

## EVENT PROCEEDINGS



# Supporting Decentralisation in Ukraine 2021-2022

**Tuesday 11 May 2021**



**MOVING FORWARD  
TOGETHER**



Ministry of  
Foreign Affairs  
Republic of Latvia

---

MINISTRY  
OF FOREIGN AFFAIRS  
REPUBLIC OF LITHUANIA



MINISTRY  
OF FOREIGN  
AND EUROPEAN AFFAIRS  
OF THE SLOVAK REPUBLIC

## LAUNCH EVENT PROCEEDINGS

### ■ Opening remarks and introduction

**Mr Ihor Korkhovi**, Deputy Minister for Communities and Territories Development of Ukraine, opened the event by stressing the longstanding cooperation between Ukraine, the OECD, and the EU Delegation, which has been instrumental in supporting successful regional development and decentralisation reforms in Ukraine. Several key achievements include the creation of 1469 unified territorial communities and 136 amalgamated districts, the success of the 2020 local elections, and the development of regional strategies and activity plans by 24 Ukrainian regions. Since the beginning of the decentralisation reform's implementation in 2014, sub-national financial resources have increased significantly, which contributes to empowering local governments in delivering policies and public services needed locally. Looking ahead to the 2021-2022 period, the Ministry of Communities and Territories Development has set clear objectives and key priorities, including clarifying and improving the allocation of responsibilities across different levels of government in Ukraine, as well as the preparation of the amendments to the Constitution. In this perspective, a new State Strategy for Regional Development 2021-2027 was recently developed with the support of the OECD.

**Mr Ulrik Knudsen**, OECD Deputy Secretary-General, recalled that the OECD has accompanied Ukraine in its economic transformation since 1991, and that cooperation has greatly intensified since 2014. Ukraine's territorial reform is an important success in a field where many countries have tried and failed. Greater autonomy and flexibility in municipal management and investment decisions has fostered an ability to design and implement development plans that strongly match local needs and capacities. The reforms will support regional and local development and improve targeted public investment for balanced growth and greater citizen well-being. Challenges remain, however, including the need for Ukraine to clarify the assignment of roles and responsibilities amongst levels of government, to improve centre-of-government co-ordination for regional development and to strengthen local investment practices. The OECD [Supporting Decentralisation in Ukraine 2021-2022](#) project provides an opportunity to review these challenges more closely, to identify good practices and to provide policy recommendations that can support the continued success of the reform agenda.

**Mr Frederik Coene**, Head of Cooperation, Delegation of the European Union to Ukraine, noted that the decentralisation process in Ukraine is helpful not only for reforming administrative structures, but also for improving local self-governance, by bringing power and decision-making competences to the people in the regions. Decentralisation reform is a pre-condition for other fundamental reforms, such as those concerning service delivery. The reform has had a significant impact on fighting corruption through improved local-level accountability, as well as on improving investment decisions and decision-making at the sub-national level. With regards to the post COVID-19 recovery, allocating more decision-making power to the local level would enable hromadas to tackle problems in the most efficient way possible. It is also important for Ukraine to tackle ongoing challenges, including the need to overcome disparities in service delivery and to improve the process of allocating funding to hromadas. The EU is committed to supporting decentralisation and regional development reforms in Ukraine, and the OECD is well placed as an organisation to advise on the reform process through the dissemination of best practices.

**H.E. Mr Juris Poikāns**, Ambassador of Latvia to Ukraine, stressed that Latvia has been strongly supporting OECD work in Ukraine, which is a strategic partner, within the framework of the OECD Eurasia Competitiveness Programme and Ukraine has been increasingly participating in various OECD committees, working groups, and programmes. This includes the work being carried out within the OECD Anti-Corruption Network, as well as recent work on the state-owned enterprises and corporate governance reviews of Ukrenergo and Naftogaz<sup>1</sup>. Additional work under the OECD-EU SIGMA programme is helping to improve public service delivery in Ukraine at the national level. The decentralisation reform in Ukraine has also led to significant successes, and the OECD [Supporting Decentralisation in Ukraine 2021-2022](#) project will help to consolidate gains. Latvia is committed to continue providing support to Ukraine, both bilaterally and as part of international initiatives.

---

<sup>1</sup> The OECD has just released a [Review of the Corporate Governance of State-Owned Enterprises in Ukraine](#).

**H.E. Mr Valdemaras Sarapinas**, Ambassador of Lithuania to Ukraine, noted that Lithuania has been an active supporter of the OECD Eurasia Competitiveness Programme since 2014, which provides the perfect platform to exchange knowledge and good practices between the OECD and partner countries. Ukraine is undergoing many fundamental reforms, with decentralisation reform recognised internationally as one of its greatest achievements. The new regional structure will deliver greater efficiency in areas such as healthcare, infrastructure, education and land reform. The new law on land decentralisation, under which the state land will be transferred to local governments, is also a landmark reform. Success factors that have underpinned the decentralisation reform's implementation include the devolution of powers, the independence of local administrations and the adoption of new legislation, as well as increased transparency and civil society involvement in the reform's implementation. Prospects and challenges for bilateral and multilateral cooperation between Lithuania and Ukraine will be discussed in detail at the forthcoming [Ukraine Reform Conference](#) on 7-8 July 2021 in Vilnius.

**Mr Miroslav Denci**, Third Secretary, Embassy of the Slovak Republic to Ukraine, highlighted that Slovakia recognises Ukraine's achievements in its reform agenda and supports its European integration aspirations. The Slovak Republic and the EU are interested in a stable, secure, and prosperous Ukraine. Ukraine has been undergoing an extremely challenging period in its history, with the aggravation of the situation in Donbass and the ongoing COVID-19 pandemic. Despite the many challenges, moving forward with reforms will be crucial for Ukraine, including the country's successful decentralisation reform, which is not yet complete. The Slovak Republic is committed to supporting the Government of Ukraine, in particular in its work to reform further its judiciary system, improve the investment climate and business environment, fight corruption, and broaden cooperation with the civil society. OECD cooperation on these issues will be crucial.

### ■ Overview of OECD work supporting decentralisation in Ukraine: past and present

**Ms Maria Varinia Michalun**, Senior Project Manager, Decentralisation, Public Investment and Subnational Finance Division, OECD, stated that for the project *Supporting Decentralisation in Ukraine 2021-2022*, the OECD will be looking more closely at whether inter-regional disparities in terms of economic growth and labour productivity have declined, particularly now that Ukraine's amalgamation process and more place-based approach to regional development have acquired stronger roots. The new project builds on the 2018 study, and is comprised of two complementary pillars. Pillar 1 will provide an update on regional development trends in Ukraine, identify progress achieved, as well as persistent or new barriers to more inclusive and balanced development. The OECD will also look at some regional development drivers that are becoming increasingly important, especially in the context of the COVID-19 pandemic, such as greater digitalisation, and public service access and accessibility, including in more remote areas. It will also have a particular focus on horizontal and vertical co-ordination mechanisms, as well as investment processes. Pillar 2 will look at the conditions for a successful unified territorial community. The OECD will select specific amalgamated hromadas that have been successful in implementing decentralisation reform and will conduct a thorough analysis in order to understand the key factors leading to the positive outcomes. In so doing, special attention will be paid to the multi-level governance arrangements and inter-governmental relationships that influence local-level success. Outputs for both pillars will include analytical reports and a series of capacity-building seminars organised by the OECD for Ukrainian stakeholders' benefit.

### ■ Panel discussion: what makes a successful hromada?

**Ms Lyudmyla Damentsova**, Deputy Executive Director, Association of Ukrainian Cities, suggested that a hromada may only be considered successful if the local citizens are satisfied with the quality of services, salaries and have additional opportunities to develop their own capabilities. This requires clear and high-quality legislation, sufficient financial resources, the involvement of local residents in local decision-making, as well as effective leadership. Local budget revenues have increased in Ukraine under the decentralisation reform, but local budget expenditures have grown even more significantly. Thus, more funding is required at the local level, particularly in the context of the COVID-19 pandemic. Key proposals made by the Association of Ukrainian Cities for the Ministry of Communities and Territories Development include the following:

- 30% of the SFRD budget allocated to UTCs, in order to develop the necessary infrastructure;
- Involving local self-government bodies as much as possible in the formulation of local regional policies;
- More transparent mechanisms should be ensured for the allocation of local funding;
- The share of Personal Income Tax (PIT) retained by UTCs should be increased to 65%;

There is also a strong need to equalise the financial and administrative capacities of hromadas.

**Mr Yuriy Fomichev**, Mayor of Slavutych, Kyiv Oblast stated that the key success factors for a successful hromada include:

- Quality of life in a community, the social infrastructure and services provided;
- Economic development – including the number and quality of jobs in UTCs, level of incomes, employment rates, social guarantees, and other factors;
- Quality of recreation – opportunities for access to high-quality leisure facilities;

When looking at the structure of local budgets, it is clear that challenges associated with increased budget expenditures have exceeded any new opportunities for additional own-source revenue, and particularly so in the context of COVID-19. UTCs have received a lot of new competences and responsibilities but lack sufficient resources to deliver. Personal Income Tax (PIT) should be used to compensate certain services and local expenses. More funding needs to be provided to municipalities to ensure the development of local infrastructure, high-quality services, as well as social, economic and labour market development. However, if the state is unable to provide the municipalities with additional financial resources, it should provide them with opportunities to generate the resources themselves, for example in the form of special economic zones.

**Ms Lyudmyla Pavlinska**, Head of Zavodske Village, Ternopil Oblast, suggested that the creation of UTCs aims to improve the lives of citizens in their municipalities and make services more accessible. Rayon level authorities initially did not believe UTCs would have sufficient administrative capacity to deliver services effectively and have been proven wrong. Local budgets have increased significantly, which can be attributed to improved budget management, revenue streams and stakeholder communication. However, local expenditure obligations have also increased and UTCs will need additional financial resources in order to be able to cope with their increased tasks and responsibilities. With regards to service delivery at the local level, it is crucial to know how to co-operate and communicate effectively with other mayors in order to deliver services in the most efficient way possible, as Zavodske has done on inter-municipal agreements to provide water supply, sewage, social services and sports facilities.

#### Highlights from the question and answer session

**Mr Ihor Korkhovi**, Deputy Minister for Communities and Territories Development of Ukraine, suggested that gaps in public service delivery in Ukraine are predominantly linked to financing, and international financial institutions (IFIs) should support municipalities in this regard.

**Mr Yuriy Fomichev**, Mayor of Slavutych, Kyiv Oblast and **Ms Lyudmyla Pavlinska**, Head of Zavodske Village, Ternopil Oblast, stated that Public-Private Partnerships (PPPs) can help to secure more successful municipal outcomes, and PPP mechanisms should be integrated into local projects.

**Ms Maria Varinia Michalun**, Senior Project Manager, Decentralisation, Public Investment and Subnational Finance Division, OECD, highlighted that PPPs can add value in the absence of local public financial resources, but in order to be managed effectively, they require local capacity and expertise.

#### Concluding remarks

**Ms Gabriela Miranda**, Country Manager for Ukraine, Global Relations Secretariat, OECD, noted that effective co-ordination between different levels of government is critically important for Ukraine, including in terms of

investment, budgets, multi-level governance, and other issues. The OECD will support these processes in Ukraine.

**Ms Natalia Starostenko**, Sector Manager, Regional and local development, Delegation of the European Union to Ukraine stressed that by *moving forward together*, stakeholders will overcome the remaining challenges to effective local governance in Ukraine.

## ANNEX A: AGENDA

<b>Project Launch Event</b> <b>Supporting Decentralisation in Ukraine 2021-2022</b> <b>Virtual meeting – Tuesday 11 May 2021</b>	
<b>Moderator: Mr Bill Tompson</b> , Head of Eurasia Division, Global Relations Secretariat, OECD	
<b>15:30-16:00</b> <i>(Kyiv time)</i>	<b>Welcome and opening remarks</b> <ul style="list-style-type: none"> <li>• <b>Mr Ihor Korkhovyi</b>, Deputy Minister for Communities and Territories Development of Ukraine</li> <li>• <b>H.E. Mr Ulrik Knudsen</b>, Deputy Secretary-General, OECD</li> <li>• <b>Mr Frederik Coene</b>, Head of Cooperation, Delegation of the European Union to Ukraine</li> <li>• <b>H.E. Mr Juris Poikāns</b>, Ambassador of Latvia to Ukraine</li> <li>• <b>H.E. Mr Valdemaras Sarapinas</b>, Ambassador of Lithuania to Ukraine</li> <li>• <b>Mr Miroslav Denci</b>, Third Secretary, Embassy of the Slovak Republic to Ukraine</li> </ul>
<b>16:00-16:20</b> <i>(Kyiv time)</i>	<b>Overview of OECD work supporting decentralisation in Ukraine: past and present</b> <i>Building on the key findings of previous work by the OECD in Ukraine, this session will present the project's objectives, expected outcomes and key activities. It will also explain how sub-national governments can contribute to its implementation.</i> <ul style="list-style-type: none"> <li>• <b>Ms Maria Varinia Michalun</b>, Senior Project Manager, Decentralisation, Public Investment and Subnational Finance Division, OECD</li> </ul> Question and answers about the project

<p><b>16:20-17:00</b> <i>(Kyiv time)</i></p>	<p><b>Panel discussion: What makes a successful hromada: the perspective of mayors and associations</b></p> <p><i>Selected mayors and representatives of two associations of local governments share their insights into what makes an amalgamated hromada successful and how local leaders contribute to regional development. They will also discuss whether, as amalgamated communities, they have more effective tools to manage the COVID-19 crisis and advance the post-pandemic recovery in their region.</i></p> <ul style="list-style-type: none"> <li>• <b>Ms Lyudmyla Damentsova</b>, Deputy Executive Director, Association of Ukrainian Cities</li> <li>• <b>Mr Yuriy Fomichev</b>, Mayor of Slavutych, Kyiv Oblast</li> <li>• <b>Ms Lyudmyla Pavlinska</b>, Head of Zavodske Village, Ternopil Oblast</li> </ul>
<p><b>17:00-17:25</b> <i>(Kyiv time)</i></p>	<p><b>Open discussion with panellists and OECD</b></p> <p><i>Question and answer session with the audience about the key characteristics of a successful hromada, how hromadas contribute to regional development, and whether priorities for regional and local development should be adjusted in light of COVID-19.</i></p>
<p><b>17:25-17:30</b> <i>(Kyiv time)</i></p>	<p><b>Concluding remarks</b></p> <ul style="list-style-type: none"> <li>• <b>Ms Gabriela Miranda</b>, Country Manager for Ukraine, Global Relations Secretariat, OECD</li> <li>• <b>Ms Natalia Starostenko</b>, Sector Manager, Regional and local development, Delegation of the European Union to Ukraine</li> </ul>

## **ANNEX B: PRESENTATIONS**



# Supporting Decentralisation in Ukraine 2021-2022

**Official project launch meeting  
11 May, 2021**



# Overview

- 1** The OECD and Ukraine
- 2** Past projects and key recommendations
- 3** Regional development and decentralisation in Ukraine
- 4** Project description and timeline



# The OECD and its collaboration with Ukraine

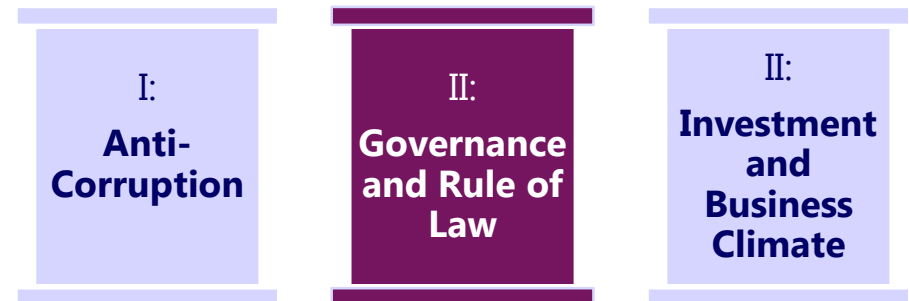


**37** members countries +  
the European Union

- Forum for **inter-governmental co-operation**
- Data **analysis & comparison** to predict future trends
- Establishment of **international standards** in various spheres
- **Capacity-building** and development of practical tools



- Collaboration with Ukraine since 1991
- First **Memorandum of Understanding** signed in 2014 and prolonged with the Cabinet of Ministers until 2025
- Action Plan under MoU has three pillars:



Project "**Supporting Decentralisation in Ukraine**"



# Past projects and key recommendations

## 2014: "OECD Territorial Review of Ukraine"

### Focus:

- Regional development trends
- Sub-national governance system
- Local service provision

### Recommendation focus:

- Reenforcing place-based regional development
- Strengthening co-ordination mechanisms
- Managing municipal fragmentation
- Revising financing arrangements for improved service delivery



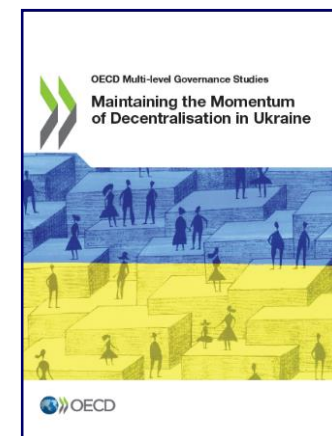
## 2018: "Maintaining the Momentum of Decentralisation in Ukraine"

### Focus:

- Regional development trends and advances, since 2014
- Multi-level governance and decentralisation reform
- Fiscal decentralisation and public investment
- Public transport (case study)

### Recommendation focus:

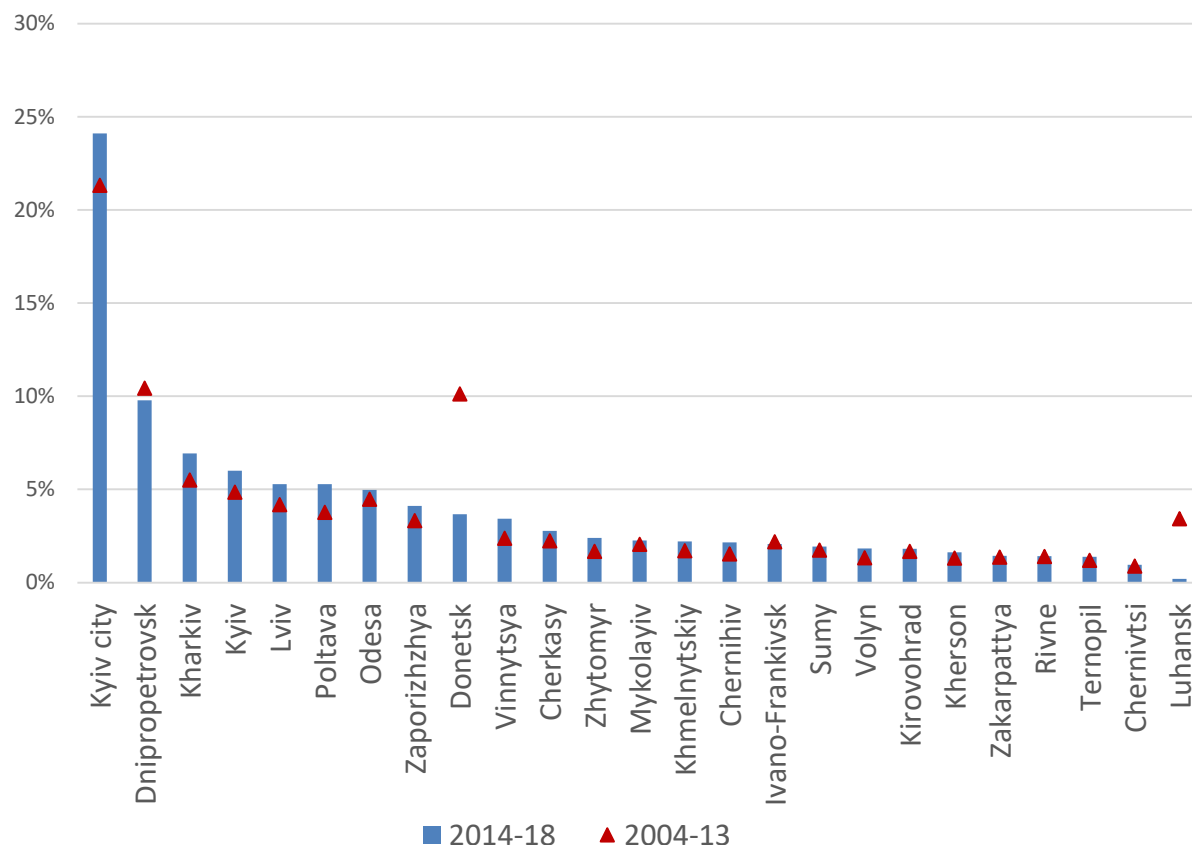
- Boosting productivity and reducing inequalities
- Reinforcing regional development
- Advancing decentralisation and improving fiscal frameworks
- Optimising subnational public investment
- Improved public services delivery through more efficient management tools



# Growth in Ukraine has been highly concentrated

- **Kyiv (City)** contributed close to **25%** of GDP growth
- **Kyiv (City) and Kyiv Oblast** contributed to approx. **28%** of GDP growth
- Together, **4 out of 24 oblasts and Kyiv (City)** contributed to approx. **50%** of GDP growth
- Donbas conflict severely affected the contribution of the eastern oblasts **Donetsk** and **Luhansk** to national GDP growth

## Regional contribution to GDP growth



# Recent advances and remaining challenges in multi-level governance and sub-national finance

## Amalgamation is the cornerstone of Ukraine's decentralisation reform

- Over 10.000 hromadas amalgamated into 1 470 United Territorial Communities (UTC) by 2020 (first voluntary, later mandatory).
- Results: more empowered local authorities, with higher budgets, and positive change in the quality and type of services provided.

## State Strategy for Regional Development 2021-2027 adopts an integrated, place-based approach

- Combined top-down and bottom-up approach to regional development policy. To be implemented by all levels of government.
- New National Economic Strategy 2030 takes into account balanced regional development.
- Investments in both “hard” and “soft” development projects with consideration for oblasts' problems and development potential.
- Oblasts classified into functional types (macro/micro-regions and points of economic growth).

## However, ongoing challenges to effective regional development and decentralisation include:

- Significant local disparities in economic development, local service delivery, and citizen satisfaction.
- Instability in the mechanisms and criteria used for the distribution of project funding.
- Uncertainty regarding assignment of responsibilities across levels of government.
- Unsystematic use of funds by certain national and sub-national authorities.



# “Supporting Decentralisation in Ukraine 2021-2022” project

## Pillar 1:

### Advances in regional development

#### Focus

- Update on **regional development trends**
- In-depth look at the **subnational fiscal and investment environment** for regional development

## Pillar 2:

### The factors to a successful UTC

#### Focus

- **Comparative analysis** of “leading” and “under-performing” UTCs.
- Contribution of the **multi-level governance and inter-governmental relationships** to local-level success



# OECD support to decentralisation in Ukraine: 2021-2022

## Pillar 1:

### Advances in regional development

#### Outputs

##### **Analytical report**

- Report with recommendations to advance regional development performance in Ukraine

##### **Capacity building**

- Final international seminar

##### **Implementation support**

- Strengthening co-operation for regional development across sectors

## Pillar 2:

### The factors to a successful UTC

#### Outputs

##### **Analytical report**

- Report highlighting success factors and recommendations for lower performing UTCs.

##### **Capacity building**

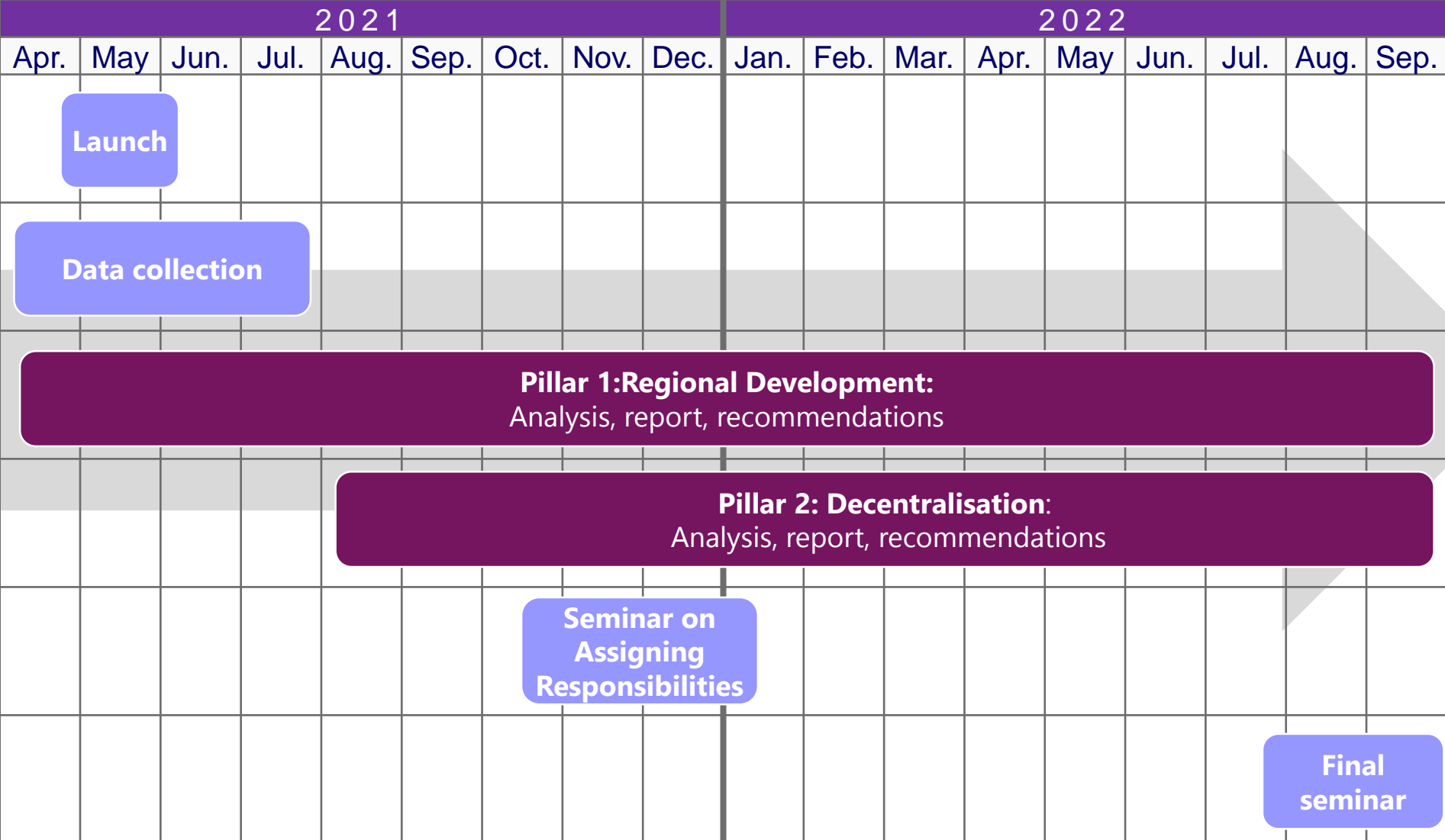
- Seminar on “Assigning Responsibilities among Levels of Government” + Working paper

##### **Implementation support**

- High-level meeting to discuss findings, recommendations, and identify delivery mechanisms and actions



# Project milestones and timeline





[oe.cd/UAdecentralisation](https://oe.cd/UAdecentralisation)



**Thank you!**

## Contact details:

**Ms Gabriela Miranda**

Country Manager for Ukraine

OECD Global Relations

[gabriela.miranda@oecd.org](mailto:gabriela.miranda@oecd.org)

**Ms Varinia Michalun**

Project Manager, Policy Analyst

OECD Regional Development Policy

[mariavarinia.michalun@oecd.org](mailto:mariavarinia.michalun@oecd.org)

## ANNEX C: LIST OF PARTICIPANTS

No.	Participants	Position	Organisation	Country
1.	Oleksandr Dudka	Co-ordinator	All-Ukraine Network of Experts and Practitioners	Ukraine
2.	Olga Bazarna	Expert	All-Ukrainian Association of Hromadas	Ukraine
3.	Valentyna Poltavets	Executive Director	Association of Amalgamated Territorial Communities	Ukraine
4.	Oleksandr Chumak	President	Association of Private Employers	Ukraine
5.	Lydmyla Damentsova	Deputy Executive Director	Association of Ukrainian Cities	Ukraine
6.	Anders Aslund	Senior Fellow	Atlantic Council	United States
7.	Thomas Schnöll	Ambassador	Austrian Delegation to the OECD	Austria
8.	Kendra Knoebl	Desk Officer for Ukraine	BMZ	Germany
9.	Myroslava Ostrovska	Specialist	Brody City Council	Ukraine
10.	Iaroslav Gregirchak	Deputy Business Ombudsman	Business Ombudsman Council	Ukraine
11.	Tadeusz Iwanski	Head of Department for Ukraine, Belarus and Moldova	Center for Eastern Studies	Poland
12.	Zinoviy Broyde	Director	Centre "EcoResource"	Ukraine
13.	Alexander Zatolokin	Scientific Director of the Center	Center for Municipal Management (Habitat)	Ukraine
14.	Roman Cherkun	Deputy Head	Communal Organisation "Institute of City Development" of Poltava City Council	Ukraine
15.	Marta Bonet	DPR	Delegation of Chile to the OECD	France
16.	Zane Rozkalne	Second Secretary	Delegation of Latvia to the OECD	Latvia
17.	Dariusz Mongialo	Counsellor	Delegation of Poland to the OECD	Poland
18.	Olga Shamaeva	Deputy Head of Administration-Head of Department	Department of Economy and International Relations of the Kharkiv Regional State Administration	Ukraine
19.	Anton Kozłokov	Deputy Director	Department of Economy and International Relations of the Kharkiv Regional State Administration	Ukraine
20.	Jose Linares	Director	Departamento Nacional de Planeación	Colombia

21.	Ielyzaveta Zhuravska	Trade Commissioner	Embassy of Canada	Canada
22.	Vlad Ionescu	First Secretary	Embassy of Canada	Canada
23.	Nicola Kim	First Secretary	Embassy of Canada	Ukraine
24.	Juris Poikāns	Ambassador of Latvia to Ukraine	Embassy of Latvia to Ukraine	Latvia
25.	Valdemaras Sarapinas	Ambassador	Embassy of the Republic of Lithuania to Ukraine	Lithuania
26.	Matus Korba	Deputy Head of Mission	Embassy of the Slovak Republic to Ukraine	Slovakia
27.	Kseniia Druzhenko	Second Secretary	Embassy of Ukraine in France	Ukraine
28.	Tomasz Ostropolski	Decentralisation Policy Officer	EU Delegation to Ukraine	Ukraine
29.	Natalia Starostenko	Sector Manager, Regional and Local Development	EU Delegation to Ukraine	Ukraine
30.	Frederik Coene	Head of Cooperation	EU Delegation to Ukraine	Ukraine
31.	Xavier Camus	Head of Section	EU Delegation to Ukraine	Ukraine
32.	Andrew D'Anieri	Program Assistant	Eurasia Center, Atlantic Council	United States
33.	Maria Povshak	Head of The Department of Legal Support and Detection of Corruption	Executive Committee of Brody City Council	Ukraine
34.	Natalia Lyskova	Head of Division	Executive Committee of Korosten City Council	Ukraine
35.	Olga Krymova	Specialist of the First Category of the Executive Committee Of the Pokrovsky Village Council	Executive Committee of the Pokrovsky Village Council	Ukraine
36.	Alysa Chernenko	Head of the Department for Economic Development and Investment	Executive Committee of the Pokrovsky Village Council	Ukraine
37.	Kateryna Prylepa	Leading Specialist of the Economic Development and Investment Department	Executive Committee of the Pokrovsky Village Council	Ukraine
38.	Yevheniy Krahel	Head of the Investment Attraction Sector	Executive Committee of the Pyriatyn City Council of Poltava Region	Ukraine
39.	Lyudmyla Mykytyon	Head of The Department for Economic Development and Investment	Executive Committee of Slobozhanska Village Council	Ukraine

40.	Alexander Kleibrink	Senior Policy Officer	Federal Ministry for Economic Cooperation and Development	Germany
41.	Yuriy Petriv	Head of Department	Financial Department of Boryslav City Council	Ukraine
42.	Leonyd Shmorhun	Chairman	First All-Ukrainian Agricultural Service	Ukraine
43.	Igor Arbatov	Chairman of The Board	Future Development Agency	Ukraine
44.	Lisbeth Müller-Hofstede	Senior Policy Officer	German Embassy Kyiv	Germany
45.	Mariya Yaroshko	Deputy Director	German-Ukrainian Agricultural Policy Dialogue	Ukraine
46.	Natalya Voznyuk	Adviser	GIZ	Ukraine
47.	Andrej Horvat	Deputy Programme Director	GIZ	Ukraine
48.	Ljubica Kosheliuk	Regional Development Adviser	GIZ	Ukraine
49.	Nina Basok	Junior Municipal Dialogue and Citizens' Engagement Advisor	GIZ	Ukraine
50.	Caitlin Keaney	Senior Development Officer, Ukraine	Global Affairs Canada	Canada
51.	Oksana Borodyna	Doctoral Student	Institute of Industrial Economics of the National Academy of Sciences of Ukraine	Ukraine
52.	Olga Novykova	Deputy Director of the Institute	Institute of Industrial Economics of the National Academy of Sciences of Ukraine	Ukraine
53.	Vyacheslav Lyashenko	Head of Department	Institute of Industrial Economics of the National Academy of Sciences of Ukraine	Ukraine
54.	Iryna Pidorycheva	Head of Sector	Institute of Industrial Economics of the National Academy of Sciences of Ukraine	Ukraine
55.	Gabriel Abraham	Chief of Party	HOVERLA Activity	United States
56.	Andriy Ljubyshch	Chairman	Instytut Finansiv ta Prava, GO	Ukraine
57.	Crystal Baransi	Advisor	Israeli Delegation to the OECD	Israel
58.	Valentyna Romanova	Researcher	Japan Society of Russian and East European Studies	Japan

59.	Anna Tsvetkova-Kanyuk	Paediatrician	Kharkiv Regional Children's Clinical Hospital №1	Ukraine
60.	Karina Leja	Dhom		Latvia
61.	Janis Glazkovs	Counsellor		Latvia
62.	Vasyl Abaimov	Executive Director	Lviv Regional Branch, Association of Ukrainian Cities	Ukraine
63.	Darja Zorko Mencin	Senior Expert	MA ESF	Slovenia
64.	Dalia Kadisiene	Head of Division	Ministry of Foreign Affairs of Lithuania	Lithuania
65.	Rafal Frac	Counsellor	Ministry of Foreign Affairs	Poland
66.	Marija Gordina	Third Secretary	Ministry of Foreign Affairs of Latvia	Latvia
67.	Darta Burcenko	Third Secretary	Ministry of Foreign Affairs of Latvia	Latvia
68.	Galina Markovich	Civil Servant		Ukraine
69.	Martyna Wieczorek	Senior Expert	Ministerstwo Rozwoju, Pracy i Technologii	United States
70.	Maryna Kupchuk	Deputy Head of international investment cooperation division	Ministry for Development of Economic, Trade and Agriculture of Ukraine	Ukraine
71.	Igor Korkhovyi	Deputy Minister on EU Integration	Ministry for the Communities and Territories Development of Ukraine	Ukraine
72.	Jan Kucicki	Chief Specialist	Ministry of Development Funds and Regional Policy	Poland
73.	Kateryna Koretska	Chief Specialist of the Directorate for Strategic Planning and European Integration	Ministry for Communities and Territories Development of Ukraine	Ukraine
74.	Anastasiia Sulakova	Chief specialist	Ministry of Digital Transformation of Ukraine	Ukraine
75.	Milena Leonowicz	Expert	Ministry of Economic Development, Labour and Technology	Poland
76.	Jevgenija Butnicka	Deputy Director of the State Sustainable Development Planning Department, Head of Regional Development Planning Division	Ministry of Environmental Protection and Regional Development	Latvia
77.	Tiiu Mõtus	Desk Officer for Development Cooperation	Ministry of Foreign Affairs	Estonia

78.	Liene Graholska	Senior Officer	Ministry of Foreign Affairs	Latvia
79.	Lenka Mihaliakova	Director, Department of International Economic Organizations	Ministry of Foreign and European Affairs	Slovakia
80.	Oleksandr Koompaniiets	Director of department	Ministry of the Digital Transformation of Ukraine	Ukraine
81.	Inna Grechushkina	Head Specialist	Ministry of Justice of Ukraine	Ukraine
82.	Myroslava Fedoriv	State Expert of the Expert Group for Coordination of Donor Assistance to the Directorate for Strategic Planning and European Integration	Ministry of Justice of Ukraine	Ukraine
83.	Viktor Horlenko	Head of the Expert Group for Coordination of Donor Assistance to the Directorate for Strategic Planning and European Integration	Ministry of Justice of Ukraine	Ukraine
84.	Nataliya Panchuk	Director General of the Directorate for Strategic Planning and European Integration	Ministry of Justice of Ukraine	Ukraine
85.	Nataliya Vasyl'yeva	Professor	National Academy of Public Administration under the President of Ukraine	Ukraine
86.	Angie Contreras	OECD affairs	National Planning Department	Colombia
87.	Alla Dvyhun	Chief Consultant of the Center for Regional Studies	National Institute for Strategic Studies	Ukraine
88.	Sofiy Oleksander	Analyst	NGO European Dialog	Ukraine
89.	Elita Cakule	Head of International Projects' Department	Norwegian Association of Local and Regional Authorities	Norway
90.	Christian Larsen	Advisor	Norwegian Association of Local and Regional Authorities	Norway
91.	Yuryy Levchenko	Development Director	Novos Development	Ukraine

92.	Andriy Protas	Student	Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine	Ukraine
93.	Manuel Barros	CFE/RDG	OECD	Chile
94.	Isabelle Chatry	Senior Policy Analyst	OECD	France
95.	Maria Zelenova	Intern	OECD	France
96.	Ulrik Knudsen	Deputy Secretary-General	OECD	France
97.	Talisa zur Hausen	Policy Analyst	OECD	France
98.	Yingyin Wu	Policy Analyst	OECD	France
99.	Peline Atamer	Policy analyst	OECD	France
100.	Amélie Schurich-Rey	Economist	OECD	France
101.	Courtenay Wheeler	Policy Analyst	OECD	France
102.	Nikolina Jonsson	Assistant	OECD	France
103.	Boryana Kiskinova	Consultant	OECD	France
104.	Nelly Petkova	Economist/Policy analyst	OECD	France
105.	Geoff Uptno	Policy Analyst	OECD	France
106.	Kaori Miyamoto	Senior Policy Analyst	OECD	France
107.	Anna Alekseeva	Intern	OECD	France
108.	Fernando Riaza	Policy Analyst	OECD	France
109.	Hyunjoon Cho	Senior Policy Analyst	OECD	France
110.	Rudiger Ahrend	Head of Division	OECD	France
111.	Jolanta Chmielik	Budget officer	OECD	France
112.	Stephan Visser	Policy Analyst	OECD	Netherlands
113.	Salomé Will	Junior Policy Analyst	OECD	France
114.	Daniel Quadbeck	Senior Policy Analyst	OECD	France
115.	Gabriela Miranda	Country Manager for Ukraine	OECD	France
116.	Mykhailo Semchuk	Local Consultant	OECD	Ukraine
117.	Varinia Michalun	Senior Project Manager/Policy Analyst	OECD	United States
118.	William Tompson	Hetman	OECD	United States
119.	Anna Shalimova	Project Officer	OSCE	Ukraine

120.	Sonja Schragen	Erstzugeteilte	Embassy of Austria in Ukraine	Austria
121.	Petr Gandalovic	Ambassador	Permanent Delegation of the Czech Republic to the OECD	Czech Republic
122.	Helena	DPR	Permanent Delegation of the Czech Republic to the OECD	Czech Republic
123.	András Hlács	Counsellor	Permanent Delegation of Hungary to OECD	Hungary
124.	Sintija Rupjā	DPR	Permanent Delegation of Latvia to the OECD	Latvia
125.	Dovile Pauzaite	First Secretary	Permanent Delegation of Lithuania to the OECD	France
126.	Lina Viltrakiene	Ambassador and Permanent Representative	Permanent Delegation of Lithuania to the OECD	France
127.	Ewa Kubel	DPR	Permanent Delegation of Poland to the OECD	France
128.	Frantisek Ruzicka	Ambassador	Permanent Delegation of Slovakia the OECD	Slovakia
129.	Ivona Gallova	DPR	Permanent Delegation of Slovakia to the OECD	Slovakia
130.	Dominika Karabová	Intern	Permanent Delegation of Slovakia to the OECD	Slovakia
131.	Ilja Skrilnnikov	Referent	Permanent Delegation of Germany to the OECD	Germany
132.	Olena Yarish	Head of the Department of Finance and Banking	Poltava University of Economics and Trade (Institution of Higher Education of the Central Union of Consumer Associations of Ukraine)	Ukraine
133.	Olha Mirnaya	Lecturer	Poltava State Agrarian University	Ukraine
134.	Ihor Molozhanov	Director	"PRIME Technics" Company	Ukraine
135.	Lyudmyla Nef'odova	Project Manager	Project of the "Renaissance" Fund for the Implementation of Program and Project Management	Ukraine
136.	Andriy Simonov	Mayor	Pyriatyn City Council	Ukraine
137.	Iryna Soldatova	Head of the Department of Economy and Agro-	Pyriatyn City Council	Ukraine



		industrial Development		
138.	Janez Sustersic	Independent expert for U-LEAD, and for OECD on EaP SME strategies	RE-FORMA, d.o.o.	Slovenia
139.	Daniel-Yves Taupenas	Délégué permanent au Comité des relations extérieures de l'OCDE	Représentation Permanente de la France auprès de l'OCDE	France
140.	Yurii Orel	Associate Professor of Personnel Management and Entrepreneurship	Research Institute of Public Administration of Kharkiv National University, named after Karazina	Ukraine
141.	Ieva Kalnina	Team Leader of Swedish-Ukrainian Decentralisation Project	SALAR	Ukraine
142.	Andriy Bega	Director, Public Administration Directorate	Secretariat of the Cabinet of Ministers of Ukraine	Ukraine
143.	Oleksandr Melnychenko	State Expert	Secretariat of the Cabinet of Ministers of Ukraine	Ukraine
144.	Dmytro Shevchuk	General Director for Policy Coordination and Strategic Planning	Secretariat of Cabinet of Ministers of Ukraine	Ukraine
145.	Oleksii Voloshyn	State expert in Directorate for Policy Coordination and Strategic Planning	Secretariat of Cabinet of Ministers of Ukraine	Ukraine
146.	Ayder Seiytosmanov	Expert	SKL	Ukraine
147.	Yuriy Fomychev	Mayor	Slavutych City Council	Ukraine
148.	Natalia Gantymurova	Secretary	Slavutych City Council	Ukraine
149.	Taysyya Bondaruk	Leading Researcher of the Public Finance Department	State Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine	Ukraine
150.	Lyudmyla Deyneko	Head of Department	State Institute of Economics and Forecasting	Ukraine
151.	Yurii Vdovenko	Advisor	SURGe	Ukraine
152.	Iryna Skaliy	National Programme Officer	Swedish Embassy in Ukraine	Ukraine
153.	Lyudmyla Pavlinska	Head of Zavodske Village	Ternopil Oblast	Ukraine
154.	Natalia Onyshchuk	Head	Ternopil Oblast Regional Centre for "U-LEAD with Europe" Programme	Ukraine

155.	Yana Yatsenko	Lawyer	Tetrattech	Ukraine
156.	Diana Korskaite	DH Sector Lead, USAID ESP	Tetrattech	Ukraine
157.	Nataliia Harashchenko	President	The Club of Economists	Ukraine
158.	Yuriy Bova	Mayor	Trostryanets City Council	Ukraine
159.	Oleksandr Hvozdzins'kyi	Secretary of the City Council	Turkiv Community	Ukraine
160.	Tamara Kutonova	Environmental Consultant	UBTA	Ukraine
161.	Tatiana Kvasha	Head of Department	Ukrainian Institute of Scientific and Technical Expertise and Information	Ukraine
162.	Iain Mackie	Principal Strategy Advisor to the GIZ Programme Director	U-LEAD with Europe	Ukraine
163.	Serhiy Maksymenko	Regional Development Advisor	UNDP	Ukraine
164.	Oleksandr Osovets	Supporting Functions Team Lead	USAID AGRO Project	Ukraine
165.	Brian Kemple	Chief of Party	USAID DOBRE Project in Ukraine	Ukraine
166.	Anhela Bochi	PFM expert	USAID/DOBRE Global Communities	Ukraine
167.	Min Chang	Acting Economic Counselor	USOECD	United States
168.	Victor Shevchenko	Conference Interpreter		Belgium
169.	Bogdan Kirlik	Head	Velikoberezhnyanskaya Hromada	Ukraine
170.	Dmytro Gurin	MP	VRU	Ukraine