U-LEAD approach to capacity development in the framework of the decentralisation reform and regional policy

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TWO MAIN OBJECTIVES

STRENGTHENING THE CAPACITY OF NATIONAL, REGIONAL, AND LOCAL STAKEHOLDERS TO IMPLEMENT THE DECENTRALISATION REFORM AND IMPROVE QUALITY OF LIFE IN MUNICIPALITIES

EMPOWERING MUNICIPALITIES TO DELIVER HIGH QUALITY ADMINISTRATIVE SERVICES THROUGH AN EXTENDED NETWORK OF ADMINISTRATIVE SERVICE CENTRES
THREE COORDINATION STRUCTURES

CRO
Strategy + Coordination

Programme Units
Management + Expertise

LGDC
Regional Centres + Expert Pool
Local Delivery

ANALYSIS + ADVICE
OPERATIONS
DIRECTION
## SIX TOP INITIATIVES

| TI1: Streamlining capacity development through thematic support packages (TSPs) |
| TI2: Acceleration of amalgamation process (incl. participation of minorities) |
| TI3: Introducing digital solutions for distance learning and cooperation |
| TI4: Developing public investment potential (rapid appraisal, project pipeline, LDS and technical documentation) |
| TI5: Integrated monitoring mechanism and support to Donor Board Secretariat |
| TI6: Strengthening gender equality and contributing to SDGs |
MAIN ACCOMPLISHMENTS

DEVELOPING CAPACITIES

CAPACITY DEVELOPMENT EVENTS

Over 4,500 capacity development events such as trainings, study trips, conferences, etc. (excl. consultations)

Over 115,000 People trained

POOL WITH NATIONAL EXPERTS

More than 2,760 applicants

672 passed cognitive test

289 experts in pool to date

CREATING IMPACT

IMPROVED ABILITIES OF U-LEAD WITH EUROPE TRAINING PARTICIPANTS

<table>
<thead>
<tr>
<th>Ability</th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
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<tbody>
<tr>
<td>Usage of new tools</td>
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<td>61%</td>
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<tr>
<td>Application of new technical knowledge</td>
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<td>57%</td>
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<td>Improved communication skills</td>
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<td>Improved leadership skills</td>
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<td>39%</td>
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<tr>
<td>Better understanding of responsibilities</td>
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<td>44%</td>
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<td>Improved time management</td>
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<td>39%</td>
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<td>Better prioritization of tasks</td>
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<td>59%</td>
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<td>More client-oriented approach</td>
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<td>43%</td>
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ENGAGING CITIZENS

Empowering CSOs
Campaigning the Reform
Informing citizens

Media partnerships with National News Agency of Ukraine (Ukrinform) and the Ukrainian Public Broadcaster UA:PBC, weekly radio talk show “Modern Hromada”, weekly TV programme “My land”

More than 500 journalists from media outlets trained in reform content.

Maintaining a network of more than 100 CSOs

Of the participants in training events and seminars surveyed by the Programme, 98.8% confirmed a positive training experience, 70.2% stated they could describe a concrete example of how the obtained knowledge has contributed to the better fulfillment of their tasks.
CAPACITY DEVELOPMENT APPROACH

GOAL
Streamline, structure and systematise our capacity development activities for AHs

RESPONSE
Design and implementation of 12 Thematic Support Packages (TSPs)
The most appropriate combination of training and other forms of knowledge transfer to develop individual competence and organisational capacity of AHs on key topics. Main delivery modes might include:

- Training events (workshops, seminars, webinars, etc.)
- Advice and guidance (expert consultations)
- Coaching & mentoring
- Study visits
- Summer schools
- Internships
- Peer-to-peer exchanges,
- Learning networks, etc.
SUCCESSFUL HROMADA: STEP BY STEP

FIRST STEPS FOR NEWLY AMALGAMATED HROMADAS

- Aimed at newly amalgamated hromadas just after elections
- Hands-on advice and support on four key topics: 1) operational planning: First steps and decisions, 2) Reorganisation of LSG bodies, 3) Establishing Human Resource Management, 4) Initial budget planning

STEPS FOR LEADERS

- Aimed at leaders of newly AH
- Innovative 1-day workshop
- 11 themes: Raises awareness on key topics; opportunity for networking and exchange; outlook on advanced trainings

STEPS FOR SPECIALISTS

- Aimed at specialists (and leaders) of AH
- 12 themes: Provides in-depth knowledge and expertise; all 12 TSPs contain a number of advanced modules
“SUCCESSFUL HROMADA: STEP-BY-STEP”

Cluster A: Becoming an effective and capable AH

A1. Strategic planning and management
A2. Managing human resources
A3. Municipal finance
A4. Communicating and engaging with citizens and decision-makers

Cluster B: Designing & delivering high quality municipal services

B1. Administrative services
B2. Education
B3. Healthcare
B4. Citizens’ security and safety

Cluster C: Facilitating local and regional development

C1. Economic development
C2. Spatial planning and infrastructure development
C3. Social cohesion
C4. Rural development
New AHs are offered the **Start-Up Package** and are assisted through advice and counselling by the 24 Regional Centres.

The ‘**Steps for Leaders**’ is targeted at 2018 AHs with little exposure to previous capacity development events (U-LEAD, RCs, others).

The modules of ‘**Steps for specialists**’ are a continuous support to all AHs- implementation partnerships with Ukrainian and international partners.

Ongoing communication, dialogue & coordination on **TSPs**.
THANK YOU