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# USAID HOVERLA ACTIVITY

## LOCAL GOVERNMENT MATTERS



Despite the ongoing Russian aggression, Ukraine has demonstrated remarkable resilience, bravery, and determination in its pursuit of growth and development. Municipalities across the country are committed to promoting the well-being of their residents and driving local economic development. To achieve these short- and long-term goals, a strategic approach is critical. A well-designed strategy allows communities to make decisions and allocate resources effectively, highlighting the current and future benefits of living in the area. Furthermore, a strategy that is data driven is essential for the communities' development, as it will enable municipalities to attract investment and other external resources.

Through the USAID HOVERLA Activity 27 municipalities and 1 oblast administration are receiving support to develop or modernize their strategic plans. Despite ongoing air-raid sirens, power outages and other challenges, this important work continues, sometimes even in bomb shelters as demonstrated by the photo taken during a strategic planning session in Dobrotvir municipality, Lviv oblast. In this newsletter, we provide an overview of these valiant efforts by the local governments of Ukraine.

Slava Ukraini!

Gabriel Abraham, Chief of Party, the USAID HOVERLA Activity

## ■ MUNICIPALITY STRATEGY – A FOUNDATION FOR DEVELOPMENT AND GROWTH

A municipality strategy is the primary planning document for a community. It defines the community's development direction, goals, and provides a step-by-step implementation plan, as well as outlining the material and non-material resources required for successful execution.

Community-based strategic planning involves developing several interrelated documents, including a socio-economic analysis/ community profile, the strategy itself, the strategy implementation plan, and the strategic environmental assessment. Each of these documents serves as an essential element that ensures a comprehensive and effective approach to community development planning.

**When developing the municipal strategy, it is important to consider three levels of state strategic planning to ensure comprehensive and effective strategic planning**



State strategy



Regional strategies (oblasts)



Municipal strategies (communities)

## ■ HOW USAID HOVERLA ACTIVITY SUPPORTS COMMUNITIES?

The USAID HOVERLA Activity made recommendations to improve the Law of Ukraine #156-VIII "On Principles of State Regional Policy".



In September 2022, the government adopted Law #156-VIII which requires municipalities to develop municipality strategies. The Law also mandates alignment of strategic plans across state, regional, and municipal levels, and requires that they contribute to post-war reconstruction and development.



To assist local governments in meeting the requirements of Law #156-VIII, HOVERLA is supporting its partners in the design of municipality strategies. HOVERLA is promoting the engagement of all interested stakeholders by facilitating the establishment of working groups comprised of civil society, business, and local government representatives, who will identify the priorities for their respective municipalities. This collaborative approach fosters ownership of the strategy among stakeholders, particularly citizens, including those who have been internally displaced, and businesses that have been relocated.



## WHAT DO USAID HOVERLA ACTIVITY PARTNERS SAY?








"Any good work is based on a plan. The strategy is the plan which becomes a basis for all large-scale activities on the territory of the community. This is especially important for single-industry communities. Diversification of the community's economy and the development of small- and medium-sized enterprises (SME) becomes a priority, as they will make further development of the community possible even in

case of the termination of the main budget-generating enterprise activity. The strategy forms a long-term vision of community development for all residents and provides a step-by-step plan for achieving the planned goal. But the most important is the unity of residents for the successful implementation of jointly developed plans."











Taras Keleberda, Head of Dobrotvir community, Lviv oblast

## MAP WITH COMMUNITIES THAT ARE RECEIVING HOVERLA'S SUPPORT (DIFFERENTIATING COMMUNITIES BY THE STAGE OF SUPPORT)












### Volyn Oblast

- Boratynska 
- Kivertsivska 
- Lokachynska 
- Shatska 
- Rozhishchenska 

### Lviv Oblast

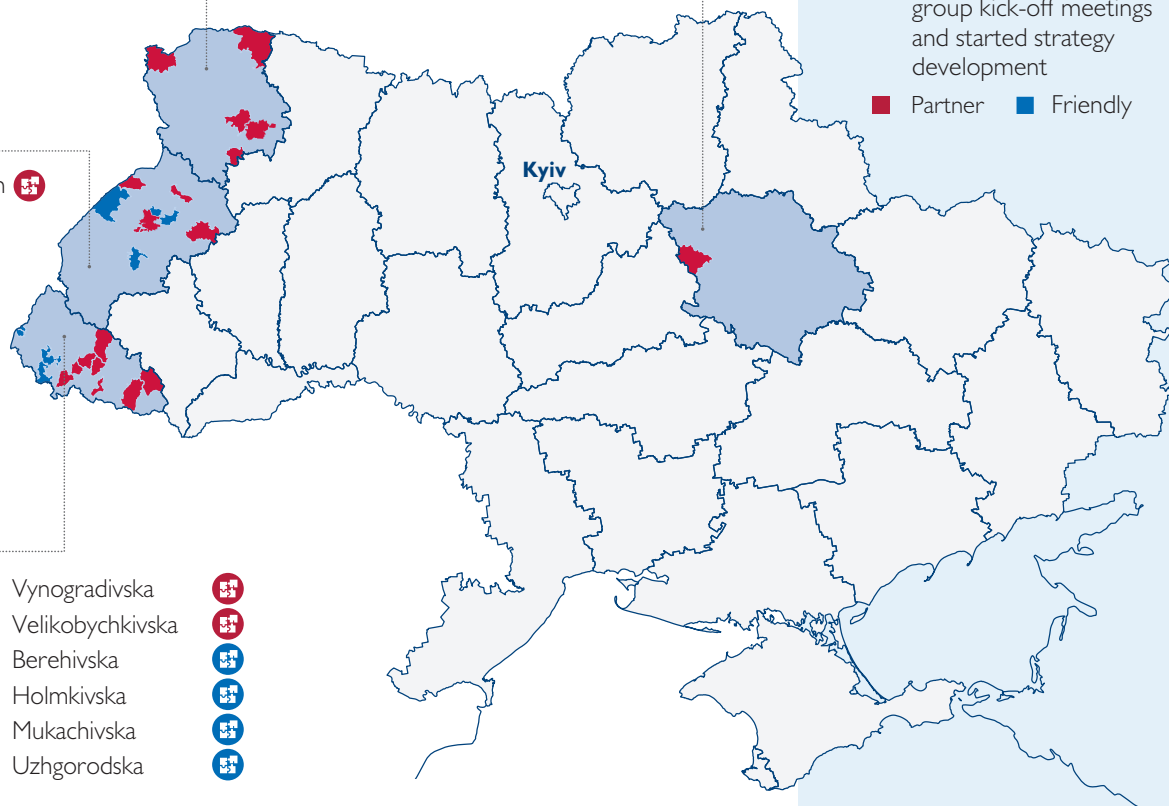
- Lviv Oblast Administration 
- Dobrotvirska 
- Obroshynska 
- Sokilnytska 
- Rava-Ruska 
- Zhovkivska 
- Mykolaivska 
- Novo Yarychivska 
- Kulykivska 
- Yavorivska 

### Zakarpattia Oblast

- |   |  |
|---|--|
| Bilkiivska     | Vynogradivska     |
| Bushynska      | Velikobychkivska  |
| Irshavska      | Berehivska        |
| Horinchivska  | Holmkivska       |
| Mizhirska    | Mukachivska     |
| Polianska    | Uzhgorodska     |

### Poltava Oblast

- Orzhytska 



-  Strategies adopted
-  Conducted working group kick-off meetings and started strategy development
-  Partner
-  Friendly



## WHAT DO USAID HOVERLA ACTIVITY PARTNERS SAY?

“Development strategies of communities, on the one hand, should correspond to the development strategy of the region, and on the other hand, they should reflect the uniqueness of each community. It is important to maintain a balance between the coordination of regional and local interests regarding the spatial development of territories with different purposes—zones for industrial development, nature reserves and recreational

territories, territories for agricultural development—they should not overlap on the same territories. It is also important that the community identifies itself among micro-regions when developing a strategy. Within micro-regions, communities form strategies for cooperation and competition for investors and human resources.”

Vadym Tabakera, Deputy Director of the Department of Economic Policy of the Lviv Oblast Military Administration



## SUCCESS STORY

USAID HOVERLA's efforts to support the development of municipality strategies in Ukraine have yielded positive results. In December 2022, the local councils of the Dobrotvirska and Rava-Ruska communities in Lviv oblast adopted their strategies, which were created with HOVERLA's support and in close cooperation with the Lviv Oblast State Administration (OSA).

Building on this success, HOVERLA is now supporting the development and modernization of 26 more strategies in the Zakarpattia, Volyn, Lviv, and Poltava oblasts. These efforts are being carried out with the active participation of businesses and citizens who have played a critical role in identifying local development priorities.

In response to a request from the Lviv Oblast State Administration, HOVERLA has also started supporting the working group that is modernizing Lviv's regional strategy. Additionally, HOVERLA is assisting eight non-partner communities, referred to as "friendly communities," in the strategic planning process.

These successes demonstrate HOVERLA's commitment to supporting Ukraine's strategic development and building strong partnerships with local governments, businesses, and civil society.



"An important condition for the development of a high-quality local strategy is taking into account public opinion. When citizens participate in strategic planning and propose which challenges to solve first and how to do so, they become co-participants in solving community problems. In this case, every resident of the community can influence the direction of the development of their community, and the decisions made by local authorities will be more effective."

Ivan Ivanusa, Head of Rava-Ruska community,  
Lviv oblast



## PLANS FOR THE FUTURE

In the upcoming months, USAID HOVERLA Activity will continue its support of municipalities with strategic planning. HOVERLA's efforts in developing municipality strategies and action plans aim to assist local governments in establishing a path to reconstruction for Ukraine that upholds the European Union's Charter for Local Self-Governance. This includes ensuring the political, administrative, and financial independence of local authorities.



[hoverlacommunications@dai.com](mailto:hoverlacommunications@dai.com)



USAIDhoverla