

## SEMINAR PROCEEDINGS



# Supporting Decentralisation in Ukraine: Public Service Delivery at the Local Level: The Case of Poland

**Monday 25 September 2017**

Lublin Conference Centre,  
Grottgera Street, 2  
Lublin, Poland

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## ■ THE PROJECT: SUPPORTING DECENTRALISATION IN UKRAINE

The OECD project will run until June 2018 with the aim of helping the Ukrainian authorities implement their decentralisation reforms and strengthen the institutions of public governance at national and subnational levels across the country. It is jointly implemented by the OECD Regional Development Policy Committee and the Eurasia Competitiveness Programme, in close collaboration with the Government of Ukraine. The project is **co-financed by the European Union, and the governments of the Czech Republic, Flanders (Belgium), and Poland.**

## SEMINAR PROCEEDINGS

### ■ Overview

This capacity-building seminar presented good practices and policy approaches to support better public service delivery at local levels, drawing from the experience of Poland. It looked at vertical co-ordination mechanisms for effective public service delivery at city and hromada levels. Case studies on the transport and waste management sectors showed how Poland has decentralised resources responsibilities and tasks to the local level.

The seminar was the fifth in a series held over the course of the project Supporting Decentralisation in Ukraine. It was organised in the context of the [Eastern Europe Initiative Congress](#) which focuses on, among other issues, the challenges of rural and urban development. The seminar gathered regional and municipal-level policy makers from Lviv Oblast Administration and Lviv City Council, as well as representatives of the Association of Newly Amalgamated Communities and the Association of Ukrainian Cities.

### ■ Key findings

- Introduction of the citizen-centred approach to public service delivery is a key element of effective decentralisation. It supports local government and citizens' co-production of services that meet the real needs of the population and strengthens the basis for efficient and high-quality services provision.
- When elaborating regional development strategies it is important to take into consideration such factors as demographic changes in the region, the local economic and social context, the region's financial resources and potential to make the strategy and programme documents realistic and efficient.
- Development by the central government of a unified monitoring system of public service delivery and the introduction of a financing system that allows for a better distribution of resources and that can substantially contribute to a better public service delivery at the local level.
- Inclusive and context-specific strategic planning in the transport and waste management sectors is fundamental for ensuring high-quality services in these areas.
- When organising public transport at the local level the local authorities should have regulatory power in terms of service-standards setting and monitoring, and be able to influence the operator's itinerary and timetable in order to ensure the most convenient logistics and avoid overload of certain roads and bus stations.
- Public-private partnerships and inter-municipal co-operation can be efficient tools for delivering waste management services at the local level, taking into account the high costs of waste treatment utilities and difficulties connected to the installation's maintenance.
- The Polish experience in decentralisation is particularly instructive for Ukraine due to the similar historic and cultural context of the reform and in terms of the proposed practical solutions to the challenges Ukraine is presently facing. Further technical Polish-Ukrainian co-operation on public service delivery at the local level can contribute to the establishment of a more efficient public service delivery system.

## ■ Opening remarks and introduction

The seminar was moderated by **Ms. Gabriela Miranda**, Country Manager for Ukraine, OECD Eurasia Division. Ms. Miranda recalled the aims of the project on *Supporting Decentralisation in Ukraine* that brings analytical and capacity building support to Ukraine and provides a platform for dialogue and sharing of international experience. Opening remarks were delivered by **Mr. William Thompson**, Head of OECD Eurasia Division, and two representatives from the Ministry of Foreign Affairs of Poland, namely **Mr. Maciej Fałkowski**, Deputy Director of Economic Cooperation Department, and **Mr. Marek Kuberski**, Deputy Director of Department of Development Cooperation. Mr. William Thompson thanked the ministry, organizers of Eastern Europe Initiative Congress and Lublin authorities for their support in organisation of the seminar and underlined the importance of Poland's decentralisation process. He stressed the importance of the outcomes of the seminar to the Ukrainian decentralisation agenda. He also noted that decentralisation was one of the main recommendations of the *OECD Territorial Review of Ukraine 2014* and that it is not only about the political power but also about the provision of services at the local level. Mr. Marek Kuberski also welcomed participants and panellists, underlined the readiness of the Polish government to assist Ukraine in its decentralisation reform agenda, Ukraine being one of the top priorities of Polish government in the area of development of cooperation. He noted that decentralisation presents an important chance for Ukraine to bring about sustainable development, address regional disparities and consolidate other reforms through the local government empowerment. Mr. Maciej Fałkowski stressed the importance of Ukrainian-Polish exchange of experiences drawing from the Lublin city and region's 25-year history of decentralisation. He stressed once again that Ukraine has been and remains among priorities of the Polish government for many reasons (e.g. geographic position, common history, goals and challenges, and the shared responsibility for the Eastern European region) and that the bottom-up approach to governance is the key to a stronger and more prosperous Ukraine.

## ■ Session 1: Delivering effective public services at local levels.

**Ms. Maria-Varinia Michalun**, Project Manager, OECD Regional Development Policy Division, delivered a presentation that focused on a **citizen-centred approach to public service delivery**. Ms. Michalun stressed the importance of reconsidering the approaches to public service system and highlighted the need to pass **from a supply-driven to a demand-driven model of public service delivery** that puts citizen in the centre of the system. The example of city of Kuopio, Finland, showed how the sectors of public service can be reclassified to meet the needs of its citizens and how services are organised according to the life cycle and need-based categories to make them more accessible to citizens. Ms. Michalun continued introducing a **5C's approach** to putting the citizen in the centre of the system to ensure a bottom-up approach to service delivery that implies co-producing services with citizens. The 5C's refer to *consulting* which involves citizens through surveys and public meetings; *co-commissioning* that suggests public sector organisations working with citizens and other public service users to identify, prioritise and finance public outcomes; *co-design* implying citizen engagement in designing better public services or effective community initiatives to solve issues that resist resolution ('wicked issues'); *co-delivery* that suggests joint action of public sector and citizens to improve services outcomes; and *co-assessment* where public service providers work with citizens as monitors and evaluators of public service quality and outcomes. Overall, the 5C's approach allows for building more citizen centred services, enhancing participatory practices, boosting service innovation, transparency and accountability. Ms. Michalun also presented the **OECD Serving Citizens Framework** that is a self-assessment tool based on three pillars: access, responsiveness and quality of services allowing for evaluation of the city or community performance in public service delivery. Public service delivery is one of the key elements of good governance as it affects greatly citizen trust in public institutions and their satisfaction with government at all levels. Thus, the direct experience of citizens with front-line public services such as health care, education, transport, justice, employment, tax administration, etc., is then reflected in their assessment of the public institutions providing these services.

**Ms. Małgorzata Lublińska**, Delegate of Poland to the OECD Regional Development Policy Committee and Expert of the Department of Macroeconomic Dimension and Department of Development Strategy from the Ministry of Development of Poland then took the floor and presented **the central government point of view on the mechanisms of improvement of public services at the local level**. Ms. Lublińska noted that **demographic changes** throughout Poland are among the main challenges for public service delivery. According to Poland's Central Statistics Office, by 2030 the population of communities with less than 1000 people will decline by 10% (mostly in north-eastern Poland) while the overall decrease of population in Poland is expected to stand at 5% by that time. Other challenges for service delivery include **poor local strategic planning** that does not take into account the financial forecasts and spatial plans; a lack of citizen engagement and open public consultations; the structure of local finances that makes communities very dependent on structural grants and subsidies as they have reduced or limited own revenues; legal solutions such as a strict sector law structured around a one-size-fits-all concept that considerably limits the full implementation of a citizen-oriented public service system failing to take into account local social and economic conditions; and absence of a legal forum to encourage co-operation between local governments due to the law on inter-municipal co-operation that provides for co-operation on project planning between communities, but not on project implementation. Ms. Lublińska elaborated then on the **solutions the central government of Poland proposed** to address the above-mentioned issues. One of the solutions is strengthening the role of strategic planning at the local and regional level (e.g. central government adopted the mid-term strategy for Responsible Development till 2030; identification of functional areas on the basis of common interest in delivery of certain public services; enhancing citizen and stakeholder involvement in elaborating and implementing public services; boosting horizontal and vertical co-operation with neighbouring units of local government; introducing new requirements towards local strategies that would be correlated with spatial planning in order to increase the investment attraction. Another solution is the **development of a monitoring system of public services** that is to be jointly implemented by Central Statistics Office, Ministry of Regional Development, Ministry of Interior and the Association of Polish Cities. It aims to create a unified system of monitoring of public services quality both at the national and local levels. The last solution proposed by the Polish government is to **introduce the rational system of financing of public services provision** that would include the following measures: changing the local self-government finance mechanism, keeping finances at the local level rather than transferring them to the centre for redistribution; introducing pilot projects of impact bonds (e.g. local government does not pay for the services during three years and if the set objectives are attained by the company by the end of the contract, the government reimburses the money to investor); assessing local needs and income potential; setting standards for certain services; creating special intervention areas (e.g. Programme for medium towns losing their social and economic functions in the framework of the state Strategy for Responsible Development). Ms. Lublińska also stressed that the Ministry for Economic Development is the one responsible for co-ordinating the development of regional, spatial and cohesion policies in Poland through the available strategic documents, inter-ministerial co-ordination mechanisms, management programmes and efficient monitoring, evaluation and reporting on the public service delivery.

## ■ Session 2: Improving local mobility through more effective transport and transport infrastructure at local levels.

In session two **Mr. Michał Kwiatkowski**, Head of Unit, Department of Transport Strategy International Cooperation, Ministry of Infrastructure and Construction of Poland, **presented the transportation development planning system at national level**. Mr. Kwiatkowski noted that the Strategy for Responsible Development till 2020 (with perspective till 2030) is the government's major tool to ensure high quality transport infrastructure and service. It was adopted upon large public consultations at the national, regional and local levels (1 800 comments from 250 institutions) and is the basis for elaboration of Transport Development Strategy and other sector programmes. The Transport Development Strategy (TDS) till 2020 (with perspective till 2030) is a mid-term planning document adopted upon public consultations (more than 750 comments submitted) in 2013 and that aims to increase accessibility and improve safety and efficiency in the transport sector through the creation of a coherent, sustainable and user friendly transport system. To

attain this goal it sets two main objectives: creation of integrated transport system and ensuring the smooth functioning of transport markets and efficient transport systems. The TDS is sector-specific and also comprises all the logistics and urban mobility elements. Among the elaborated sector programmes, the **National Railway Programme** is a priority for the government and aims at strengthening the role of the railway transport at national and international levels. It is to be financed by funds from EU (61%), Poland (31%), PKP Railway Company (1%) and other sources (6%) and the expected outcomes include 160km/h railway lines. Another major project is the development of the Trans European Transport Network (TEN-T) in Poland. TEN-T presents a set of most important road, rail, air and water transport network in the EU. The shape of the network was consulted with regional governments and agreed upon by the Polish government and EU Commission. The TEN-T network is planned to be extended to the Eastern Partnership Countries (Ukraine, Moldova, Belarus) upon the vote at the Eastern Partnership Summit in November 2017. Mr. Kwiatkowski also briefly presented the National Urban Strategy that is to be implemented at the local level. The Strategy suggests a **new approach to the urban mobility planning** and focuses on the accessibility of transport, improvement of its effectiveness, comfort and safety, attractiveness of urban environment, impact on the quality of life, and reduction of the negative impacts on environment and society. The Sustainable Urban Mobility Plan has been developed as is a prerequisite to the Urban Mobility Plan. It provides for citizen-centred approach to transport service provision, involvement of the relevant stakeholders, setting of the cost-efficient goals, inter-disciplinary planning mechanisms, puts greater emphasis on efficiency and optimisation of transport system, etc.

**Mr. Michał Wolański**, PhD, Department of Transport, Warsaw School of Economics continued the presentation of transport policy in Poland and elaborated on **the division of responsibilities in transport service delivery between different levels of local government**. Mr. Wolański explained that municipalities (*gminas*), counties (*poviats*), and regions (*voivodships*) in Poland are all responsible for management of communal/country/regional roads as well as for licencing and contracting the respective public transport services. Other responsibilities of communes include **provision of school transport**, while counties are in charge of the entire road networks in case of cities-counties such as Lublin, and regions are responsible for selected railway lines and managing the EU co-funded regional operational programmes. The national government is therefore managing national road and railway network, is in charge of licencing and contracting of countrywide transport services (especially rail), and managing of countrywide EU co-funded operational programmes. When going into details on the school transport provision by the communes, Mr. Wolański noted that it is their **statutory duty** and quite challenging to fulfil. There are four options available to *gminas* in this respect. The first is in-house provision of school transport services which requires a commune to own a bus and employ a driver. Mr. Wolański remarked that even though this option seems to be very tempting it can result in unstable or low quality service provision (e.g. lack of qualified drivers, difficulties related to driver's replacement in case of illness etc.). The second option is to outsource services by holding a tender and choosing the company to provide school transport services. However, experience showed that the quality of services in this case was not as high as expected. The third option is the purchase of public transport tickets by the commune and the tickets tender among transport operators. The last option is to refund the public transport tickets to the citizens that purchased tickets from operator directly. Mr. Wolański noted that there is no ideal variant but the solution is context-specific and combines several options (e.g. Brwinów). One of the major issues in Poland on transport service provision is **rural transport**. Mr. Wolański explained that no minimum standards are set for this type of transport and it is provided according to the free-market laws. However, three models can be considered by the local governments: public service only, free-market provision of service, and the free-market provision with the extended power of public authorities, which is one of the most viable options for the moment. Local governments can co-operate in transport provision through existing regional public transport associations and public transport integrators but also via contracting of selected roads, public transport, and tickets between local authorities and associations/private sector. Mr. Wolański also elaborated on the **financing of the local transport**. He noted that the main tool is the statutory discount compensation for extra-urban bus and rail. However, this regulation does not extend on the urban transport, the system of discounts varying greatly and no maximum fares being set. Other tools for financing are investment ventures. Mr. Wolański stressed that most



operational expenses are funded by the local authorities, so the local governments have to consider thoughtfully how to distribute the available finances. The study cases from Warsaw and Lublin on transport provision were illustrative of the existing system of public service and its challenges in Poland. To conclude the presentation, Mr. Wolański outlined some major ways to improve public service delivery in Poland, which include prioritising the operations and not the investment, outsourcing services to the private sector, reforming the rural bus system, and replacing the discount-based financing with service-based contracts.

The discussions included the possible **ways to more effectively organise transport in Ukraine**, which is currently quite deregulated due to multiple private operators that provide low-quality services. The Polish counterparts suggested employing existing transport companies as sub-contractors of the cities for the service provision. In this case, the local authorities have to possess large regulatory powers in terms of setting of service standards, timetables, etc. for the operators and the communes should have tools to regulate the whole transport network dividing it into lots destined for specific operators. Another recommendation concerned introducing integrated system of transport service financing (e.g. the user creates a monthly ticket account and the money goes directly to the transport operator). When discussing the issue of **transport service delivery outside the boundaries of a certain city or municipality**, it was explained that in Poland there are two major ways to organise the inter-city/municipality/county/region transportation. The legal solution consists in local governments limiting the number of terminals accessible to other (rural, regional) buses or in setting minimum prices for the private buses to carry people longer distances. The practical solution suggests that the two administrative entities concerned should sign a contract and create common transport network. However, in this case other problems arise, such as differences in the needs of cities and municipalities in terms of transportation, in rural and urban carriers' operation conditions. As to the **creation of incentives for inter-municipal co-operation on the transport issues**, it was noted that the competition between the municipalities for contracts with cities and each other is the main driver of the co-operation mechanism.

### ■ Session 3: Enhancing waste management at the local level: challenges and best practices for delivering high quality service.

The issue of delivering waste management services at the local level in Poland was covered by **Mr. Artur Modrzejewski**, PhD, Faculty of Law, University of Białystok. Mr. Modrzejewski explained that prior to a 2011 reform that transferred the responsibility for waste management to the municipalities and allowed the latter to fix their waste tax to finance this service, every household individually contracted a waste management service provider. It resulted into very limited role of the municipality in managing waste installations and controlling the waste management system. One of the goals of the **2011 "municipalisation" reform** was to meet the EU requirements of the increase of share of recycled municipal waste and to reduce illegal dumping. Thus, the new system established in 2011 provides **for tendering the waste collection and processing services by the municipal councils to the private sector or municipal companies that then provide services on the contractual basis**. At the central level, the national government sets the legal framework and supervises the local government activities in the waste management sector, while the service itself was transferred to the local level. As Mr. Modrzejewski explained, the main source of funding of the waste management services is **the local tax**. When determining the waste tax fee, the municipal council has several methods of calculation available. It can consider the number of residents in the household, or the water consumption in the household, or living space and one charge from the family and multiplies it by the base fee rate that is determined upon the total number of residents of the municipality, total volume of the waste produced, and the cost of waste management. Mr. Modrzejewski noted that amount of the waste tax fee can vary from PLN 10 to PLN 25 per month per household and depends for example on apartment size, city size, etc. **Additional sources are of financing are also available**. These include: additional contributions from the municipal revenues on the basis of subsidy, infrastructure funds from central government, EU, and public-private partnerships (PPPs). As principle, waste tax should ensure self-financing of the municipal waste management system and cannot be used to finance other municipal functions. However, the Polish experience shows that quite often the fixed fee is not sufficient to finance the waste

management service, the municipality being obliged to shift funds from other sources which can be an unrealistic solution in regards to the government's prioritisation of public services (e.g. healthcare or education can be considered as more important than waste management). One of the ways to ensure sufficient financing of waste management services could be inter-municipal co-operation, which can take two forms: *i)* a municipal union or association that is created as a legal entity to perform a specific task, and *ii)* a municipal agreement that provides for sharing responsibilities between the municipalities as to financing and delivering service (one municipality financing the function to be performed by the other) with no legal entity established. **Inter-municipal co-operation** is more common for waste collection services, while PPPs are generally how waste processing is ensured, since as normally municipalities cannot afford constructing the processing installations by themselves. When talking about the contracted private waste management service providers, Mr. Modrzejewski noted that once the provider wins the tender, it proceeds with the design of the waste processing installation, ensures its funding, construction and operation for a fixed period, and after that charges the municipality a fee to access the installation. PPPs are an emerging method of providing waste management services but there already are a number of examples. For instance, the EUR 180 million Poznań municipal waste incineration plant was designed, financed, built and is operated by a private company on the basis of a 25-year contract concluded with the municipality. At the end of his presentation, Mr. Modrzejewski outlined **some important challenges for the municipal waste management system in Poland**. Among them the need for a more effective system to monitor of waste generation as well as a lack of integrity among certain service providers as to waste processing (e.g. dumping the waste in the forest, green zones etc.); setting an adequate waste tax fee and more extensive central government support to the municipalities to meet the EU requirements in terms of waste management; reducing the number of landfills which are the predominant type of waste treatment in Poland, currently at 53%, in order to meet the EU environmental targets set at 25%.

In the Q&A session Mr. Modrzejewski explained that according to him **the transfer to the system of contracting the private companies to collect and process waste turned out to be less beneficial and more costly**; the private contracting system existing before 2011 being more competitive and creating more incentives for a lower price. The only drawback was that the municipal authorities did not have enough control over the system, since they could not choose the installation where the waste would be processed – a prerogative of the contracted private company. The actual system has contributed to an excessive number of waste incineration installations, as cities or municipalities do not produce the levels of waste needed to keep the installations continuously operational. The reason for such situation is that the waste tax is not really connected to the level of waste produced, making it hard to put in place a sustainable waste management system.

## ■ Conclusions and Closing Remarks

The conclusions were drawn by **Ms. Maria-Varinia Michalun**, Project Manager and Policy Analyst, OECD Regional Development Policy Division and **Ms. Anna Kostrzewa-Misztal**, Head of the Section on Support for CIS markets, Department of Economic Co-operation, Ministry of Foreign Affairs of Poland. Ms. Michalun noted that the seminar provided broad perspectives on the issues of public service delivery at the local level and at the central level, and highlighted once again the role of decentralisation in this area. An effective governance system is a prerequisite for a high public quality service delivery at the local level as it is very difficult to ensure better services to citizens in a top-down centralised system that disregards the regional context and is disconnected from the needs of the population. Therefore, decentralisation offers a possibility to deliver more citizen-centred quality services. Ms. Kostrzewa-Misztal added that the Polish National Fund on Water and Waste management plans on having a more systemic co-operation with Lviv city and the region to establish a well-functioning system of waste management. In many aspects the Polish experience can serve for Ukraine as a retrospective to avoid certain mistakes and learn from a culturally and historically closer context. Ms. Kostrzewa-Misztal also noted that the seminar offered a good preparation basis for the meetings in the framework of study visit that followed.



## ANNEX A: AGENDA

### SUPPORTING DECENTRALISATION IN UKRAINE: PUBLIC SERVICE DELIVERY AT LOCAL LEVEL: THE CASE OF POLAND

Lublin Conference Centre, Grottgera Street, 2  
Lublin, Poland • Monday 25 September 2017

**Moderator:** Ms. Gabriela Miranda, Country Manager for Ukraine, OECD Eurasia Division

14:00-14:30	<b>Welcome and Opening remarks</b> <ul style="list-style-type: none"> <li>• <b>Mr. William Tompson</b>, Head, OECD Eurasia Division</li> <li>• <b>Mr. Maciej Fałkowski</b>, Deputy Director, Economic Cooperation Department, MFA</li> <li>• <b>Mr. Marek Kuberski</b>, Deputy Director, Department of Development Cooperation, MFA</li> </ul>
14:30-15:15	<b>Session 1: Delivering effective public services at local levels</b> <p><b>Presentation of OECD experience:</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Maria-Varinia Michalun</b>, Project Manager and Policy Analyst, OECD Regional Development Policy Division</li> <li>• <b>Ms. Małgorzata Lublińska</b>, Delegate of Poland to the OECD Regional Development Policy Committee; Expert of the Department of Macroeconomic Dimension and Department of Development Strategy, Ministry of Development of Poland</li> </ul> <p><b>Open discussion with Ukrainian partners on topics such as:</b></p> <ul style="list-style-type: none"> <li>• What are the main challenges for public service delivery at local levels?</li> <li>• How can inter-municipal co-operation contribute to better public service delivery?</li> <li>• What are the different governance structures and mechanisms for inter-municipal cooperation?</li> <li>• What mechanisms can effectively promote co-ordination among municipalities, regional administrations, and the central government to ensure quality service delivery?</li> <li>• How can local governments pool resources to ensure more effective delivery of quality public services?</li> </ul>
15:15-15:30	<b>Coffee break</b>

15:30-17:00	<p><b>Session 2: Improving local mobility through more effective transport and transport infrastructure at local levels</b></p> <p><b>Presentation of OECD experience:</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. Michał Wolański</b>, Department of Transport, Warsaw School of Economics, Poland</li> <li>• <b>Mr. Michał Kwiatkowski</b>, Head of Unit, Department of Transport Strategy International Cooperation, Ministry of Infrastructure and Construction</li> </ul> <p><b>Open discussion with Ukrainian partners on topics such as:</b></p> <ul style="list-style-type: none"> <li>• How are the responsibilities for the provision of public transport divided between regions, municipalities, cities, towns and villages?</li> <li>• How are transport infrastructure and services financed (budgets, user tariffs, service discounts)?</li> <li>• What mechanisms are in place for cross-transport sector co-operation?</li> <li>• What mechanisms are in place for co-operation with neighbouring communities, regional administrations, and the central government?</li> <li>• What are the conditions for efficient quality transport service delivery at local levels?</li> <li>• How is maintenance managed – in terms of responsibility allocation, funding, and the transfer of new responsibilities?</li> <li>• How are transport networks planned and managed in metropolitan areas?</li> </ul>
17:00-18:30	<p><b>Session 3: Enhancing waste management at the local level: challenges and best practices for delivering high quality service</b></p> <p><b>Presentation of OECD experience:</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. Artur Modrzejewski</b>, University of Bialystok, Faculty of Law, Poland</li> </ul> <p><b>Open discussion with Ukrainian partners on topics such as:</b></p> <ul style="list-style-type: none"> <li>• How are the responsibilities for waste management divided across levels of government?</li> <li>• What are the key issues at the local level in terms of waste management? How can they be addressed (methods, best practices, inter-municipal co-operation, etc.) ?</li> <li>• What are the obstacles for efficient public service delivery in this area at the local level? (legal/technical/organisational)</li> <li>• What mechanisms are in place to attract investment in waste management services?</li> </ul>
18:30-19:00	<p><b>Conclusions and Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Maria-Varinia Michalun</b>, Project Manager, OECD Regional Development Policy Division</li> <li>• <b>Dr. Anna Kostrzewa-Misztal</b>, Head of the Section on Support for CIS markets, Department of Economic Co-operation, Ministry of Foreign Affairs of Poland</li> </ul>
19:00	<p><b>END OF SEMINAR</b></p>

## ANNEX B: LIST OF PARTICIPANTS

**Mr. Maciej Fałkowski**, Deputy Director, Economic Cooperation Department, MFA

**Mr. Marek Kuberski**, Deputy Director, Department of Development Cooperation, MFA

**Dr. Anna Kostrzewa-Misztal**, Head of the Section on Support for CIS markets, Department of Economic Co-operation, Ministry of Foreign Affairs of Poland

**Mr. William Tompson**, Head, OECD Eurasia Division

**Ms. Gabriela Miranda**, Country Manager for Ukraine, OECD Eurasia Division

**Ms. Maria-Varinia Michalun**, Project Manager, OECD Regional Development Policy Division

**Ms. Lyudmyla Tautiyeva**, Policy Analyst, OECD Eurasia Division

**Ms. Małgorzata Lublińska**, Delegate of Poland to the OECD Regional Development Policy Committee; Expert of the Department of Macroregional Dimension and Department of Development Strategy, Ministry of Development of Poland

**Mr. Michał Wolański**, Department of Transport, Warsaw School of Economics, Poland

**Mr. Michał Kwiatkowski**, Head of Unit, Department of Transport Strategy International Cooperation, Ministry of Infrastructure and Construction

**Dr. Artur Modrzejewski**, University of Białystok, Faculty of Law, Poland

**Mr. Vitaliy Koretskyi**, Advisor of the Head on decentralization, Lviv Regional State Administration

**Ms. Nadiia Bazhanska**, Head of the Section of Strategic Planning of the Department of Economic Policy, Lviv Regional State Administration

**Mr. Bohdan Barabash**, Grabovetska village head, Association of Newly Amalgamated Communities

**Mr. Zinovii Hladun**, Acting Director of Department of Waste Management, Lviv City Council

**Mr. Kostiantyn Baraniuk**, Chief Specialist of Transport Department, Lviv City Council

**Mr. Vasyl Muravel**, Mayor of Novoyavorivsk town, Association of Ukrainian Cities (AUC)