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Donor coordination in support of the decentralization reform in Ukraine

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Background

The Euromaidan or the Revolution of Dignity 2013-2014, as well as the illegal annexation of Crimea and the military conflict in the east of the country were the main triggers for the **ambitious reform agenda in Ukraine**.

DECENTRALIZATION REFORM

- ✓ being one of the key demands of the Euromaidan, was **fully conceptualized** in April 2014;
- ✓ had a **dedicated expert pool** and enjoyed a **strong political leadership**;
- ✓ had a direct **impact on all citizens**;
- ✓ in 2015, became a “**hostage**” to the **Minsk Peace Process**.



Increased attention of development partners (donors) to the reform:

6 development partners => **18**

4 projects => **24**

Approach to coordination

- Evolution from the donors-only coordination to the **government-donors coordination**;
- **Common Results Framework (CRF)** based on the governmental concept of the reform and all donor-funded project plans;
- Content of the CRF defined the structure for coordination work – **Donor Board (strategic level)** and **Working Groups (operational level)**.





GOVERNMENT OF
UKRAINE

MINISTER OF
REGIONAL
DEVELOPMENT

DONOR
REPRESENTATIVE

1 YEAR

CO-CHAIRS



DONOR BOARD

DONOR BOARD ARCHITECTURE



CALENDAR OF
DONOR BOARD
AND WG MEETINGS



REGULARLY UPDATED
COMMON RESULTS
FRAMEWORK



MINUTES OF
ALL THE MEETINGS
IN ENG AND UKR

INSTRUMENTS OF THE DONOR BOARD



SECRETARIAT

WG1



WG2



WG10+



WORKING GROUPS



UKRAINE

Approach to coordination

Key principles:

- ✓ shared responsibility (co-chairing),
- ✓ equal access (two languages),
- ✓ inclusion (multiple stakeholders),
- ✓ full transparency via

<https://donors.decentralization.gov.ua/>



DESPRO-supported Secretariat ensured:

- ✓ Strategic advice and capacity development for the Government;
- ✓ Informal communication channel between the Government and development partners;
- ✓ Organizational support (update of CRF, calendar of events, minutes of all meetings across all WGs).

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COUNTRIES

MULTI-NATIONAL
ORGANISATIONS



DONOR BOARD MEMBERS

24



DONOR PROJECTS
& PROGRAMS REPRESENTED IN WGs

13



MINISTRIES AND STATE AGENCIES
ENGAGED IN COORDINATION

4



ALL-UKRAINIAN ASSOCIATIONS
OF LOCAL SELF-GOVERNMENTS

FACTS & FIGURES



UKRAINE

Key results

Since the launch of the Decentralization Donor Board in April 2017:

- ✓ **19** Donor Board meetings and **171** WG meetings;
- ✓ **Co-Chairs:** Switzerland, EU, Council of Europe, Sweden, Canada;
- ✓ **Improved capacities of the Government** in driving the reform process and steering TA;
- ✓ Donor Board WGs became a unique platform for **inter-ministerial coordination**;
- ✓ Donor Board as a “**protector**” of the reform in challenging political situations;
- ✓ **Joint deliverables:** Reform Communication Strategy and Action Plan, interactive map for capacity development needs, joint positions on draft legislation, budget code amendments, standards for service provision in sectors, etc.;
- ✓ Since March 2020, the approach has been **scaled up to the national level => three-tier coordination system** (Prime Minister Forum, Strategic Platform and 21 SWGs)

Lessons learnt

- A **clear reform vision reflected in the CRF** is essential for an effective coordination;
- A **coordination mechanism structure** should be lean, but still reflect the complexity of the reform;
- CRF helps speak **one language**, however transforming CRF into a full-fledged monitoring tool requires a **binding legal basis**;
- **Transparency** is key!
- Quality technical support (**capacity of the Secretariat**) is essential for smooth Donor Board functioning and further development of the WGs;
- **Coordination is a “constant gardening”, constant relationship building** - rotations of international partners/changes in government require profound retrospective briefings, so that the existing mechanism is not taken for granted;
- Structured coordination allows for **real policy influencing**.