





## WELCOMING REMARKS

Dear colleagues, partners, and friends,

The Polaris Programme continues the longstanding support of SALAR International for Ukraine's local self-government. Our goal is to empower hromadas to make efficient decisions, foster transparent governance and promote sustainable development, ensuring active engagement of their residents.



**Susanna Dellans,**

Polaris Programme Team Leader  
SALAR International's Representative in Ukraine

With this visual report we are happy to share the results and achievements of the first year of the Polaris Programme, a programme that provides a strong foundation for Sweden's unwavering support for a democratic, decentralised Ukraine and the development of its hromadas. The Programme's multifaceted approach has proven to be a strength, with its various components working together seamlessly to create meaningful synergies.

This year has also been yet another testament to the extraordinary resilience of Ukrainian hromadas. Every day, we witness the emergence of bold yet realistic decisions, forward-looking visions, and courageous initiatives at the local level. It is an honour for us to work alongside you – not only to share Sweden's experience, but to learn from yours as well.

Each meeting and every joint project reaffirms just how much we can achieve when united by a shared purpose. Partnership is at the core of our Programme, and it is through genuine collaboration – among hromadas, the Governments of Ukraine and Sweden, local government associations, and international initiatives – that meaningful, tangible, and much-needed change becomes possible.

Today, I feel both deeply motivated and grateful. I am proud of the exceptional Polaris team – Ukrainian, and International experts, who work with dedication and inspiration. I am impressed and moved by the determination of local self-government leaders, who, even at the darkest times, never give up but continue seeking new opportunities for their hromadas to thrive.

Ahead lie new challenges – and new opportunities. Ukraine is moving towards our shared European future, and Sweden, through Polaris, will remain a committed partner to hromadas and the government on this journey.

I invite you to explore the Programme's first Visual Report – a reflection of the impact we have achieved together.





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# POLARIS PROGRAMME

## "SUPPORTING MULTILEVEL GOVERNANCE IN UKRAINE" (2024-2028)

is funded by the Government of Sweden through the Swedish International Development Cooperation Agency Sida and implemented by SALAR International, an organisation representing the interests of the Swedish Association of Local and Regional Authorities (SALAR) in international activities.

The Programme aims to provide both short-term and long-term support, focusing on addressing the needs of multilevel governance while simultaneously enhancing the capacity of hromadas to deliver public services and take an active role in the recovery and reconstruction processes, in line with EU accession requirements.

### Spheres of Activity

The Programme offers direct support to hromadas while working closely with national and regional partners to enhance policy coherence for recovery and development.

Cross-cutting issues: **civic engagement, veterans’ policy, gender equality**

- Education
- Starostas’ capacity development
- Administrative services accessibility
- Support for local government associations
- Support for the Parliament
- Fiscal decentralisation
- Locally-led recovery
- Crisis support
- Hromadas international cooperation





# SUPPORT FOR HROMADAS

Institutional support – provided upon a request from hromadas

Trainings

International cooperation

Expert support

Crisis support

Exchange of experience and promotion of best practices

Hromadas can submit requests through the Polaris website for consultations on administrative services accessibility, support for starostas, and education governance. During the reporting period, 354 requests for such support were received.

To inform hromadas about the opportunities for support and development offered by the Programme, a series of information sessions was held in Zhytomyr, Dnipropetrovsk, Ivano-Frankivsk, and Kirovohrad oblasts. These sessions brought together representatives of local governments across the oblasts, as well as regional authorities, contributing to broader outreach and an improved understanding of available support tools and the needs of hromadas.

Polaris also announces open calls for local governments, enabling hromadas to choose priority areas of support. As a result of these calls, cooperation was initiated with 95 hromadas across 22 oblasts in the following areas: education at the local and regional levels, starostas' capacity development, locally-led recovery, prevention and response to domestic violence, local citizens engagement, and support for accessibility of administrative services.

To coordinate efforts and implement systemic reforms, the Programme signed memorandums of cooperation with the Ministry for Communities and Territories Development of Ukraine, the Ministry for Digital Transformation of Ukraine, the Ministry for Education and Science of Ukraine, the National Agency of Ukraine on Civil Service, and the State Agency for Restoration and Infrastructure Development of Ukraine.



# PROGRAMME PARTNER HROMADAS

95 partner hromadas in 22 oblasts:  
44 city, 28 settlement, 23 rural

Spheres of partnerships

- 10 Education at the Local and Regional Levels
- 27 Strengthening the Starosta Institution
- 13 Locally-led Recovery
- 8 Preventing and Combating Domestic Violence
- 10 Local Civic Engagement
- 35 Support for Accessibility of Administrative Services
- 9 Hromadas engaged in multiple spheres

Largest and smallest hromadas  
by area:

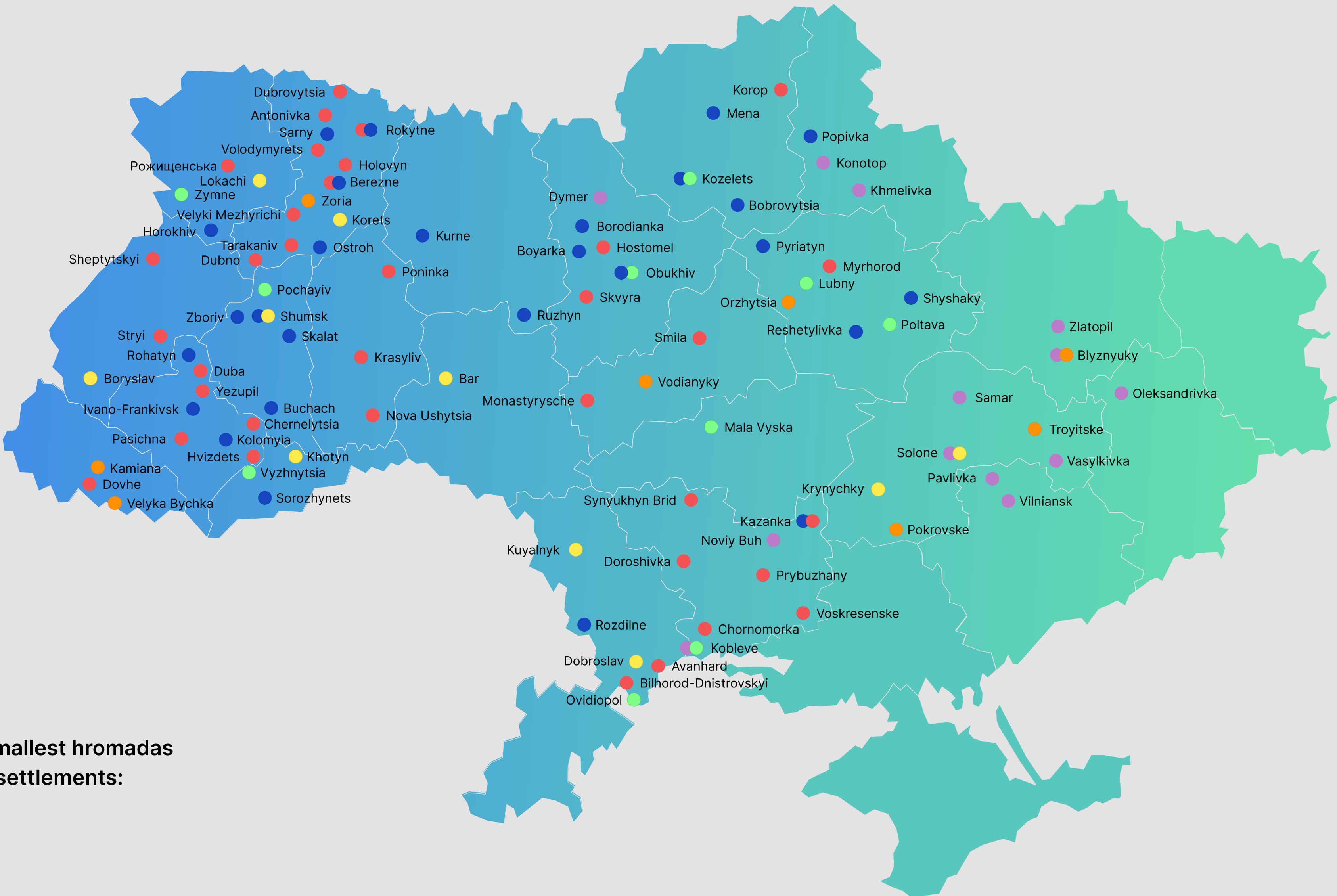
Kolomyia – 1,031.0 km<sup>2</sup>  
Hvizdets – 42.62 km<sup>2</sup>

Largest and smallest hromadas by  
population:

Poltava – 438,000  
Popivka – 3,100

Largest and smallest hromadas  
by number of settlements:

Bar – 70  
Korets – 1





# LOCALLY-LED RECOVERY

## Direction of Action

The newly introduced thematic sphere “Locally-Led Recovery” combines ambitious tasks related to the development and implementation of strategic and spatial planning documents – such as Development Strategies, Integrated Spatial Development Concepts, and Comprehensive Spatial Development Plans – and establishes a methodological and institutional framework grounded in SALAR International’s expertise.

The Locally-Led Recovery team is developing a unique, evidence-based, digital, and scenario-driven approach to hromada recovery, which includes a GIS component and a flexible methodology. This approach ensures active involvement of hromadas and local communities in reconstruction processes, enabling adaptability to changing conditions and offering the potential for scaling across Ukraine.



Meeting of the **Locally-Led Recovery** team with community leaders to discuss needs and agree on further directions for partnership implementation.  
*Samar hromada, Dnipropetrovsk Oblast, July 10, 2025*



Head of the Agency for Reconstruction **Serhii Sukhomlyn** and Team Leader of the Polaris Programme **Susanna Dellans** after signing the Memorandum of Cooperation. *Kyiv, June 17, 2025*



## Key Achievements

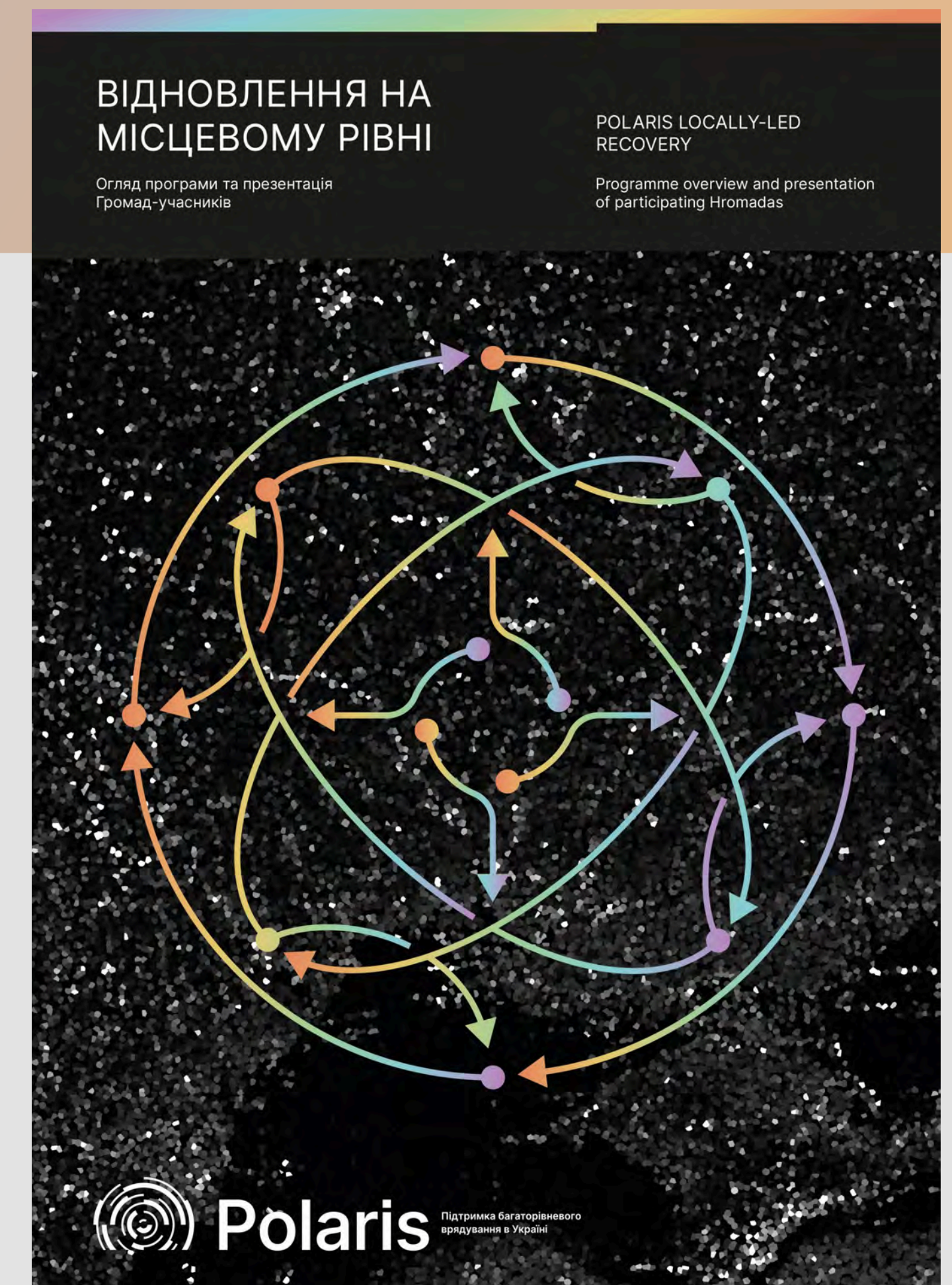
- Following an open call for applications, 121 hromadas from 12 frontline and border oblasts of Ukraine expressed interest in partnering with the Programme. A rigorous, multi-criteria selection process was conducted, involving analytical and qualitative assessments as well as field visits, ensuring a well-founded and transparent selection of 13 hromadas from 7 oblasts. The selection process was carried out in partnership with the Ministry for Communities and Territories Development of Ukraine
- In March 2025, during the “Recovery in Action” conference, the Programme’s approach to working with partner hromadas was publicly presented, and memorandums of cooperation were signed. A team of senior experts in spatial planning, strategic development, and local self-government launched joint efforts to deliver tailored support
- An eight-stage methodology for supporting partner hromadas has been developed, implementation partners were selected to carry out specific tasks and deliverables, and the first working visits have begun
- The first phase of work – including initial data collection, needs assessment, and agreement on further areas of cooperation – has been successfully completed

**The recovery of hromadas after the full-scale war is of strategic importance for Ukraine’s sustainable development.**

The responsibility for creating effective recovery methodologies lies with the Ukrainian professional community, while the strong interest from hromadas, national partners, and leading expert groups – demonstrated by their active participation in the Programme’s tenders for the development of strategic documents – confirms the high level of trust in Polaris



Participants of the conference “Recovery in Action: Evidence-Based Local Planning.”  
Kyiv, March 26, 2025



Brochure on the Polaris approach to recovery and partner communities.  
March 2025





# SUPPORT FOR ADMINISTRATIVE SERVICES ACCESSIBILITY

## Direction of Action

Polaris experts worked to improve the development and accessibility of administrative services in hromadas. Their efforts included supporting the Administrative Service Centres (ASC), including trainings staff, developing digital solutions, providing consultations, and conducting audits. In cooperation with partners, the team strengthened the professional ASC community, facilitated the integration of tax and social services, and prepared analytical and regulatory proposals. The key priorities were inclusivity, sustainability, and responsiveness to the needs of diverse population groups.

## Expert Solutions and Deliverables

- E-service Roadmap for ASC Development
- Pilot project for developing oblast-level ASC networks in Mykolaiv and Rivne oblasts
- Focus group report on integrating tax services into ASCs
- Policy proposals on the integration of tax services into ASCs
- Expert recommendations on the distribution of powers between local self-government and executive authorities

Final meeting of the fifth group of the Training Platform for Administrative Service Centre Heads. Lviv, May 2, 2025



# Key Results

6 500+

ASC staff and hromada leaders trained

200+

tailored consultations on ASC operations provided

224

hromadas applied for partnership with the Programme

80+

individual ASC development roadmaps created

7 ASCs

in 5 oblasts underwent audits that considered gender and veteran-related aspects

35

hromadas became Programme's partners

Policy papers and expert materials have been developed addressing the challenges in service delivery and the integration of high-demand services into ASC

E-service "ASC Development Roadmap"







# CROSS-CUTTING ISSUE: INTEGRATING THE VETERAN PERSPECTIVE INTO LOCAL GOVERNANCE

## The Challenge

The reintegration of veterans is a complex and multidimensional process that remains relevant both during the war and throughout the recovery period. It involves addressing physical and psychological consequences, supporting the well-being of veterans' families, and enabling veterans to fully participate in civilian life.

## Our Approach

- Supporting hromadas in improving service delivery and increasing outreach to veterans, women veterans, and their families
- Strengthening the role and capacity of local self-government in implementing the national strategy and fostering multilevel dialogue on veteran policy
- Enhancing the knowledge and competencies of local government staff who work with veterans and their families





# What We Achieved

- Organised a series of meetings with representatives of the Ministry of Veterans Affairs, the Ministry of Economy, the State Employment Service, oblast military administrations, as well as with Veteran Hub and “Prostir Mozhlyvostei” to align approaches and strengthen Programme support
- Planned activities to integrate veteran perspectives into recovery processes, the provision of administrative services, the work of starosta districts, public information and engagement, and the development of gender policies in the Programme’s partner hromadas, as well as provided expert support to three hromadas
- Co-organised the interregional forum “Veteran Spaces: History. Development. Perspectives” with the All-Ukrainian Association of Hromadas
- Conducted a comprehensive review of expert materials, reports, and studies, and carried out an original survey among hromadas to deepen understanding of their needs and challenges, and develop the programme’s vision for this sphere
- Developed and launched a training series titled “Ethics of Interaction and Communication with Veterans and Their Families” targeting starostas and ASC administrators
- Announced a call for partnership applications with the Programme and received **121 applications from 22 oblasts of Ukraine**

Overview survey on the state of veteran policy in hromadas. April 2025

# Key Support Tools

- Expert consultations and analytical guidance
- Training and capacity-building programmes with a focus on practical skills
- Interregional and regional thematic events (forums, facilitated discussions, working sessions)
- Crisis financial assistance
- Mentorship to support the implementation of recommendations and project-based solutions





# STAROSTA INSTITUTION DEVELOPMENT

## Direction of Action

We are strengthening hromadas' capacity to bring services closer to residents through the institution of the starosta – the representative of local self-government at the community level. This area focuses on the evolving role of the starosta, the practical implementation of their responsibilities, and the development of a professional network.





## Key Results in Numbers

27

partner hromadas from two rounds of selection are receiving support in organising and managing starosta districts

100+

starostas and local government staff participated in training sessions

14

in-person trainings conducted in hromadas

2

expert documents were produced with recommendations on the role of starostas and the organisation of service delivery in rural areas

23

online webinars and 6 in-person trainings conducted on key topics related to the development of the starosta institution

89

hromadas requested expert consultations via the Programme's website

## Expert Deliverables

In cooperation with the Parliamentary Committee on Local Self-Government and the NGO DESPRO, two studies were conducted and presented: “Starosta’s Mandate: Legislative Framework and Practice” (based on 3,700 respondents) and “Oversight Functions of the Starosta” (based on 2,400 respondents)

Supported and participated in the First Forum of Starostas of Ternopil region together with the Verkhovna Rada Committee and the Regional Military Administration





# EDUCATION: NATIONAL LEVEL

## Direction of Action

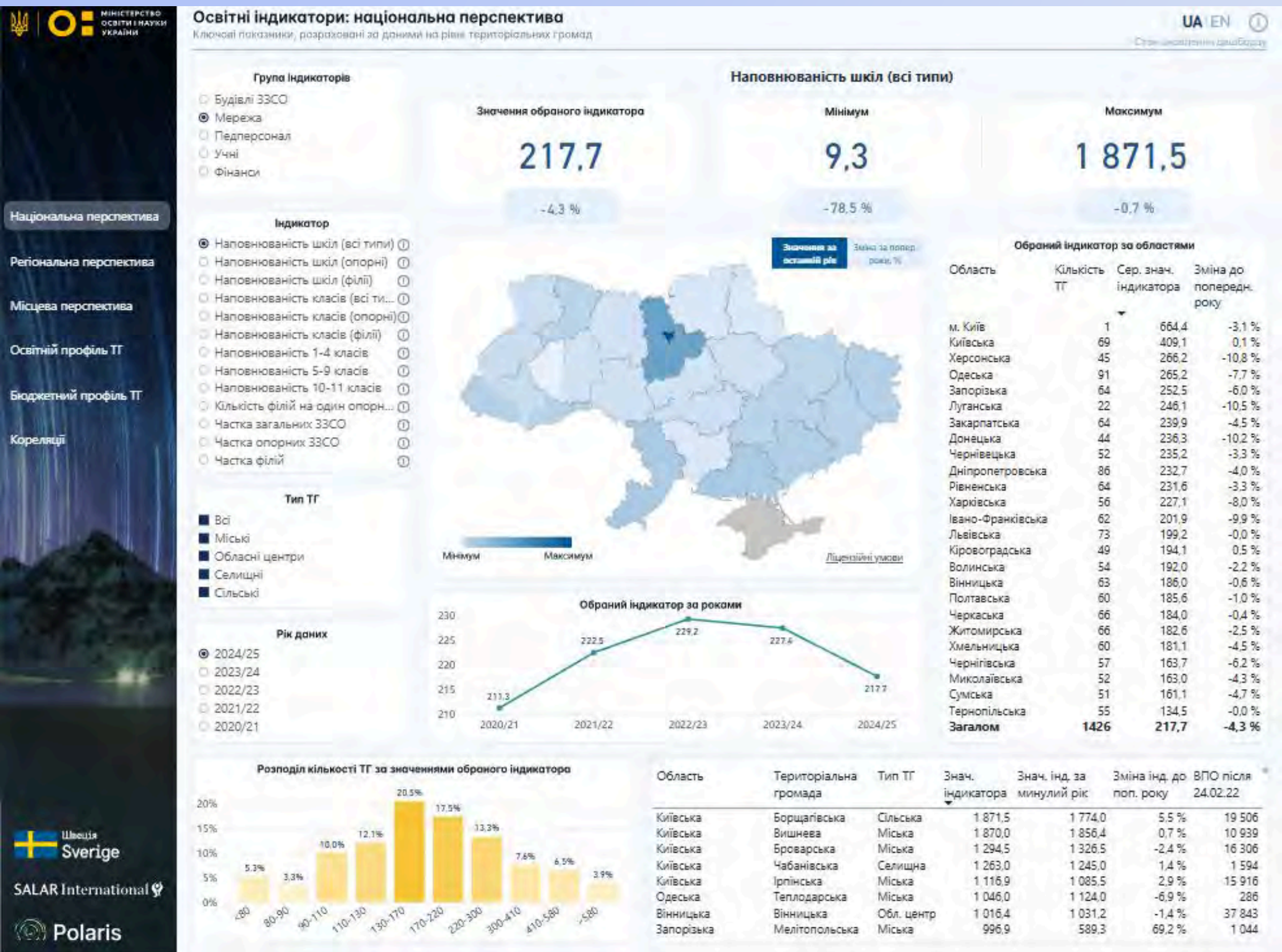
We supported the Ministry of Education and Science of Ukraine (MoES) in strengthening its capacity to make informed decisions on education financing, particularly under wartime conditions. The Programme contributed to enhancing hromadas' understanding of the education subvention formula, improved analytical capacity through the use of digital tools and international best practices, and worked to make education funding more transparent, adaptive, and learner-oriented.



# Key Achievements

- An updated Education Indicators Dashboard was developed and presented, featuring six analytical modules and video tutorials for each. This tool enables analysis of the status and development trends of general secondary education and strengthens data-driven decision-making capacity
- Information briefs on the calculation of the 2025 education subvention for each hromada were developed and printed. These materials promoted funding transparency, improved cooperation with hromadas, and supported the decentralisation of education
- Policy briefs were prepared for the MoES covering the allocation of education subvention from local budgets in exceptional cases, monthly planning, funding for students with special educational needs, class size standards, and norms for distance learning
- A study visit to France was organised for delegations from the Ministry of Education and Science and the Ministry of Finance of Ukraine. The programme focused on approaches to education financing during martial law, statistical data collection methods, and practices related to teacher remuneration
- Support was provided to the newly established Directorate for Strategic Planning and Recovery at the MoES to upgrade equipment for effective work and to deliver training aimed at strengthening the analytical competencies of its staff

Interface of the updated Education Indicators Dashboard



Working meeting with the Ministry of Finance of Ukraine on improving the quality of educational data and approaches to the distribution of the subvention. June 2025





# EDUCATION: LOCAL AND REGIONAL LEVELS

## Direction of Action

We provide systematic support to hromadas and regions in developing effective education governance and the efficient use of resources at the local and regional levels. We pay particular attention to the reform of school networks, the implementation of upper secondary school reform, building communication among education stakeholders to reduce resistance to change, strengthening the resilience of education systems during wartime, and ensuring equitable access to quality educational services for all learners.

## Key Achievements

- Systematic and methodological support to 10 partner hromadas in forming effective school networks and implementing the upper secondary school reform, including educational network planning, profiling, and capacity-building for education management at the school, hromada, and regional levels
- Continued cooperation with the Ministry of Education and Science and local government associations to ensure access to education for learners in temporarily occupied, de-occupied, and frontline territories of Ukraine, as well as those abroad.
- Delivery of open webinars on high-demand topics
- Dissemination of best nationwide practices for education reform
- Publication of the updated methodological manual "Upper Profiled School: Steps Towards Establishment, Version 2.0", a key tool for education managers and school principals
- Development of methodological and practical tools for conducting dialogue-based meetings within hromadas



Participants of the forum "New Ukrainian School: Educational Horizons of the Lubny Hromada." Lubny, Poltava Oblast, May 22, 2025



Results in  
Numbers

2

educational retreats for leadership teams and education managers to strengthen their competencies in strategic management and reform implementation

60+

working meetings held in offline, online, and hybrid formats in hromadas – enabling prompt response to local needs and contributing to practical problem-solving

5

interregional forums to promote experience-sharing among education professionals from partner hromadas

6

online webinars attracting over 6,500 participants from across Ukraine



Participants of the forum "New Ukrainian School: Educational Horizons of the Lubny Hromada," Lubny, Poltava Oblast, May 22, 2025



# АНАЛІТИЧНА ДОВІДКА

ЗА РЕЗУЛЬТАТАМИ ПРОВЕДЕНОГО ОПИТУВАННЯ ОСВІТНІХ СТЕЙКХОЛДЕРІВ ОКУПОВАНИХ, ДЕОКУПОВАНИХ ТА ПРИФРОНТОВИХ ТЕРИТОРІЙ



Expert study on the state of the educational process in temporarily occupied, frontline, and de-occupied hromadas. December 2025





# CROSS-CUTTING ISSUE: GENDER EQUALITY

## The Challenge

Promoting gender equality at the local level remains challenging, as the impact of war further strains resources and exacerbates inequalities, and it is sometimes seen as politicised or externally imposed. At the same time, there is a need to raise awareness and to develop the skills and resources required to address gender equality and prevent gender-based violence in hromadas.

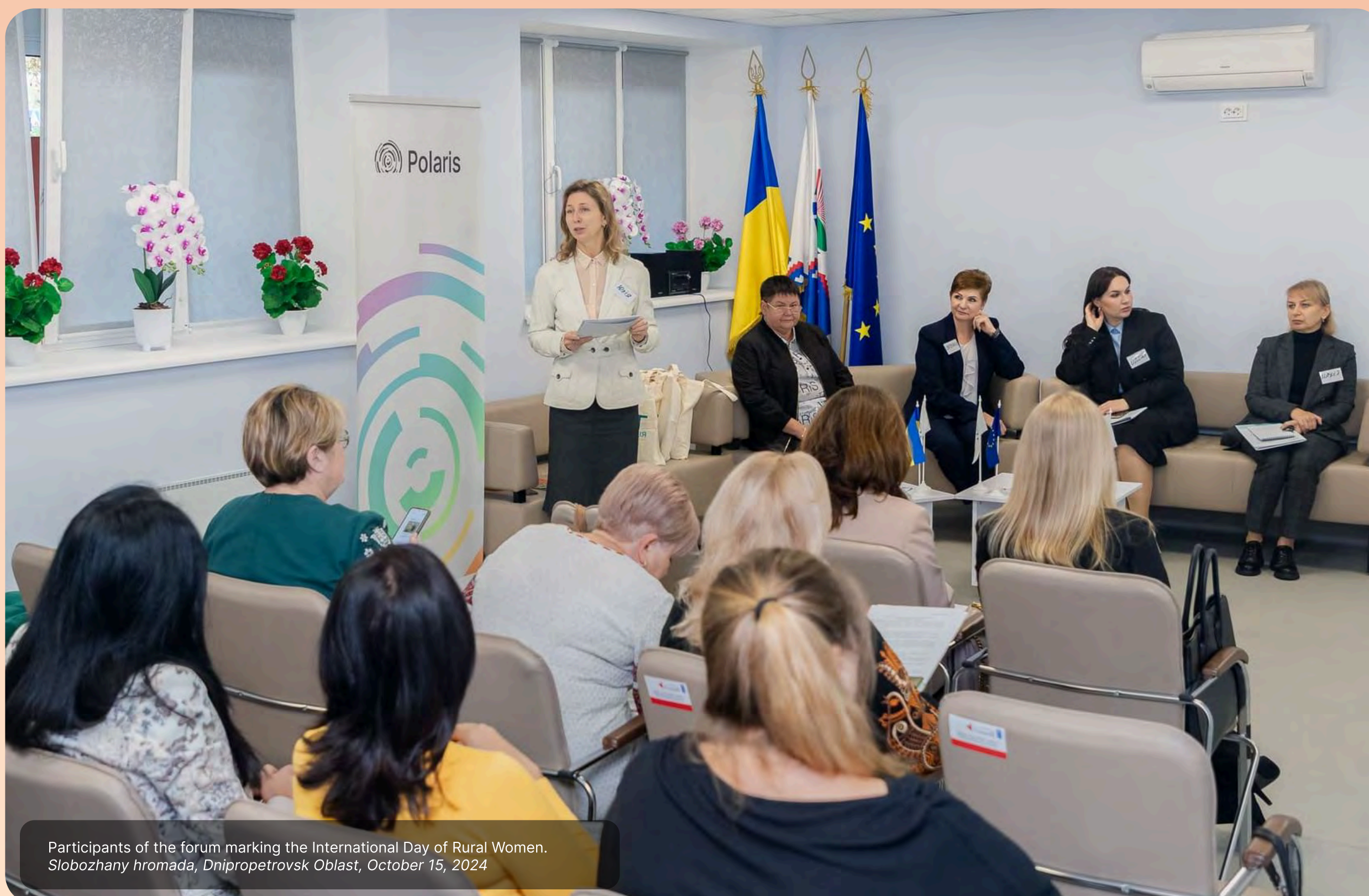
## Our Approach

Our approach is adaptive and focused on supporting local government leadership and staff in applying gender-sensitive practices. It is grounded in human rights, equality, non-discrimination, and participation principles that are embedded throughout all programme materials.

### In our work, we strive to:

- Clarify that gender mainstreaming = better governance
- Highlight the experience of hromadas already taking action
- Show that every official can address the diverse needs of women and men
- Emphasise the human dimension of results

We take into account the unique context of each hromada, while consistently upholding the principles of dignity, transparency, and inclusiveness



Participants of the forum marking the International Day of Rural Women.  
Slobozhany hromada, Dnipropetrovsk Oblast, October 15, 2024



## What We've Achieved

- 8 hromadas have launched partnerships with the Programme to address and prevent domestic violence
- Supported the accession of the All-Ukrainian Association of Hromadas to the Alliance for Gender-Responsive and Inclusive Recovery of Ukraine
- Trainings for local self-government representatives, Administrative Service Centre staff, education managers, and starostas are regularly conducted in cooperation with other programme components and relevant central government bodies
- In partnership with the “Support to Associations” component, gender equality has been integrated into recommendations for the development of local government associations
- A national forum of associations was held on “The Role of Women in Local Self-Government”







# SUPPORT TO LOCAL GOVERNMENT ASSOCIATIONS

## Direction of Action

We worked to enhance the role of democratic, membership-based associations of local self-government bodies as key drivers of Ukraine's recovery and European integration. Our efforts focused on consolidating their positions on priority issues, building institutional capacity, and fostering effective dialogue between hromadas and authorities at all levels. This work was carried out through consistent support aimed at strengthening the organisational capacity of associations, delivering training centred on the Programme's thematic priorities, and addressing the current challenges facing local self-government.



Signing of Memorandums of Cooperation with three national associations of local self-government. Kyiv, March 27, 2025



General Assembly of the Ukrainian Association of District and Regional Councils with support from Polaris. Kyiv, June 6, 2025



## Key Achievements

- Signed memoranda of cooperation with three nationwide local government associations — the All-Ukrainian Association of United Territorial Communities, the All-Ukrainian Association of Hromadas, and the Ukrainian Association of Rayon and Oblast Councils — to strengthen democratic membership culture, promote consolidation, and foster multilevel dialogue
- Organised a series of interregional forums with members of the All-Ukrainian Association of United Territorial Communities to build hromadas' capacities and support dialogue with regional authorities
- Together with the Programme's expert teams, conducted 12 regional events for representatives of over 800 members of local government associations on topics including education, accessibility of administrative services, veteran policy development, gender equality, and inclusion

- Held Ukraine's first-ever Forum of Regional Associations, resulting in the adoption of a resolution on the role of regional self-government within the multilevel governance system and an agreement on further cooperation to develop a nationwide network of regional associations
- Convened three policy dialogue platforms for political leaders and leadership of national associations, focusing on public investment and gender-responsive budgeting, education, service accessibility, and veteran policy at the local level
- Conducted three trainings for board members of associations to strengthen their institutional and organisational capacity
- In partnership with the Cities4Cities team, facilitated the participation of leadership and political representatives from four national associations at the Cities Forum in Krakow — a flagship European Commission event dedicated to municipal development







# INTERNATIONAL MUNICIPAL COOPERATION

## Direction of Action

The international cooperation track of the Polaris Programme is implemented through Cities4Cities – an initiative launched in 2022 with the support of SALAR International to help hromadas establish intermunicipal partnerships across the globe.

## Key support instruments

- Participation in forums, training events, and visits to EU countries
- Support in developing online courses on European integration and project management
- Thematic events on international communication and joint project development
- Engagement of local government associations in European institutions and initiatives
- Launch of grant support for Ukrainian hromadas to implement joint projects with Swedish municipalities



Participants of the Swedish-Ukrainian Municipal Partnership Forum.  
Stockholm, Sweden, May 20, 2025



## Key Achievements

- Established 19 new partnerships between Ukrainian and European hromadas, with three more in progress
- In May 2025, the Second Swedish-Ukrainian Municipal Partnership Forum took place in Lidingö, Sweden, featuring participation from 13 pairs of hromadas from Ukraine and Sweden
- Over 1,000 local government representatives began training on the online course “European Integration: Impact and Opportunities for Hromadas” on the Cities4Cities Academy platform, with 33% having successfully completed the course
- Held 12 thematic online sessions “Fridays with Cities4Cities” to develop competencies in international cooperation
- Organised the Ideas Residence seminars in Lviv for experience-sharing, attended by 60 hromada representatives, including 20 young municipal professionals
- Facilitated the participation of hromada heads in the Cities Forum (Krakow) and the Ukraine Recovery Conference (Rome). During the Rome conference, Cities4Cities moderated a discussion on the role of municipalities in resilience, cohesion, and European integration

1. **Uppsala** (Sweden) – **Lviv** (Ukraine)
2. **Danderyd** (Sweden) – **Chuhuiv** (Ukraine)
3. **Eslöv** (Sweden) – **Khotyn** (Ukraine)
4. **Gotland** (Sweden) – **Beryslav** (Ukraine)
5. **Kristianstad** (Sweden) – **Uman** (Ukraine)
6. **Luleå** (Sweden) – **Ivano-Frankivsk** (Ukraine)
7. **Örebro** (Sweden) – **Kharkiv** (Ukraine)
8. **Vänersborg** (Sweden) – **Yampil** (Ukraine)
9. **Château-Thierry** (France) – **Chuhuiv** (Ukraine)
10. **Vallauris** (France) – **Opishnia** (Ukraine)
11. **Marigny-le-Châtel** (France) – **Nosivka** (Ukraine)
12. **Morée** (France) – **Pokrovsk** (Ukraine)
13. **Béziers** (France) – **Verkhovtseve** (Ukraine)
14. **Kassel** (Germany) – **Zhytomyr** (Ukraine)
15. **Bad Oldesloe** (Germany) – **Dniprorudne** (Ukraine)
16. **Perugia** (Italy) – **Chernivtsi** (Ukraine)
17. **Bari** (Italy) – **Dniprorudne** (Ukraine)
18. **Medicina** (Italy) – **Uman** (Ukraine)
19. **Akershus** (Norway) – **Poltava** (Ukraine)





# CROSS-CUTTING ISSUE: CITIZENS ENGAGEMENT

## Challenge

Informing residents, gathering feedback, and involving the hromada in decision-making are essential components of every area of local self-government activity. However, hromadas face a number of systemic challenges along the way – including a lack of institutional frameworks, insufficient resources, and limited relevant skills.

## Our Approach

We combine open training events for local government representatives with a tailored approach to working with partner hromadas. Our goal is to provide both foundational capacity building in communication, feedback, and engagement, and targeted expert support.



Participants of the interregional forum "On the Laws of People's Power."  
Velyka Dalnytsia hromada, Odesa Oblast, March 14, 2025

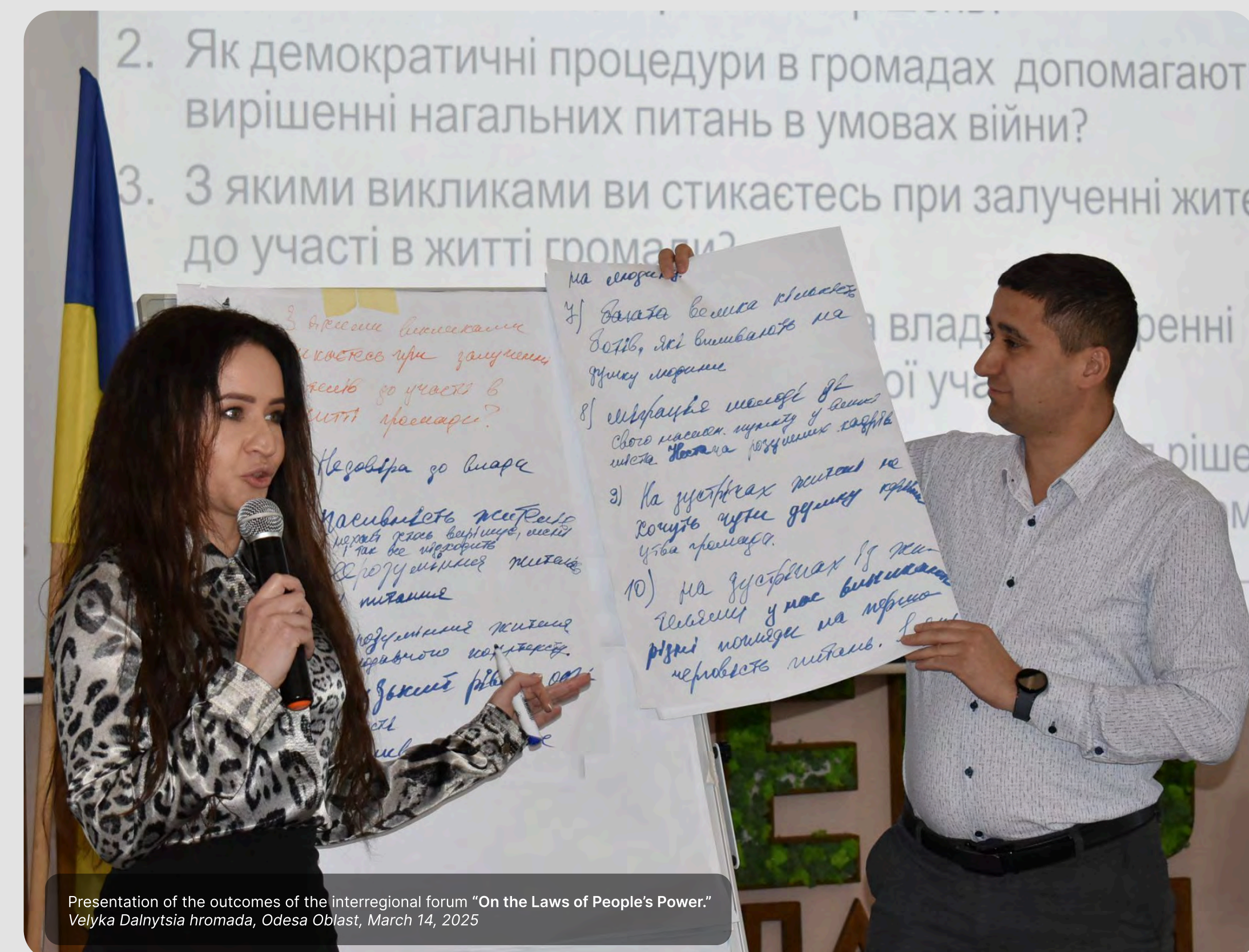


## What We Have Achieved

- 10 hromadas have launched partnerships with the Polaris Programme in the area of public communication and engagement, with memorandums signed and individual cooperation roadmaps developed
- Public consultation has begun on the Model Territorial Hromada Charter – a key tool for enabling resident participation in decision-making
- Collaboration has been strengthened with other thematic areas of the Programme – including education, ASCs, intermunicipal cooperation, and citizens engagement – to integrate communication approaches across all areas of local governance
- Over 20 open training events have been held for nearly 800 participants – including local government officials, ASC staff, education sector professionals, communication specialists, starostas, and CSO representatives
- 3 audits of communication strategy have been conducted in hromadas, with analytical recommendations provided to strengthen information sharing and public engagement

## Key Support Tools

- Practical trainings and thematic sessions
- Individual support for partner hromadas
- Audit of communication strategy and citizens engagement policy
- Online and offline training for target groups
- Drafting and discussing model documents – including launching public consultations on a Model Hromada Charter and adapting tools to local contexts
- Facilitated interregional dialogues – such as forums, presentations, and cross-sectoral meetings on participation, inclusion, and collaboration with CSOs
- Public communication and visual tools – including training on mobile video production, content creation, and inclusive communication approaches





# FISCAL DECENTRALISATION

## Direction of Action

We provided expert and analytical support for the reform of the personal income tax (PIT) allocation system based on the taxpayer's place of residence. We contributed to strengthening hromadas' financial capacity by improving approaches to managing their revenues. Our work focused on enhancing decentralisation policies, supporting PIT reforms, managing public investments, and optimising multilevel governance. This included active dialogue with central government bodies and local government associations to ensure coordinated actions and broad stakeholder engagement, keeping reform implementation transparent, coherent, and aimed at sustainable local self-government development.



Meeting of Polaris Programme experts with the leadership of the Ternopil Oblast Military Administration. January 17, 2025



Participants of the roundtable on the administration of local taxes and fees. Slobozhanske hromada, Dnipropetrovsk Oblast, February 2025



# Key Achievements

Strengthened hromadas’ involvement in the administration of local taxes and fees through participation in working groups, webinars, and development of proposals for legislative and regulatory acts

Provided regular expert support to the Ministry for Development regarding the execution of local budgets and amendments to budget legislation

Conducted a joint study with the U-LEAD with Europe Programme on the impact of the new PIT crediting system and presented its findings to key stakeholders at public events

Prepared and submitted proposals to central authorities for amendments to budget and tax legislation, reflecting the needs and interests of local hromadas

Supported hromadas in implementing the public investment management reform by organising a series of webinars for local government officials responsible for financial and investment activities, as well as meetings for hromada leadership and political association leaders

Established close cooperation with national and international partners to coordinate efforts and avoid duplication in reform work

Updated the hromada financial capacity dashboard and introduced its regular monitoring to enhance the effectiveness and transparency of management decisions at all governance levels

## Selected analytical materials and expert outputs from the “Fiscal Decentralisation” team



## A sample page from the “Territorial Hromada Capacity Assessment” dashboard







# SWEDISH SUPPORT: SIDA AND SALAR



[www.sida.se](http://www.sida.se)

Sida — The Swedish International Development Cooperation Agency. It is a government agency that, on behalf of the Swedish government and parliament, works to improve the living conditions of people living in poverty and facing oppression around the world. Sida's activities are funded by Swedish taxpayers.

Sida has been active in Ukraine since 1998, supporting reform implementation, independent media development, strengthening civil society, environmental protection, and energy security. Since the onset of the full-scale Russian invasion, its long-term assistance has been reoriented towards the restoration of critical infrastructure, economic development, and humanitarian response.



[www.skr.se](http://www.skr.se)

SALAR — The Swedish Association of Local Authorities and Regions represents all 290 municipalities and 21 regions in Sweden. As a national association, SALAR works to strengthen local democracy, improve the quality of public services, and reinforce local self-government. SALAR actively contributes to policy development, provides advisory support to its members, and advocates for local authorities' interests at both national and international levels. The organisation also promotes international cooperation in local governance and participates in global programmes aimed at developing democratic, effective, and accountable institutions in partner countries through its subsidiary, SALAR International.





# VISUAL REPORT

June 2024 – July 2025

This publication was prepared within the framework of the Swedish-Ukrainian Polaris Programme Supporting Multilevel Governance in Ukraine. The Programme is funded by the Government of Sweden through the Swedish International Development Cooperation Agency (Sida) and implemented by SALAR International – a part of the Swedish Association of Local Authorities and Regions (SALAR), which represents the association in international activities.

[polaris.org.ua](https://polaris.org.ua)

[facebook.com/polarisprogramme](https://facebook.com/polarisprogramme)

Cover photo: Meeting of the Locally-Led Recovery team with community leaders to discuss needs and agree on further directions for partnership implementation.  
*Samar hromada, Dnipropetrovsk Oblast, July 10, 2025.*

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