

DYNAMICS

THE MONTHLY NEWSLETTER OF THE U-LEAD WITH EUROPE PROGRAMME
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From left to right: Susanne Hyldelund, State Secretary for Trade of Denmark; Peter Wagner, Director, Head of Support Group for Ukraine; Eka Tkeshelashvili, Head of Programme EU Anti-Corruption Initiative; Christian Danielsson, Director-General Neighbourhood and Enlargement Negotiations; President Volodymyr Zelenskyy of Ukraine; Dmytro Kuleba, Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine; Matti Maasilta, Ambassador of the European Union to Ukraine and Bastian Veigel, GIZ Programme Director, U-LEAD with Europe at the opening of the EU Project Office in Mariupol, Donetsk Oblast. Photo: Tetiana Petrushkina

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EU PROJECT OFFICE OPENS IN MARIUPOL

Volodymyr Zelenskyy, President of Ukraine, and Christian Danielsson, Director-General for Neighbourhood and Enlargement Negotiations at the European Commission, on 29 October 2019 opened the new EU Project Office in Mariupol City in Donetsk Oblast. The office in the premises of the Spalah Hub now channels European Union (EU) support through the local branches of the European Union Anti-Corruption Initiative (EUACI) and the U-LEAD with Europe Programme. It is also the only dedicated EU representation outside the capital Kyiv, where the EU Delegation to Ukraine is based.

SUPPORTING DECENTRALISATION, FIGHTING CORRUPTION

Standing side by side with Director General Danielsson, President Zelenskyy said, "Two programmes of the EU will be implemented here in this office – these are the support to decentralisation and the support to the fight against corruption. Both programmes are very important, in my opinion, for development of businesses and attraction of investments. At the same time, our aim is to start implementing large investments projects as peers."

At the EU-Ukraine Summit in Kyiv in July 2019, the EU pledged measures worth €10 million to support local economic diversification and small businesses, local civil society and citizens' involvement in decision-making, improvement of community security and public safety in the Sea of Azov region.

Mr Danielsson added, "The EU Project Office is an important EU presence and contact point for the citizens of the Azov Sea region. It will help ensure that the city and the region become a better place to live, study or do business."

A STRONG SIGN OF SOLIDARITY

The office opening is a clear signal of EU solidarity with both Ukraine and the Sea of Azov region facing continuous challenges and suffering from socioeconomic decline. The area's proximity to the military frontline and the escalation in the Sea of Azov in November 2018 have added further pressure, putting residents' livelihoods (industry, ports, tourism, and agriculture) at increased risk. In February 2019, the EU assessed the region's needs and developed measures specifically targeted to these challenges.

EU COOPERATION SINCE 2018

Bastian Veigel, GIZ Programme Director of U-LEAD with Europe, said, "The EU Project Office marks the second U-LEAD premises in Donetsk Oblast. Our regional office is located in Kramatorsk City, but this second pillar of support allows us to address issues facing the Sea of Azov region more directly." Returning to Zaporizhzhia and Donetsk Oblasts after visits in December 2018 and January 2019, Mr. Veigel affirmed the programme's commitment to stand with the region. In Mariupol, U-LEAD with Europe has also been working on activities for amalgamating the city with neighbouring territories, a process the city is willing to further





BASTIAN VEIGEL

GIZ PROGRAMME DIRECTOR
U-LEAD WITH EUROPE

LOCAL SOLUTIONS FOR LOCAL CHALLENGES

The distance between Mariupol and the European Commission in Brussels in Belgium is 3,000km, four times the distance between Brussels and Berlin. For some, that is far enough from the capital of a Europe of which Ukraine is a part.

For the people living in Mariupol and the Sea of Azov region – close to the contact line – Brussels on some days can seem even further away. Sometimes painfully distant. All the more important the region and its people do not feel forgotten.

And since late 2018, the European Union has been bridging and closing the distance to the coastal oblasts and cities. With its reach throughout Ukraine, in all 24 oblasts and to all 975 amalgamated hromadas, U-LEAD with Europe on behalf of the EU and member states Germany, Sweden, Poland, Denmark and Estonia maintains a vested interest in providing a level of training, consultation and support that ensures municipalities can provide for the needs of their citizens.

As U-LEAD with Europe found, the region needs support for amalgamation, business and tourism development, e-governance, waste management, energy efficiency and sustainable mobility.

The programme is committed to delivering this support, side by side with the cities and territories in the region.

Now, at the end of October, U-LEAD is proud to be part of the official opening of Ukraine's first EU Project Office in Mariupol.

Shared with the European Union Anti-Corruption Initiative (EUACI), this small but effective bureau sends a strong signal of solidarity and stronger EU presence in the region, by providing support to decentralisation and anti-corruption processes there.

This issue of Dynamics celebrates both the EU Project Office opening and a sense of proximity: Between Brussels and the Sea of Azov and Ukraine and its citizens.

As the cover story, feature, interview, success story and facts & figures describe, the EU and its member states have already long been promoting empowerment of the Sea of Azov region, making sure nobody feels left behind in Ukraine's effort to make local self-government effective, successful and beneficial for all.

U-LEAD IN THE SPOTLIGHT



KYIV PROMOTING GREENER HROMADAS

In time for the 2019 heating season, energy efficiency, municipal energy management, sustainable mobility and effective waste management are on the agenda. On 21 October, U-LEAD with Europe and [Deutsche Gesellschaft für Internationale Zusammenarbeit \(GIZ\) GmbH](#) joined forces with partners [CANactions School](#) and the [Centre for Innovations Development](#) to host the Green Infrastructure for Hromadas conference in Kyiv. For amalgamated hromadas, energy management has taken on a new meaning as they can now take informed decisions on energy efficiency measures in their towns, villages and settlements. As participants discussed, cutting costs for energy can free up budget for investments in public services and infrastructure. As Andriy Zinchenko, co-founder of Greencubator NGO, noted, "Energy is becoming more decentralised. For hromadas the difference is huge. Previously, we could only buy a kilowatt/hour of electricity. Now we can purchase a means of generating electricity."



KHERSON EEAS DEPUTY SECRETARY GENERAL VISITS

During a two-day visit to Kherson Oblast and Kyiv City on 21 – 22 October, Jean-Christophe Belliard, Deputy Secretary General of the European External Action Service, visited the regional office of U-LEAD with Europe in Kherson. Speaking to seven heads of amalgamated hromadas in the oblast, Mr. Belliard heard first-hand accounts of how support for amalgamation and local self-governance helped turn doubt into cooperation. In the one-hour meeting the deputy secretary general asked questions about the pace of the reform and the increase in budgets for hromadas in the understanding that decentralisation is a complex subject everywhere. Yet, for the representatives of hromadas, the message to Mr. Belliard and his offices in Brussels was clear. People in Ukraine trust the reform because they see the changes.



KHERSON ASC OPENS NEAR CRIMEA IN CHAPLYNSKA

On 17 October, a new ASC was opened in Chaplynska AH in Kherson Oblast. The centre provides 150 administrative services in a modern and comfortable environment. The ASC is one of the closest to the border with the temporarily occupied Crimea. In just 9 months of 2019, over 2 million people crossed the border in both directions. Most of them require quality admin services day by day. Therefore, the opening of the new Center will greatly simplify receiving demanded services such as passports, permits, land issues and other services not only for residents of the area, but for citizens residing in Crimea and persons resettled from the temporarily occupied territory. The new ASC has 17 workplaces equipped by the Programme. The Programme also supported the institutional establishment of the ASC, and all its employees completed advanced trainings, developed by the Ukrainian and Swedish experts. The space is accessible for the needs of people with disabilities and has a children's play corner.



UKRAINE SIX ADVANTAGES OF VULYK (VIDEO)

The Vulyk information system is planned to be implemented in hundreds of administrative service centers. That's why the EGOV4Ukraine project, which is part of the U-LEAD with Europe Programme, produced an [animated video](#) which describes its main advantages. There are six of them. Vulyk provides the basic needs of information service centres, sends the documents of the applicants to the entities that deliver services in an electronic way. It also interacts with the Trembita data exchange system, has convenient functionality and an accessible interface, and there are possibilities to connect other developers' systems to Vulyk. What's important, the information system is free of charge for ASCs of public sector.

A NEW CHAPTER FOR THE SEA OF AZOV



Both for the European Union and the Sea of Azov region, the official launch of the new EU Project Office in Mariupol on 30 October marks the beginning of a new chapter in activities targeted to the coastline and its territories. Together with the European Union Anti-Corruption Initiative (EUACI), U-LEAD with Europe can now work for the region. In the heart of the region.

SITUATION EXACERBATED IN THE SEA OF AZOV

Both the city of Mariupol and Berdyansk have seen cuts to economic growth due to the conflict with Russia and blockades to their shipping ports. Before the beginning of armed conflict with Russia in 2014, the trading ports were two of the largest in Ukraine, with 4,000 workers alone in Mariupol.

Since 2014, shipments have gone down, cutting income, threatening jobs and decreasing local budgets, as the ports account for a large share of tax revenue. The construction of a bridge over the Kerch Strait to Crimea and inspections of shipments to Ukraine diminished economic prospects by limiting access for cargo ships. The escalation in the Sea of Azov in November 2018 added further pressure and put people's livelihoods in industry, ports and tourism even more at risk.

TURNING FINDING FACTS INTO ACTION

In late 2018 and early 2019, EU and U-LEAD with Europe started acting and conducted fact-finding missions to the oblasts and cities along the Sea of Azov coastline. Following meetings with Mayor Volodymyr Chepurnyi in Berdyansk and Deputy Mayor Mykhailo Ivchenko in Mariupol, a plan was developed for increased support in amalgamation, business and tourism development, e-governance, waste management, energy efficiency and sustainable mobility. Steps towards greater cooperation with the region were taken in June 2019 with plans for the new EU Project Office in Mariupol.

One month later, in July 2019, at the 21st EU-Ukraine Summit in Kyiv, the EU first mentioned the office for coordinating decentralisation and anti-corruption activities. As a further signal of solidarity, €10 million were also allocated to the Sea of Azov to mitigate destabilisation and empower local economies.

THE ROADMAP FOR THE SEA

On the ground, U-LEAD with Europe started executing a roadmap of activities in January 2019. For Berdyansk, priorities included developing e-solutions for amalgamated hromadas and a partnership with the Slovenian city of Koper. As Mayor Chepurnyy explains, "e-solutions for hromadas make it much easier for us to provide social and administrative services to residents." The trip to Koper, "which is very similar to our Berdyansk," he says, "impressed us. Their administration has improved conditions for developing tourism, helping to attract investments."

With its key shipping industry making cutbacks, Mariupol is turning to new ideas for economic development. The municipality worked with U-LEAD on visits for local entrepreneurs, for example to business exhibitions in Barleben and Hannover in Germany. Like in Berdyansk, the future lies in IT. (The new EU Project Office sits in the Mariupol's main IT co-working hub.) As Deputy Mayor Serhii Orlov explains, besides opening new markets for local businesses, Mariupol local self-government is using technology to make processes more transparent and efficient. "We are managing to cut costs and reinvest money we save in making life more attractive for people here," he says. As he concludes, "Mariupol and the Sea of Azov will be the window to the new Donbas."

Photo: © Ukraïner, Dmytro Bartosh



VOLODYMYR CHEPURNYI

MAYOR OF BERDYANSK CITY,
ZAPORIZHZHIA OBLAST

BERDYANSK – THE AZOV PEARL STILL SHINING

Q: Berdyansk is a seaside city that attracts thousands of tourists in summer. What are key industries other months of the year?

Berdyansk is a holiday and health resort, known as the Pearl of the Azov Sea. To cater for tourists in summer, the city has developed a network of sanatoriums and recreation facilities, offering up to 200 modern treatment methods. In the summer season, the city brims with activity, the rest of the year it is a quiet seaside city. Nonetheless, our key industries include petroleum products, mechanical engineering, food and chemical and petrochemical manufacturing. Our exports are not only to Commonwealth of Independent States countries but also beyond. Over 600 small businesses and over 6,000 medium-sized enterprises operate from here. While it can be to consolidate active industries with seaside resorts, we do well. We are always open for cooperation with investors and manufacturers.

Q: As one of two cities of oblast significance in Zaporizhzhia Oblast that has amalgamated with neighbouring hromadas, when and how did the decision come about? What benefits has decentralisation brought?

Until 2018, we could only watch the successes of rural hromadas amalgamating. With the amendments to the law on voluntary amalgamation with cities of oblast significance, in May 2018, we took advantage of new opportunities for urban development with a unanimous decision by the City Council in November 2018. Also due to the support of U-LEAD with Europe and its regional office, the two villages of Azovske and Novovasylivka became part of the city of Berdyansk, expanding land borders and, as a result, room for development, increasing the budget and additional opportunities for attracting investment from the state budget and international aid. While there are still questions with documentation of property, we are looking at ways to resolve them. For villagers, territorial administrative services are now closer. Remote administrative service centre workplaces have opened in the villages, and state budget subsidies have been targeted to address some perennial problems.

Q: How did the developments in the Sea of Azov affect life and business in the city? What challenges does the city now have to master?

Last December's events in the Sea of Azov certainly left an impact on the city's economic life. Like Mariupol, Berdyansk Sea Commercial Port was affected by Russia illegally blocking and detaining ships in the Kerch Strait. Tax revenues from port activities to the local budget account for a large portion and have declined. Together with the government, several options have been discussed, including use of financial resources for the ports or allocating additional funds for financing infrastructure projects and more. The tourism industry has not seen such a significant impact, the 2019 season has just finished and was no worse than last year. We continue to work on improving service quality and hospitality, and a marketing strategy has been adopted and is actively executed.

Q: In 2017, U-LEAD held four events in Berdyansk, in 2018 there were 15, and in 2019 there have been over 20 so far. What results do you, your managers and citizens see in the quality of work and services?

As a result of our employees' trainings, they can get acquainted with new developments and see how other cities in Ukraine solve both current and problematic issues. Their teamwork and communications skills have improved significantly. In project execution, more attention is paid to assessing citizens' needs and involving them in decision-making. Through collaboration with U-LEAD with Europe, we launched a partnership of the three amalgamated hromadas: Berdyanska, Osypenkivska and Berestivska. Measures have included participation of an expert from the Civil Society Institute for a citizens' dialogue and we are working together on a tourism cluster project in the North Azov region. In addition, the U-LEAD with Europe initiative for e-solutions for communities is also underway. The new unified electronic registers we are planning to introduce will make it easier to get social and administrative services to residents of the amalgamated hromada.

DECENTRALISATION DYNAMICS

PRESIDENT STARTS LEGAL REFORM COMMISSION

On 2 October, President Volodymyr Zelenskyy opened the first session of the Legal Reform Commission. The aim of the legal body is help advance legislative processes of government reforms. As he announced, a focus of the commission should also be on the constitutional reform of decentralisation. "The absence of a constitutional foundation for decentralisation complicates local self-government reform. The European Charter of Local Self-Government and the world's best practice should guide us in these issues," he said in Kyiv.

DECENTRALIZATION.GOV.UA LAUNCHES Q&A SECTION

As Alyona Babak, Minister of Development of Communities and Territories of Ukraine said at the Hromada for Everyone conference in Kyiv, systematic communication between government and local self-government is important for the quality of the overall decentralisation reform. As she mentioned, the reform concerns everyone – citizens, local self-government, teachers, doctors, firefighters, anyone who feels it is important to change their hromadas – be they villages or cities. On 30 September, the government's website for the reform, decentralisation.gov.ua, launched a new Questions&Answers section. Besides answering frequently asked questions, the section is also open for questions from residents and will post answers to the questions.

ELECTIONS IN 86 AHS ON 22 DEC

Ukraine's Central Election Commission on 11 October announced that first elections of deputies and heads in 86 amalgamated hromadas (AH) would still take place this year. In one urban, 16 settlement and 69 rural AHs, voters will go to the polls on Sunday, 22 December 2019. The elections will be held in 21 of Ukraine's 24 oblasts: Vinnytsia, Volyn, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhzhia, Zakarpattia, Ivano-Frankivsk, Kyiv, Kirovohrad, Luhansk, Mykolayiv, Odesa, Poltava, Rivne, Ternopil, Kharkiv, Kherson, Khmelnytskyi, Chernivtsi and Chernihiv Oblasts.

CONSTITUTIONAL AMENDMENTS PRESENTED

On 17 October, the Ukrainian government presented its proposals for amending the constitution for the territorial organization of power and local self-government to the international community. Representing the government and the Legal reform Commission, opened by President Zelenskyy, MP Alexander Kornienko outlined the new concept and proposals to the Donor Board, with members including representatives from the European Union, Germany, United States, United Nations and Switzerland. Mr Kornienko stressed that the European Charter of Local Self-Government, which Ukraine ratified in 1997, is a prerequisite for preparing amendments to the Constitution of Ukraine with regards to decentralisation. The draft amendments to the Constitution of Ukraine regarding decentralisation are planned to be submitted to the Verkhovna Rada of Ukraine in November.

SIMPLIFYING APPROVAL FOR PERSPECTIVE PLANS

On 9 October, the Parliamentary Committee on State Building, Local Governance, Regional and Urban Development sent a recommendation to the Verkhovna Rada of Ukraine to adopt a new draft law. The content of the new legislation proposal with draft law #2189 is on simplifying approval procedures for perspective plans for forming territories of hromadas. The bill would only allow hromadas to amalgamate that were outlined in the perspective plans in the oblasts. Further, the plans would be developed by Oblast State Administration and approved by the Cabinet of Ministers. The major change to the procedure is that oblast councils would no longer be involved in approving these perspective plans.



SUCCESS STORY

17,000 CITIZENS AND MORE CAN NOW ACCESS OVER 100 SERVICES
LOCALLY AT THE ASC IN CHASIV YAR
PHOTO: U-LEAD ARCHIVES

SERVICES WHERE CITIZENS NEED THEM CLOSEST

One of Ukraine's three oblasts circling the Sea of Azov, Donetsk Oblast has become associated with many things over the past five years. The conflict, the contact line, citizens suffering, internally displaced people, residents setting back long journeys to claim services across the borderline, and lives coming to a halt. This picture has prevailed to such an extent that even the population itself believes it is the only truth.

The city of Chasiv Yar in Chasovoyarska hromada, close to the contact line, paints a differentiated picture. As citizens there refuse to let the Donbas conflict determine their lives, U-LEAD with Europe has been working in this part of Ukraine to support both amalgamated hromadas and those in the process of amalgamating, like Chasovoyarska, in their effort to render services for residents locally and help them regain quality of life.

ADMINISTRATIVE SERVICES A LIFELINE

As the first and only direct link to local self-government for people almost anywhere in Ukraine, administrative service centres or ASCs are a lifeline to social services. ASCs are an especially important addition for residents in eastern Ukraine to manage everyday life. Internally displaced people and other conflict-affected residents there face hardship and need access to social services.

As they are often too unfit to set back long distances to administrative services, the elderly also rely on close access to local self-government for help and support. To alleviate these challenges, the council of Chasiv Yar chose to apply for the U-LEAD Roll Out Phase to create a well-functioning administrative service system that is convenient and comfortable for residents.

SERVICES FOR THE FIRST TIME SINCE 2012

Working together with the Ukrainian government, international support through U-LEAD provided institutional assistance in setting up a newly refurbished ASC in the city and equipped 13 workplaces with the "Vulyk" electronic filing system. On 10 September 2019, this new ASC was officially opened. Besides the renovation of offices and premises financed through the State Fund for Regional Development, employees also completed advanced training developed by Ukrainian, Swedish and Estonian programme experts.

The centre now offers the 17,000 residents of the city and more from its surrounding territories over 100 services, including pensions and residence, business and real estate registration. For Yulia Ivakhnina, team leader of U-LEAD with Europe, the hope is that the new Chasiv Yar ASC will become a centre of European values and positive changes in the hromada. As Serhiy Chaus, acting Mayor of Chasovoyarska Hromada Council, adds, "Our residents now receive essential services in comfortable conditions, quickly and efficiently."

A truly visible sign of progress, however, is the fact that citizens do not need to travel far to have passports issued. For the first time since 2012.

U-LEAD with Europe support in the Sea of Azov region in the oblasts of Donetsk, Kherson and Zaporizhzhia



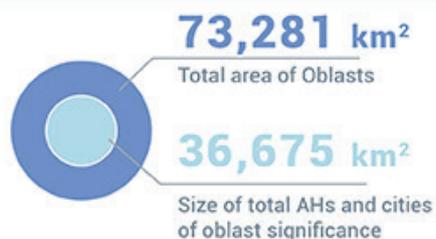
DECENTRALISATION REFORM FACTS & FIGURES



4.45 million Total population in Donetsk, Kherson and Zaporizhzhia Oblasts



3.7 million Population living in AHs and cities of oblast significance



SUPPORT TO REGIONAL AND LOCAL DEVELOPMENT

of amalgamated hromadas (AHs), all supported by U-LEAD with Europe

109

of AHs that additionally took part in regional initiatives by U-LEAD with Europe

49

of AHs that have local development strategies (in September 2019)

35

General U-LEAD training support in all AHs

of events (including consultations and working meetings)

2,038
out of 19,860 nationwide

of participants:

23,547
out of 280,195 nationwide

of citizens that benefit from U-LEAD contribution to strategic development, social services, mobility, public safety, energy efficiency and waste management:

> 684,000

SECTOR REFORMS

66
Healthcare projects implemented

2.6 million
of national health service declarations signed between doctors and patients

32
Hub schools in AHs (out of 64 in total)

Schools under control of local self-government
896
(out of 1,486)

of U-LEAD sector reform events: **248** for **2,633** participants

SUPPORT FOR ADMINISTRATIVE SERVICE DELIVERY

44
of ASCs established or modernized

375
workplaces created and employees trained

8,425
Items of technical equipment & furniture provided

> 942,000
of citizens with access to quality administrative services

4,091
Hours of institutional support from programme

1
Newly built ASC building

U-LEAD VOICES

The decentralisation reform creates a new concept of partnership between citizens and hromadas. For the European Union, U-LEAD with Europe is one of the biggest projects we have worldwide.

Annika Weidemann
Deputy Head of the EU Delegation in Ukraine
from her speech at the Hromada for Everyone conference

Hromadas are now more responsible for their future than ever. Germany considers the decentralisation reform as an important reform to ensure stable and effective democracy. It is a chance to restore trust in local institutions.

Anka Feldhusen
German Ambassador to Ukraine
speaking in Kyiv at Green Infrastructure
for Hromadas conference

The new government sees the reform of local self-government as a key priority. We want to continue this reform.

Alyona Babak
Minister of Development of Communities
and Territories of Ukraine
at the Hromada for Everyone conference in Kyiv

The decentralisation reform is much more important than just a cartographic change. This is about giving power to the people closer to the level where decisions should be made.

Frederik Coene
First Counsellor, Head of Operations Section
EU Delegation to Ukraine
at Green Infrastructure for Hromadas conference

I thank our partners for the opportunity to gain useful experience, through which residents of the hromada will receive administrative services in the modern and comfortable conditions.

Tetiana Kovchezhnyuk
Head of Bobrovytska AH
Chernihiv Oblast at the ASC opening

Solone ASC is a symbol of decentralisation, as it became the first joint hromada-rayon ASC in the oblast. The centre's design has allowed the hromada to create an open European space that is comfortable for every resident, from children to adults.

Olena Tertyshna
Director of the regional office of U-LEAD with Europe in
Dnipropetrovsk Oblast at the ASC opening

Thanks to U-LEAD with Europe, we realise waste management is extremely important and that each decision we make is based on evidence. Through hands-on trainings and study visit to Slovenia we learned how to thoroughly investigate problem and find solutions, and how to be open-minded and listen to the truth.

Oksana Pitsyk
Head of Smidynska AH, Volyn Oblast
at the Green Infrastructure for Hromadas conference

When the decentralization reform started, we did not trust it would grant us any opportunities. In the last three years we have seen all the positive changes in education, culture, healthcare and public safety. We are thankful to U-LEAD with Europe for the opportunity to learn a lot, and in our opinion this is the most successful reform in Ukraine now.

Galyna Lobunko
Head of Zelenopidska AH
Kherson Oblast

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