



SUSTAIN REFORM – BUILD THE FUTURE

REFORM – RECONSTRUCTION - MODERNISATION

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**MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK**



SLOVENIA
AID & PARTNERSHIPS



Ministry for Development
of Communities
and Territories of Ukraine

ONE PROGRAMME FOR ALL UKRAINE

Ukraine – Local Empowerment, Accountability and Development Programme

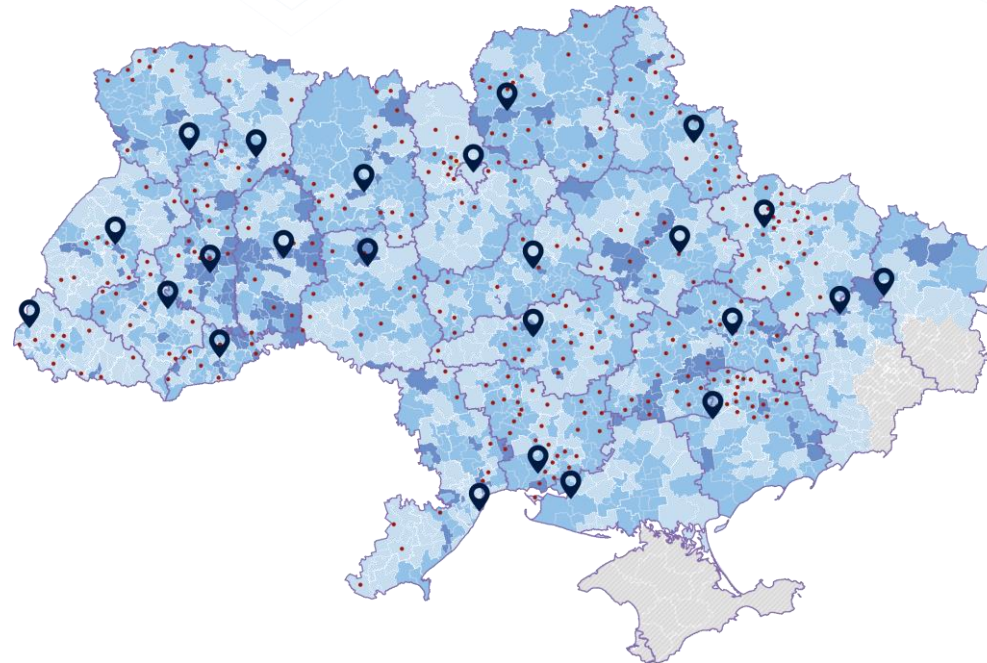
SELECTION OF MAJOR ACHIEVEMENTS

1,439 hromadas participated in over
30,000 U-LEAD capacity development
events in phase II
Over **340,000** participations in U-LEAD
events in phase II

78% of **trained participants** are able to
describe a specific example of how they
apply knowledge gained from U-LEAD
trainings in their work

13 legislative or normative documents,
laying the foundation for local resilience,
are adopted with the U-LEAD support

12,700 students are able to resume
education in the schools or attend Digital
Learning Centers due to the U-LEAD
repair and rehabilitation works



■ "The Pioneers", voluntarily amalgamated municipalities in 2015

■ Voluntarily amalgamated municipalities between 2016 and 2019

■ Municipalities established through 24 Decrees by the Cabinet of Ministers of Ukraine in 2020

▨ Temporarily occupied territories before 24.02.2022

📍 Regional Offices of U-LEAD with Europe

• Municipalities benefiting from U-LEAD's emergency deliveries

309 hromadas received support in
elaboration of local development
strategies before the war

130 hromadas received knowledge
and skills on implementation of
recovery projects.

25 U-LEAD comprehensive training
programs have been approved by
NAUCS (National Agency of Ukraine on
Civil Service).

96 hromadas received support in
project preparation and development

408 hromadas have organised
dialogue events with non-governmental
actors, including representatives of local
businesses



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A TIMELINE FROM CRISIS TO HOPE

Early 2020

COVID-19
Pandemic,
lockdowns
across the
country

U-LEAD
COVID-19
Emergency
Response

**25 October
2020**

Local
elections
in 1,421
hromadas

Oct 2020
to Feb 2022,
First Steps

**24 February
2022**

Full Scale
Invasion

U-LEAD
developed
Remote Mode
from
25 February

7 April 2022
U-LEAD Emergency
Delivery starts

June 2022

EU grants
candidate
status to
Ukraine

Advisory work to
make the multi-
level system
ready for EU
accession
intensifies

**January
2023**

State
Agency for
Restoration
is created

Project
Preparation
Facility starts

Schools Initiative
started
MoU between
U-LEAD and the
Agency signed

**October
2023**

The Ukrainian
government
presents the
"Decentralisation
Reform
Roadmap"

U-LEAD further
broadens policy
and legal advice,
cooperating
closely with
Ministry and
VRU

**May
2024**

EU approves
Ukraine Plan
and the
Ukraine
Facility

Intensification
of preparatory
work for
U-LEAD
Phase III

**June
2024**

Ukraine Recovery
Conference 2024
emphasises the
local dimension
of recovery and
reconstruction

U-LEAD works
on achieving
key
deliverables
for the URC
2024 (local
dimension)

**August
2024**

CabMin
approves the
State Regional
Development
Strategy

Extensive
advice in
preparation of
the Strategy
and the Action
Plan



THREE AREAS OF U-LEAD'S CONTINUOUS WORK



REFORM & EU INTEGRATION

Policy and legal advice for strong LSG and Regions



RECOVERY IN ALL REGIONS

Capacity development for municipalities



RECONSTRUCTION & DEVELOPMENT

Support to local reconstruction

REFORM & EU INTEGRATION

- ▶ Key drivers elevate the relevance of legal advice to VRU and MinRestoration
- ▶ Recovery and reconstruction plan calls for strong regional policy
- ▶ Key complementary topics: Anti-corruption and data-driven decision making

MAIN DRIVERS		
EU accession process	Ukraine Plan	Wartime legislation
Negotiations trigger substantial work on legislation relevant to LSG (PAR, Chapter 22)	The ECLSG will remain a core reference point for effective LSG and closely connected to the debate on EU accession	The war (martial law) and post-war situation requires important adjustments to legislation

AREAS OF WORK

A team of international and national staff provides **legal advice** to line ministries and VRU

Specialists in **fiscal policy** enhance the work of line ministries to propel important transformations in local revenue and taxation

Legal and policy experts support in **aligning to the EU acquis** with regard to multi-level governance, in the context of the Fundamentals Cluster and Chapter 22 (Regional Policy& Structural Instruments

A **gender desk** enhances the gender perspective throughout the Ukrainian multi-level governance system

TASKS OF THE SPECIAL ENVOY

- ✓ Advice to high political level on agenda of necessary legislative changes
- ✓ Exchange with the donor community on decentralisation and LSG
- ✓ Provision of key public inputs on certain aspects of LSG reform

RECOVERY IN ALL REGIONS

APPROACH

- ▶ Following TSP approach, but with new set of packages reflecting war time LSG needs
- ▶ Practical content, pragmatic delivery (responsive, short, online)
- ▶ Implementation through regional offices with the involvement of U-LEAD digital productions
- ▶ Offered across UA, but tailor made and targeting defined categories of municipalities

Additional focus areas:

Gender equality at the local level

Local social service provision

Anti-corruption & integrity

Citizen's engagement

TSPs: RECOVERY AND MODERNIZATION

A. ADMINISTRATION	B. SERVICES	C. RECONSTRUCTION AND DEVELOPMENT
01.Planning and programming		
02.Integrity and anti-corruption		
A1. Organization of LSG work	B1. Citizens' security and public safety	C1. Resources and infrastructure management
A2. HR management	B2. Social welfare	C2. Business-friendly <u>hromada</u>
A3. Municipal finance	B3. Municipal services	C3. Rural development
03. <u>Digitalisation</u>		
04. Communication and citizens engagement		

LEARNING FORMATS

- ▶ Informing about latest updates and consultations for urgent questions
- ▶ Comprehensive online training modules ("Steps")
- ▶ Action learning for groups of hromadas on topics of common interest for problem-solving

LOCAL RECONSTRUCTION & DEVELOPMENT

KEY CHARACTERISTICS

- ▶ Action areas reflect key dimensions of sustainable reconstruction and modernisation at the local level
- ▶ Building on the key experience stemming from U-LEAD's Municipal Project Preparation Facility (PPF)
- ▶ Following up on key commitments from the Ukraine Recovery Conference 2024 (Coalition of Sustainable Municipalities, Call to Action, etc.)
- ▶ Transition from recovery and reconstruction to post-war development and modernisation in line with EU standards

Local Reconstruction

Rolling out expertise and experience generated through U-LEAD's **Municipal Project Preparation Facility (PPF)** to make it accessible to all municipalities in need. Through trainings and consultation, a perspective of sustainable reconstruction will be introduced, following the **New European Bauhaus** principles.

Absorption Capacity for Structural Instruments

Providing needs-based technical support to help regions and hromadas in **setting up and implementing a system** of coordination of regional and local development policy according to the requirements from the EU.

Bridges of Trust (BoT)

Developing & deepening **UA-EU partnership projects**, with UA municipalities leading and EU municipalities supporting, to develop capacity with expert support



MUNICIPAL PROJECT PREPARATION FACILITY



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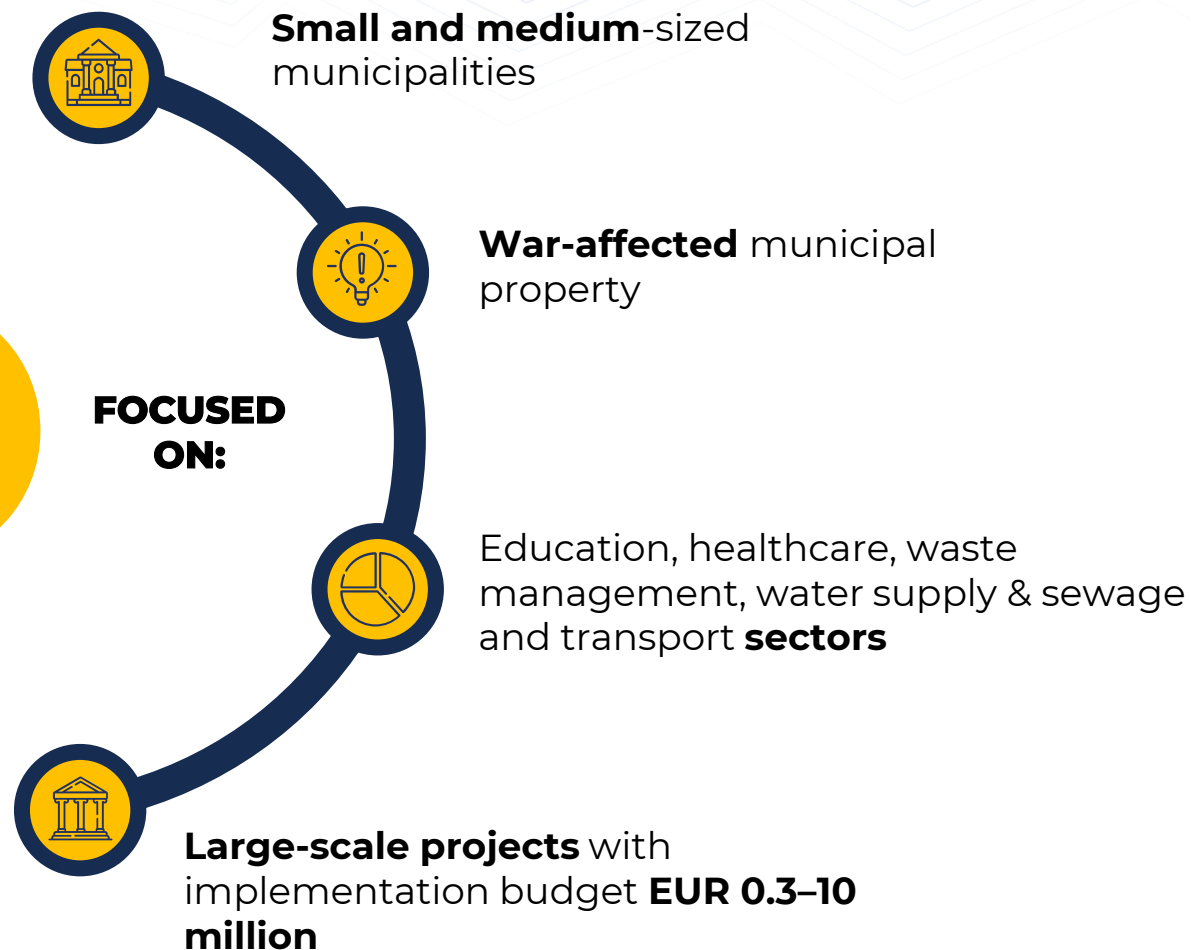
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PROJECT PREPARATION FACILITY : CONCEPT

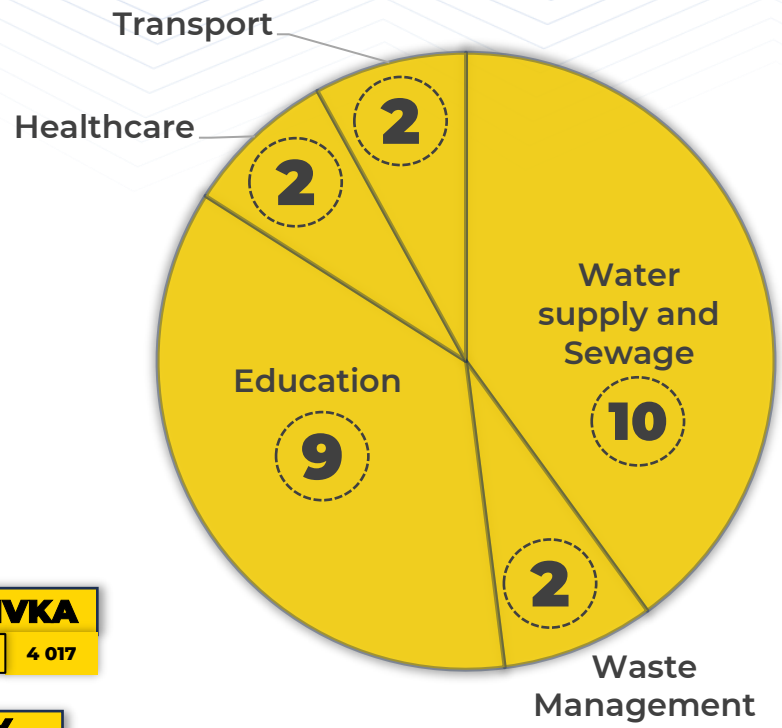
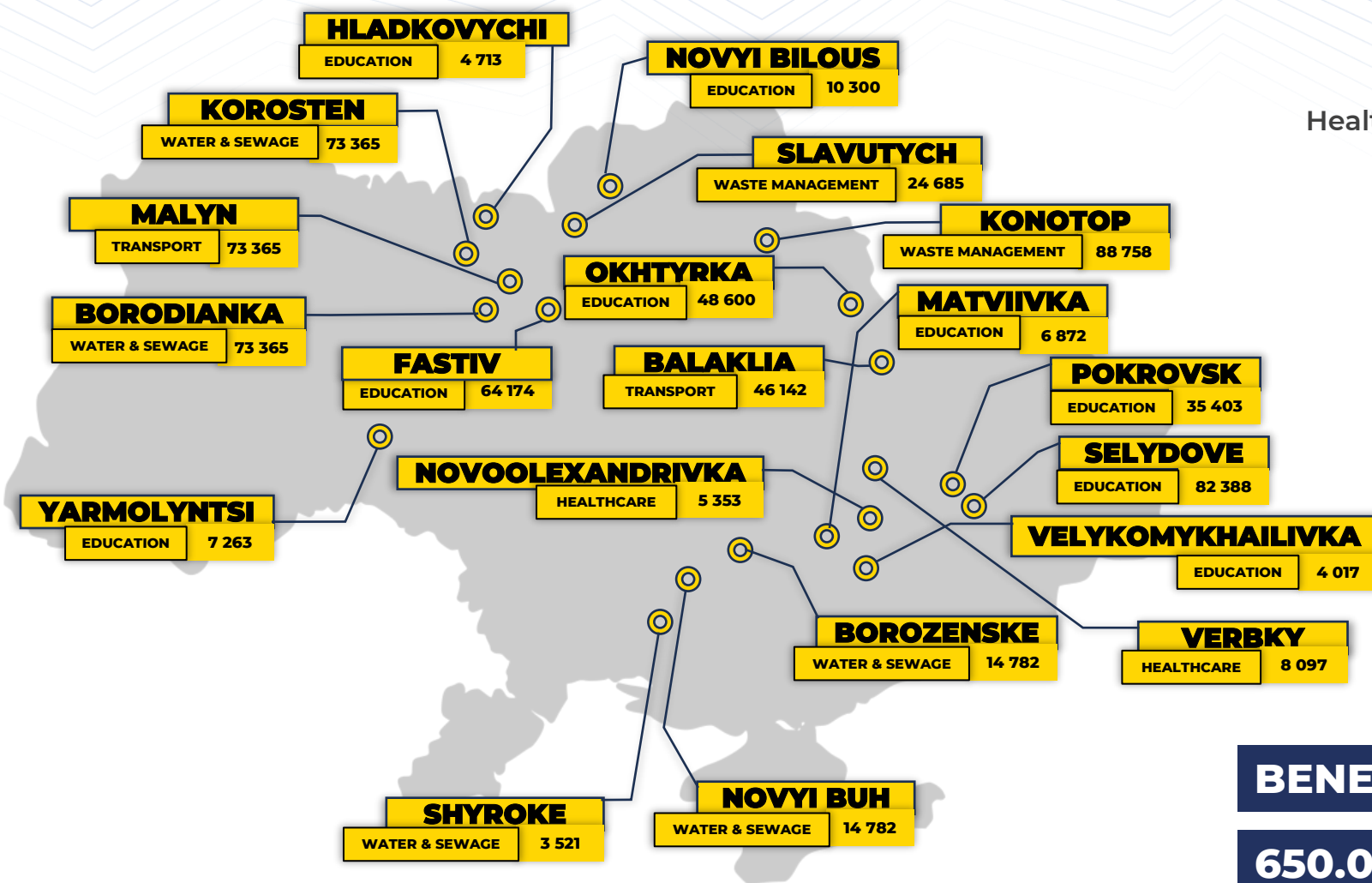
Rational: Given the massive destruction to buildings and structures caused by the ongoing Russian aggression in Ukraine, U-LEAD with Europe launched the **first Ukrainian municipal project preparation facility (PPF)**



PPF AIMED AT PREPARATION OF 25 GENDER-SENSITIVE READY FOR FINANCING RECONSTRUCTION PROJECTS



PPF: GEOGRAPHY

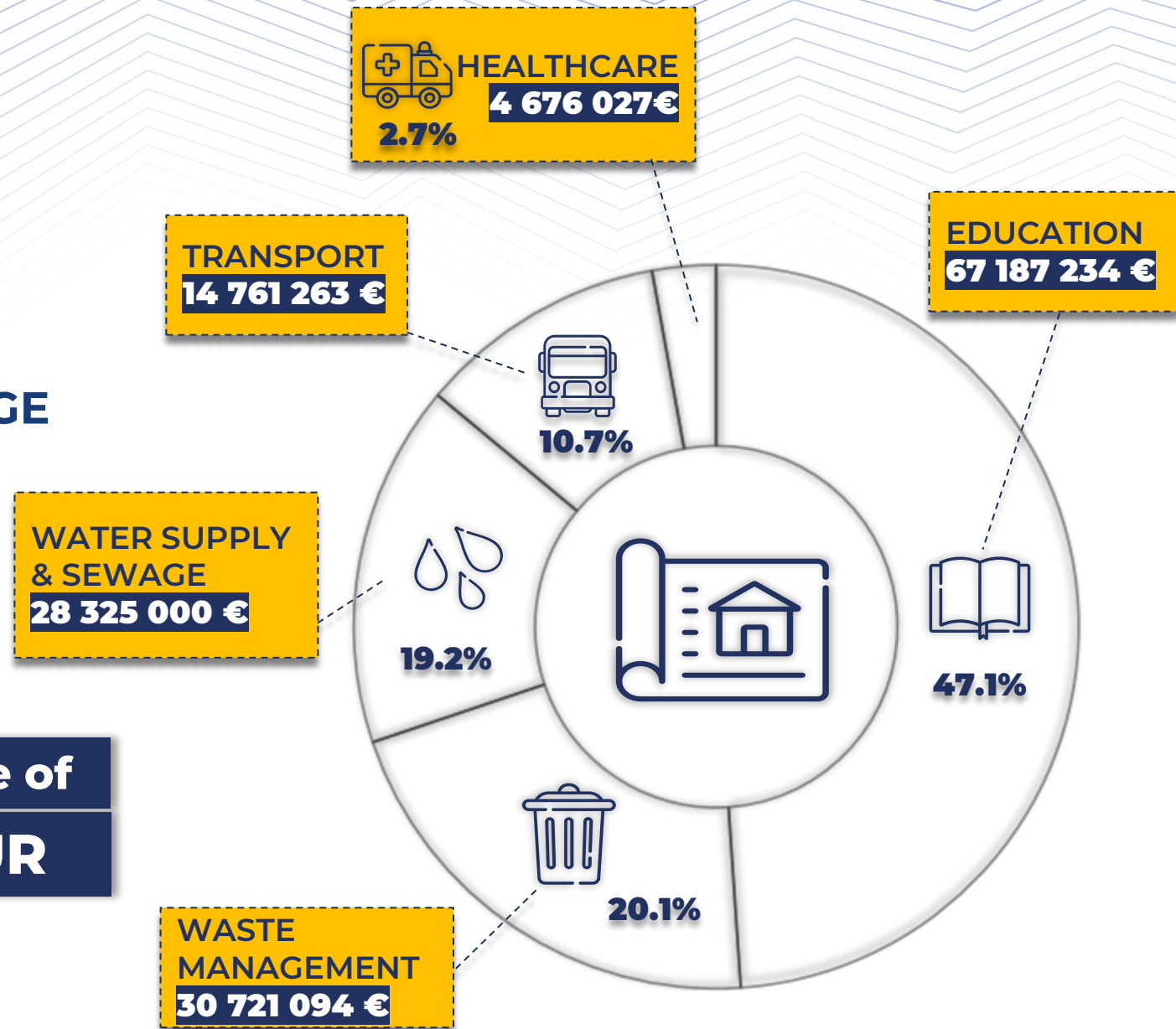


BENEFITING
650.000 CITIZENS

PPF: MAIN PRODUCTS

- ✓ SETS OF DESIGN DOCUMENTATION FOR CONSTRUCTION
- ✓ TENDER DOCUMENTATION PACKAGE
- ✓ PROJECT APPLICATIONS
- ✓ PROJECT DREAM PROFILE

**Total investment value of
over 145 million EUR**





BRIDGES OF TRUST



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EUROPEAN ALLIANCE OF CITIES AND REGIONS FOR THE RECONSTRUCTION OF UKRAINE



BRIDGES OF TRUST

FROM COOPERATION...



Strengthening solidarity, trust and cooperation between municipalities in Ukraine and the EU.

...TO PROJECTS IN UKRAINE!



Municipalities are driving force of the recovery, reconstruction and reform efforts in Ukraine.

Facilitate post-war recovery and modernization **in Ukraine and transform services for people in the European union** at the local level through **collaboration between EU and Ukrainian municipalities.**

SOME TOOLS / STRATEGIES

Solidarity Forums

Assisting in establishing **cooperation and experience exchange** between Ukrainian municipalities and their EU counterparts.



Coordination of emergency support

Facilitating donations from EU municipalities to their partner hromadas deeply affected by the war.



Facilitating recovery and modernisation

Providing support for municipalities to be the **driving force of the recovery and modernisation efforts** in Ukraine by focusing on tangible municipal projects.



BRIDGES OF TRUST

Currently 18 EU countries participating



1. Czech Republic
2. Denmark
3. Estonia
4. Finland
5. France
6. Germany
7. Hungary
8. Italy
9. Latvia
10. Lithuania
11. Poland
12. Slovakia
13. Slovenia
14. Spain
15. Sweden
16. Bulgaria
17. Croatia
18. Romania
19. North Macedonia
20. Montenegro



A GEOGRAPHY OF FRIENDSHIP

 **LEAD**
WITH EUROPE



TIPS4UA:

Training and Internship Programme Support for Ukrainian Municipalities



European Committee
of the Regions



WITH EUROPE

The TIPS4UA initiative aims to provide comprehensive training and internship support to strengthen the capacity of Ukrainian municipalities and intermunicipal cooperation in the reconstruction and development



2025

Participating Municipalities



Ādaži (LV)	Slobozhanske, Dnipropetrovsk oblast
Barcelona (ES)	Vinnytsia, Khmilnyk, Vinnyatsia
Brugge (BE)	oblast
Cascais (PT)	Kopychentsi, Ternopil oblast
Gdansk (PL)	Mykolayiv
Guldborgsund (DK)	Lviv
Hjoerring (DK)	Novoselytsia, Chernivtsi oblast
Hrastnik (SI)	Shyroke, Zaporizhzhia oblast
La Rochelle (FR)	Drohobych, Lviv oblast
Leipzig (DE)	Apostolove, Dnipropetrovsk oblast
Lenart (SI)	Berehove, Zakarpattia oblast
	Bibrka, Lviv oblast

Malta (MT)	Mariupol, Donetsk oblast, Poliana, Zakarpattia oblast, Truskavets, Lviv oblast
Opsterland (NL)	Nedryhayliv, Sumy oblast
Saerbeck (DE)	Lytovezh, Volyn oblast
Sillamäe (EE)	Brovary, Kyiv oblast
Regensburg (DE)	Odesa
Tampere (FI)	Kyiv
Uccle (BE)	Bucha, Kyiv oblast
Velika Polana (SI)	Biliayivka, Odesa oblast
Hjoerring (DK)	Shyroke, Zaporizhzhia oblast

COOPERATION AS A KEY TO SUCCESS



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