the North-Eastern Region encompassing the Chernihiv, Sumy, Poltava, Kharkiv, Cherkasy, Dnipropetrovsk and Zaporizhia Oblasts. We also worked with hromadas in the Donetsk and Luhansk Oblasts. Decentralization in the North-Eastern Region continues apace, and it is especially felt when we meet with the leadership, local council members and citizens in the hromadas themselves. Some meetings are attended by as many as 30-40 persons. These are active people who really want changes. For the ultimate goal of decentralization is to create conditions for comfortable life and efficient democracy. Unfortunately, the majority of hromadas have no idea what a well-functioning ASC is, where the staff greets you with a smile and is always ready to help. Every hromada is unique and requires special approach, but nevertheless, the understanding that lives of people must be improved, and that one of the ways of improving them is to provide quality administrative services, is the same in all regions.

Q: U-LEAD provides obligatory training under a program specifically developed for that purpose to the staff of all ASCs it works with. What topic is, in your opinion, the most useful for them, and what is the key difference between this training program and other training materials that concern provision of administrative services?

When we discussed the topics of training modules, we wanted to cover all areas that could be important for ASC specialists. Therefore, I would not want to say that some module is more important than all others. Our Programme envisages comprehensive training, from theory to the particular administrative service. In other words, theory and practice enhance each other in training modules. That's the key difference from other training materials that concern administrative services.

Q: What ASC model is dominant in the North-Eastern Region of Ukraine? What are its distinguishable features?

The Programme helps hromadas to create well-functioning ASCs. The term "well-functioning" includes many aspects, and one of the most important of them is the maximum number of services provided in one place. But at the same time, these services must be brought closer to citizens regardless of where they live, whether in the center of an amalgamated hromada or some 15-25 km away from the central office. We offer an integral system of delivering quality administrative services. It could be an ASC with remote workplaces or local branches. More than 60% of ASCs in these hromadas our team work with will have remote workplaces or local branches. In addition, thanks to mobile ASCs, people living in remote villages will be able to receive quality administrative services. In the Zaporizhia, Dnipropetrovsk and Kharkiv Oblasts, there are areas where many villages with small population are scattered over large distances. Therefore, the Programme will provide mobile ASCs to such hromadas.

Q: As part of the work on implementing the Programme's Rounds 1 to 3, you have visited over 150 hromadas and developed projects of creating over 100 ASCs. What would be your key advice to the heads of hromadas to create a well-functioning ASC?

First of all, one needs to create a team of likeminded people ready to work for the goal and highly motivated in implementing the best practices of well-functioning ASCs.

THE U-LEAD WITH EUROPE INTERVIEW

ESTABLISHMENT OF WELL-FUNCTIONING ASCS IN THE NORTH-EASTERN REGION

DECENTRALISATION DYNAMICS

DEVELOPMENT CONCEPT FOR ASC NETWORK PREPARED BY EXPERTS

The experts of the Working Group # 5.1 on Administrative Services working group of the Donors' Council on Decentralisation have prepared the development concept for the ASC network that is also supposed to be financed through the state financial and international technical aid.

The implementation of the principles and priorities of the development for ASC network is available via the link.

ALMOST 900 AHS ALREADY ESTABLISHED IN UKRAINE ACCORDING TO DECENTRALISATION MONITORING

Almost 900 amalgamated hromadas (AHs) exist in Ukraine as per 10 May 2019. 66 of them will have their first local elections on 30 June, with 25 other hromadas awaiting the decision of the Central Election Commission. These figures were reported by Hennadii Zubko, Vice Prime Minister – Minister of Regional Development, Construction, Housing and Communal Services of Ukraine, when commenting the data of the decentralisation process and local self-government [reform monitoring](#) prepared by the MinRegion.

"The amalgamation process is underway. 33 cities of oblast significance have already merged with neighbouring hromadas. The top five regions in the decentralisation process remain unchanged. The Zhytomyr, Chernihiv, Zaporizhzhia, Dnipropetrovsk and Khmelnytskyi Oblasts continue to be the top-performers in establishing capable hromadas," Hennadii Zubko said.

BY END OF THE YEAR ALL OBLASTS TO DEVELOP REGIONAL STRATEGIES FOR 2021-2027 YEARS, - VYACHESLAV NEHODA

The year of 2019 is critically important for the state regional policy in Ukraine. By the end of the year, it is necessary to prepare a new State Strategy for Regional Development and Regional Strategies for 2021-2027 years. It also needs to complete the formation of new legislation on promoting and financing the regional development.

This was stated by Viacheslav Nehoda, First Deputy Minister of Regional Development, Construction, Housing and Communal Services of Ukraine during the All-Ukrainian Meeting on current issues of forming and implementing the state regional policy, which takes place on 16-17 May in Odesa.

He has reminded that the State Strategy for Regional Development, as well as Regional Strategies, will be completed by 2020, and, therefore, the work on the development of a new programme document by 2027 is still going on under the coordination of MinRegion.



SUCCESS STORY

Roman Sydor, Rozvadivska AH Head, Lviv Oblast.
Photo: U-LEAD Archives

ROZVADIVSKA, THE AH THAT WAS NEVER PLANNED

Roman Sydor is a man with plans for his amalgamated hromada, Rozvadivska AH in Lviv Oblast. He represents a new breed of leader growing up in and with a new Ukraine, a man who believes in the transparency the new system brings. He is also a man who wants to go the journey together with citizens of the community – based on informed decisions.

While Sydor is a man with plans, amalgamating Rozvadiiv was not always the idea. "Originally, our hromada was not in the Perspective Plan of Forming Territories of Hromadas of Lviv Oblast," he explains. "After all the four village heads around Rozvadiiv decided it would be better to create a hromada, we officially amalgamated in May 2017." A former schoolteacher at Rozvadiiv's High School, Sydor's priorities included ensuring that his staff get training to do their jobs properly.

In the past two years, the head and his employees have attended 30 training events organised by the Lviv Local Government Development Centre of U-LEAD with Europe. Subjects range from education to spatial planning to industrial development to tourism to clean energy sources. He wants better services for the citizens that live in the hromada. Located right by the main road and the railway line to neighbouring Poland that is just 125 kilometres away, one would assume it would make sense for the local people to take up jobs across the border. Nevertheless, Sydor explains, "Migration to Poland does happen, yes, but is less for labour purposes and not as high as elsewhere. People in the villages are seeing the positive changes in the AH." The current total budget for Rozvadivska stands at UAH 56 million, of which the AH generated UAH 16 million in revenues through taxes and fees. UAH four million from own revenues and the local budget go to education with a further UAH 25 million as subsidies from the government. For a little under 10,000 residents, there are five schools. 300 students go to the local high school. Learning is everywhere in the hromada.

"People should be educated and feel empowered to debate and come to decisions for their hromada," Sydor describes. "After each session of the village council, we prepare video clips for our citizens. After the annual Christmas service, I personally present the annual report, and we also invested in a monthly newspaper at a cost of UAH 200,000 to inform citizens." "As decisions are transparent and inclusive, people are willing to follow ideas," Sydor says. The citizens are more aware of the need to conserve the beauty and potential of the nature resorts by the Dniester River surrounding the hromada. The logical conclusion, therefore, is to build a wind farm for cleaner energy. "This is attractive for investors, and a German-Ukrainian company plans to install seven turbines. The electricity can power the companies operating nearby in the limestone quarry, making their operations more sustainable." He hesitates slightly. What's the catch? "We still face an issue that we have to explain to people how wind power is eco-friendly and won't kill their cows, like they think it might." For a teacher who now leads an AH that almost did not happen, this hardly sounds like an insurmountable challenge.

WHO CAN APPLY FOR SUPPORT

for establishment or modernisation of the ASC

4 ROUND

rules and conditions of selection



All regions of Ukraine



- ⊙ AH with the population from 5 to 100 thousand residents, which already had/ will have first elections
- ⊙ AH > 100 thousand residents for establishment of territorial divisions of ASC and/ or remote workplaces around the administrative center of the AH
- ⊙ hromadas of the villages and towns with the population from 5 to 100 thousand residents, which are the center of the future AH due to the perspective plan
- ⊙ hromadas-initiators of the cross-municipal cooperation in the administrative services sphere (disregarding the number of residents) ¹



THE PARTICIPANTS OF THE PROGRAMME RECEIVE

Institutional support ²



Development of the Terms of Reference for the ASC



Consultations on the ASC establishment



Training of ASC staff



Awareness raising and citizen participation



Study visits and experience exchange

Physical support



Furniture, IT equipment, PC for for ASC "Vulyk"



Plans and design of premises/ visualisation of ASC

Special forms of support



Electronic queue management system



Mobile ASC

The Programme does not provide support for refurbishment, reconstruction of premises or new buildings construction

Round 4 is the last selection of hromadas to participate in the Programme



- for the joint application, the cooperation agreement among hromadas in the sphere of administrative services delivery should be registered in the Minregion
- hromadas from Donetsk and Luhansk regions can apply exclusively for institutional support, "Vulyk", Plans and design of premises/ visualisation of ASC (providing that other forms of support are provided by other EU financed projects)

More detailed information on the terms and conditions of participation in the Programme is available on the website



www.tsnap.ulead.org.ua

U-LEAD VOICES

In the context of decentralization, ASCs create a new culture of communication with customers, with the mission of providing truly high-quality and comfortable services to people. Over the last year, Ukrainian ASCs provided over 6 million services, and the Ministry of Regional Development, together with the Ministry of Economy, the U-LEAD Programme and other projects, are working hard to ensure that new standards of customer service become the norm for all state service institutions.

Lev Partskhaladze,
Deputy Minister of Regional Development,
Construction and Housing and Communal
Services of Ukraine

It is important to separate the function of providing services and creating a policy. Service functions should not belong to the Ministries, therefore delegation of powers to local self-government bodies is necessary. Thanks to the reform of the civil service, civil servants and local authorities now feel much more secure. Qualitative professional training of personnel, salaries, soft skills training, and experience exchange are very important here. All these factors affect the quality of service provision to citizens.

Tetyana Kovtun,
Deputy Secretary of State Secretariat
of the Cabinet of Ministers of Ukraine

The status of an AH allowed us to build relationships with potential partners and investors the village council could only dream of before. Through our work together with the team from Kharkiv LGDC, we developed an investment passport for our territories. We now present and offer prospective Ukrainian and international stakeholders new opportunities. Professionally.

Violeta Borovska,
Head of Natalynska AH, Kharkiv Oblast

Hromadas in Kremenchuk Rayon came up with a concept for starting a green tourism association after a study tour to Zakarpattia Oblast, organised by U-LEAD with Europe. With extensive institutional support from Poltava LGDC, we managed to launch a unique new organisation, the Green Tourism Cluster of the Kremenchuk Rayon Hromadas, based on cooperation agreements between the various municipalities.

Oleksandra Sheremetyeva,
Head of Omelnytska AH, Poltava Oblast

Cooperative development training and a study trip to similar cooperatives in AHs of Ternopil Oblast, organised by Chernihiv LGDC, helped our hromada avoid making mistakes. Studying successful practices showed us how multi-functional cooperatives can be more profitable than creating the dairy farmers' association we had previously planned. We therefore took the decision to adopt this approach.

Valentyna Korolyova,
Chief specialist, economy, municipal initiatives,
investments & energy management,
Korop settlement council, Chernihiv Oblast

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