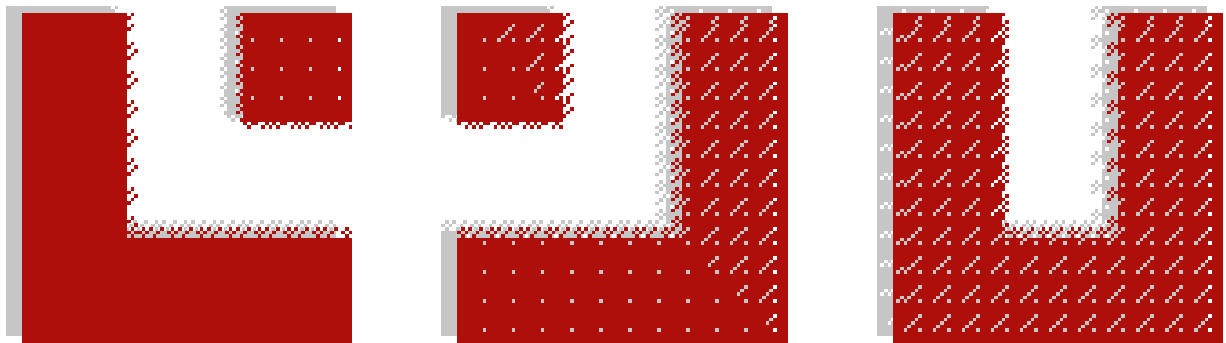
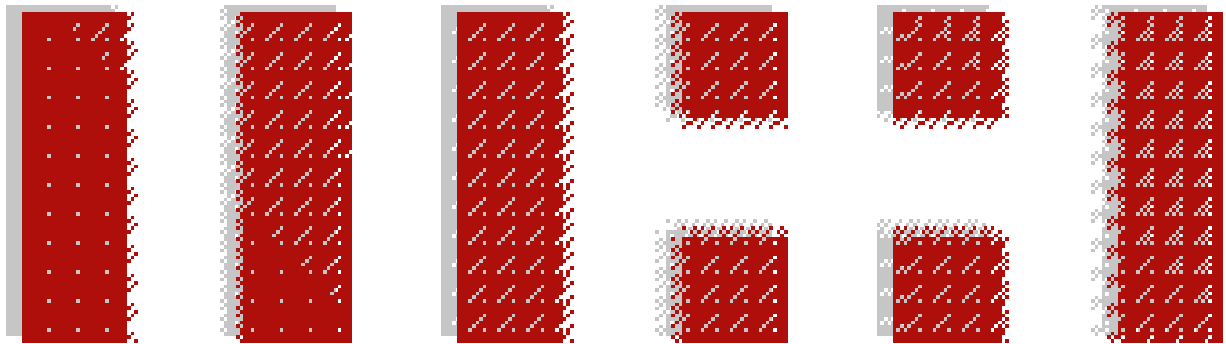
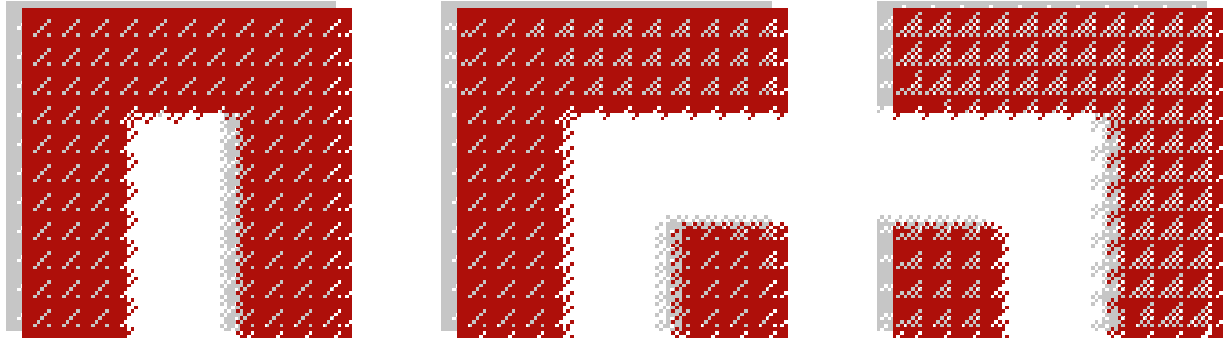


# **PUBLIC REPORT**

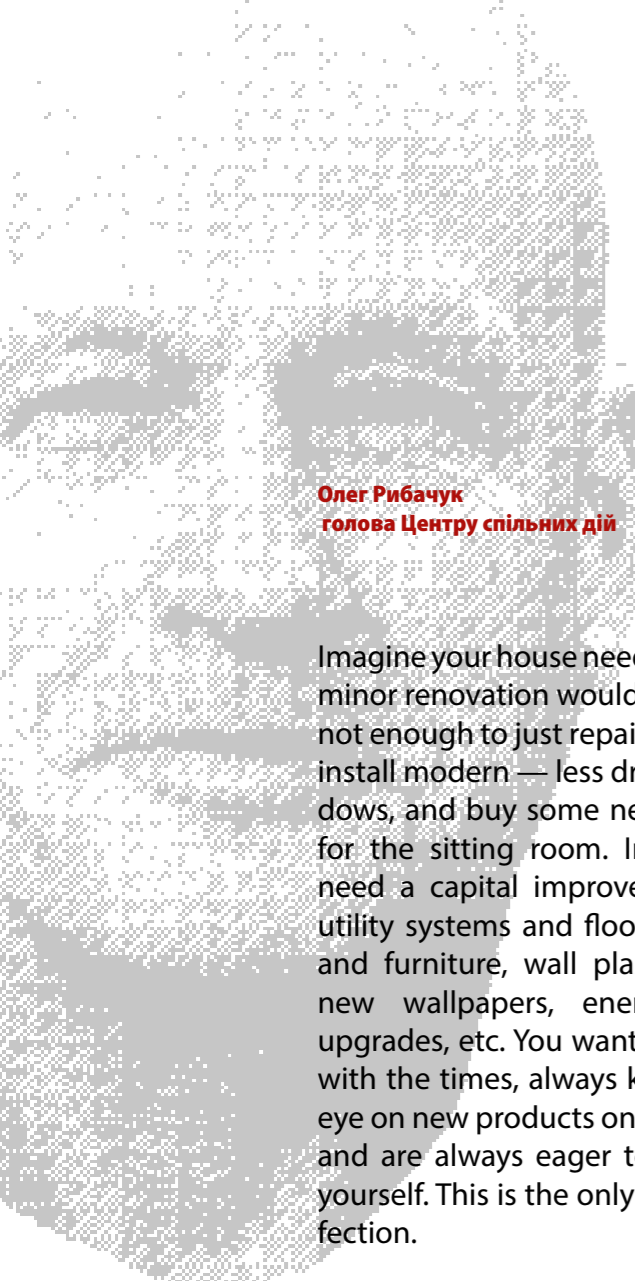
## **Centre of United Actions**



# **2020**

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**Олег Рибачук**  
голова Центру спільних дій

Imagine your house needs a repair. A minor renovation would not do, it is not enough to just repaint the walls, install modern — less drafty — windows, and buy some new furniture for the sitting room. Instead, you need a capital improvement: new utility systems and floor, plumbing and furniture, wall plastering and new wallpapers, energy-efficient upgrades, etc. You want to keep up with the times, always keep a close eye on new products on the market, and are always eager to challenge yourself. This is the only way to perfection.

In the end, there is no other way. The new Ukrainian establishment elected in 2019 made its decisions in “turbo” mode, and some of its initiatives posed a threat to the state. In several months, the world has fallen into the paws of the coronavirus and each country had to face its problems alone. As you see, there was no time to give up. Full ahead!

Facing these challenges in 2020, our organization found the strength and resources to grow and keep its footing, to enhance its position despite the lockdown restrictions, remote work, and the “capital improvement”.

We shifted the focus of our work, injected some fresh blood into the team, revised internal policies and procedures and managed to comply with them, established a more effective work mode, made decisions that were hard but necessary for our growth, and held our first strategic session.

Today I can confidently say that the Centre of United Actions has matured into an analytical and advocacy organization that monitors and analyzes decisions by top political actors, helps to develop effective and balanced policies. The Centre also explains to young, mature, and older citizens that their authorities can do much more and why it is important to cooperate with them on a regular basis.

The year 2020 has made us keep our hand on a pulse of political struggles, daily and closely observe what key political actors are doing, promptly react to the news, thoroughly analyze the effectiveness of local governments’ work, and check whether candidates for mayors and local councilors make promises they can fulfill if elected.

We have learned to approach people from different social groups and of different political views and motivate them to be more active in their communities. Also, we proceeded with the work we do best: helping government bodies to develop their policies while engaging stakeholders via public consultations.

Even more challenges and possibilities await us ahead. I sincerely hope that in 2021 we will keep the pace and quality of the last year, that our analytical products will find readers not only in Ukraine, but also outside its borders, and that our best practices will become even more popular throughout Ukraine. The best of luck to you!

# YEAR OF THE TRANSFORMATION



The year 2020 has changed the whole world and made everyone focus on the things that are truly important, and we were not any different. In 2020, the Centre of United Actions transformed into an analytical and advocacy organization that presented the country and the world with high-quality products.

Our activities were focused on several issues:

- monitoring of the decisions by key political actors
- analysis of their decisions
- policy development
- people and government

As a result, we have managed to implement our annual strategic plan and despite the pandemic to enhance our institutional capacity, unite people and ideas that will empower the democracy in our country in the nearest future.

The new status and new vision of our organizational development called for new communication strategies. That is why NGO Centre UA became the Centre of United Actions.

We have a new visual identity. Our logo is now more simple, laconic, and modern. It represents the essence of what we do: letters U and A stands for "United Actions" and form its core.

# MONITORING OF THE DECISIONS

## BY KEY POLITICAL ACTORS

*Digests and podcasts are high-quality products that we can develop and improve to find even more of our readers and listeners. We address only issues of the utmost importance, issues that have the potential to make difference for the state and Ukrainian citizens. We are brief, to the point, and impartial. Because our delivery is impassive and we do not seek for hype, it is hard to increase the outreach, but, of course, it is more important to produce high-quality analytics than chase the numbers.*

Oleh Savychuk, legal analyst

The majority of Ukrainians are certain that their duty as citizens begins and ends within the perimeter of a polling place where they elect their president, parliament, and local governments. However, this is far from the truth. After we delegate to authorities the power to manage our country or a local community, we should still control them,

In this period of "turbo" mode, our attention is focused on draft bills and initiatives adopted by the Verkhovna Rada, the Cabinet of Ministers, and the President. In particular, the decisions that could change the system of checks and balances or have a

### OUR ACCOMPLISHMENTS

**2** episodes of *Ok, so what?* **OK!ЩО** podcast on

**11** platforms, Hromadske Radio, and Ukrayinska Pravda

**58** radio programs on the Ukrainian Radio about the latest decisions by top political actors

**6** *To the Point* video blogs on Youtube

**96** digests in Ukrainian and **69** digests in English about the decisions by the Parliament, the Cabinet, and the President

especially when it comes to decisions on our behalf. To monitor ordinances or draft bills and evaluate their impact on our lives is not only about being better citizens, it is also about making the authorities more efficient and willing to solve social problems.

We at the Centre of United Actions think that this goal can be achieved only through day-to-day monitoring of the decisions made by the authorities and broadcasting the results to citizens. As an analytical and advocacy center, we cover issues within our experts' fields.

*It is a non-trivial task to work on the podcast, but satisfying. While writing podcast scripts, I dig deep into the issues that otherwise would have been known to me only in passing. It is super cool to work with colleagues that listen to my ideas and make them real: each episode is aired and heard by its listeners exactly as I imagine it in my head. In the future, I would also like to work on a more specialized podcast that will provide information about the problems of each state institution in greater detail. It is important to be proactive and not just react to decisions made by politicians. That way we can draw our listeners' attention to the most pressing issues.*

Oleksii Pivtorak, journalist

### THINGS WE ARE PROUD OF

our digests were read **81 236** times in Ukrainian and **5 878** times in English — via Mailchimp

long-term impact on citizens' lives. We present the results of our weekly monitoring in easily accessible formats and provide every important legislative initiative with a commentary on what such an initiative could bring.

**39 276** people listened to our podcast *Ok, so what?*

**3 091 400** people listened to us via the Ukrainian Radio

publications in our telegram channel *Chronicles of the Turbo Mode* («Хроніки турборежиму») have the outreach of **145 480**

**32 549** people watched our videos *To the point*

We are doing that in the weekly digest (you can subscribe to it with several clicks), the podcast *Ok, so what?* with our analysts explaining the latest decisions made by key political actors, and telegram channel *Turbo Mode Chronicles* providing information in plain, "layman's" language. That is not all, though. Every Thursday in prime time, we join the hosts of the Ukrainian Radio to discuss the political agenda of our country. We also became more active in social media and created a Youtube channel to present the results of our monitoring in video format.

# ANALYSIS OF THE DECISIONS

BY KEY POLITICAL ACTORS

*Our analytics during that period was quite relevant and timely for many Ukrainians. Unconstitutional decisions made by the authorities during the lockdown affected a variety of stakeholders — from tourist agencies to bus drivers. If you ask me, this was a prominent demonstration that Ukrainian authorities so far are unable to make timely and effective decisions in the face of pandemics.*

Mariia Kvitsinska, regional analyst

Imagine you have bought a new MacBook after several months of waiting. However, the device froze at some crucial moment — say, during a presentation for 10 thousand participants — and you smash it in a fit of wrath. Such a decision can hardly be called wise or reasonable and you will regret your impulsiveness after calming down.

That is why sometimes it is not enough just to monitor decisions by key political actors: some of them have to be analyzed in detail. To explain the risks to the general public, the problem itself and its political context have to be understood first. For an analysis to be meaningful, it has to propose some alternative solutions and expose all significant drawbacks of authorities' decisions.

As a result, many people were deprived of their income, some were left even without the means to survive. Many businesses had to close, many lost their profits and struggled to stay open during the crisis. The state and local governments developed new policies for different social groups, tried to restore normalcy. We spent much

## OUR ACCOMPLISHMENTS

**24** analytical articles on the lockdown's impact on different social groups (in specialized media)

**10** video blogs *The State and the People* about citizens' interactions with the state and local governments during the lockdown

## THINGS WE ARE PROUD OF

**13 768** people watched our video *The State and the People* on YouTube and Facebook

**5** analytical articles and blogs on whether the lockdown restrictions are constitutional

**2** information campaigns in social media on the lockdown's impact on different social groups and the unconstitutionality of lockdown restrictions

**260 000** people read our publications in online and printed media

Authorities also sometimes make such impulsive and unreasonable decisions that only make the situation worse and do not solve any problems. Often this happens because of time pressure, insufficient understanding of the matter in question, orientation on approval rates and hype, or pursuit for personal gain.

The year 2020 was a challenge for all countries of the world. In February, the coronavirus pandemic made everyone to stand still. Most countries reacted promptly and tried to slow the spread of the disease. France, Germany, and Great Britain, for example, even declared an emergency state.

Ukraine also struggled with the pandemic, though a little bit later — in March. Instead of declaring a state of emergency that allows to restrict human rights, in particular the rights to free enterprise and travel, the Cabinet has introduced a strict lockdown. It closed the border, coffee shops and restaurants, subways, introduced a special regime for public transportation, police patrolled the streets and punished for lockdown violations with fines of €17 thousand. In plain disregard of the Constitution, authorities have made Ukrainians stay home.

time and effort analyzing how effective were the measures taken by the state to help teachers (and if teachers' rights were in fact infringed), prospective students, pensioners, farmers, transport operators, small businesses, creative industry, and others. We also analyzed what the state can do to protect the interests of different stakeholder groups.

*We were one of the first voices saying that it is illegal to restrict human rights without declaring an emergency state. I think that we have managed to convey the idea that decisions made by the authorities during the strict lockdown were unconstitutional, at least Ukrainians often appealed to the idea in public discussions. The Ukrainian Radio — a popular public broadcaster — helps us to communicate this narrative. Unconstitutional nature of restrictions imposed by the Cabinet is a plain fact.*

*As I see it, we were very helpful in disseminating information about what different institutions are allowed to do during the lockdown, what is the difference between an emergency state and an emergency situation, how the lockdown affected different stakeholder groups, how people can defend their infringed rights, etc..*

# ANALYSIS OF THE DECISIONS INSTITUTIONS

*It pleases me that we have found the best possible formats to explain complicated things in plain language. Take Rybachuk Wonders: a renowned media person in a constructive fashion and with jokes analyzes the work of important state institutions, evaluates their decisions, and draws viewers' attention to significant problems that can be solved if "there is a political will to address them". It is important that we educate our viewers and give them a real alternative to media noise of opinions.*

Mariia Ocheretiana, journalist

Ukrainians often look at the work of government bodies as something done not by institutions but by particular officials, primarily talking heads. This is why instead of inquiring into how the government works, what powers each institution has, and what exactly it can do for its citizens, people have an easier time criticizing representatives of government bodies while sitting on a couch or quarreling over politics at the kitchen table.

The head of the Centre of United Actions, political veteran Oleh Rybachuk could not bring himself to keep aloof from the process, so took an active part in these activities. In his video blogs *Rybachuk wonders* (Рибачук прозирає) he analyzed the work of government institutions, explained what decisions they make and why, and, backed by his own experience, shared predictions on what events could follow.

The focus of our attention, though, was the Constitution itself as a fundamental document defining the political system of the state. We have come to a conclusion that while before, maybe, it was enough to rectify some of the shortcomings of the document, but as of 2020, in particular, since the constitutional crisis in autumn, three pressing problems are apparent and almost impossible to solve without substantial revision of the Constitution:

## OUR ACCOMPLISHMENTS

**131** publications about how Ukrainian government institutions work and what decisions they make

**3** video blogs *The System of Power* (Система влади) about different systems of government and which of them can suit Ukraine best

**1** video blogs *Rybachuk Wonders* where the head of the Centre of United Actions comments on social and political trends of the day

To address this problem, we spent a lot of time and effort on analytical and educational work to inform Ukrainians about the functions and responsibilities of their government institutions: from the Office of the President to the Constitutional Court and the Security Service.

*Most people think that problems of their cities or country arise because they elect wrong kind of politicians or because of wrongdoings by some civil servant or prosecutor. However, it is the system of government that has much more impact on how we live than particular persons in power. By explaining about institutions and their shortcomings we try to restore some isle of sense amidst the madness of Ukrainian political discourse.*

Nazar Zabolotnyi, legal analyst

## THINGS WE ARE PROUD OF

**500 550** people read our publications

our materials were published in national media Ukrayinska Pravda, Economic Truth, Ukrayinska Pravda. Life, LB.ua, Censor.net, The Day newspaper, Channel 24 website, and in 28 media from 19 regions of Ukraine

- institution of a strong president is outdated and dangerous. President Volodymyr Zelensky proved this by winning a mono-majority in the Parliament and increasing his influence over the Cabinet
- imbalance between powers of local governments and state institutions launched by the decentralization received an additional boost as a side effect of the pandemic
- the Parliament failed to include anti-corruption institutions in the Constitution and integrate them into the system of government bodies.

**4 077** people watched *The System of Power* video blogs on YouTube and Facebook

**62 307** people watched *Rybachuk Wonders* video blogs on YouTube and Facebook

We have come to the understanding that the Constitution adopted in the post-Soviet period became obsolete and now there is a fair chance to start a discussion about the vision of future Ukraine anew. Otherwise, someone else will rewrite it without asking us first, as it already happened in 1996.

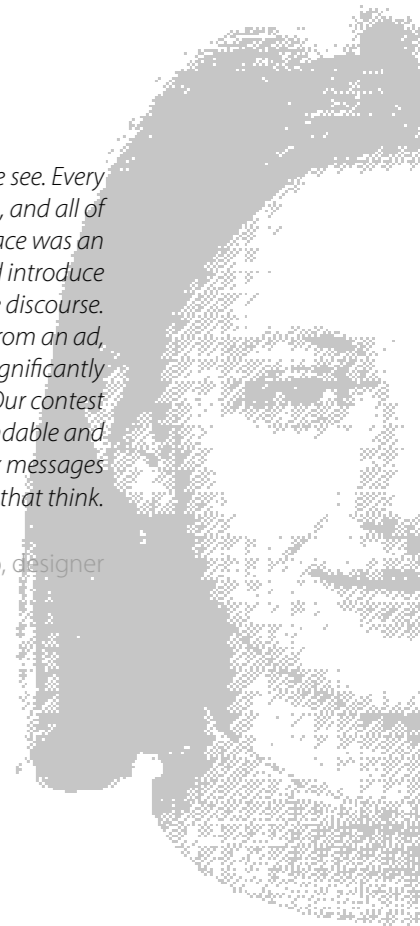
# PEOPLE AND GOVERNMENT

## POSTER CONTEST THE POWER BELONGS TO YOU. KNOW YOUR PLACE

After the decentralization reform, local governments have all the tools necessary for solving problems of both local and national importance. Many decisions that influence our lives in some way or another are now made by representatives of local governments. That includes roads we use every day on our trip to a workplace, schools our children attend, hospitals where patients are treated for coronavirus and other diseases, etc.

We often underestimate the role of pictures that we see. Every day we are surrounded by thousands of pictures, and all of them matter. The contest *Your power. Know your place* was an opportunity to penetrate this swirl of visual noise and introduce an important but little-known problem into the discourse. A poster as a visual message is quite different from an ad, wrapper, meme, etc., because to "read" it takes significantly more effort. And that is what makes it powerful. Our contest made the topic of local government more understandable and approachable. I think it is cool when more complex messages appear, they feed people that think.

Oleksandra Hevko, designer



Why did we choose a poster contest? Because posters are a laconic art framework to present people's thoughts. Via posters, we can reveal multiple aspects of some complicated issue and/or propose our solution to a particular problem.

### OUR ACCOMPLISHMENTS

**21** mailouts about the contest to stakeholder groups

**8** interviews with the judges of the contest about the place of a citizen within the system of local government

However, local authorities are not the only ones responsible for these and other decisions: as members of our local communities, we bear the responsibility too.

information campaign in social media announcing the contest and encouraging people to present their views on local government for the whole country to see

That is why before the local elections of 2020 we have decided to hold a poster contest *The power belongs to you. Know your place*. We gave Ukrainians a platform to share their views on cooperation between citizens and the authorities, their vision of their place in this interaction, and thoughts on what they can do to participate in decision-making at the level of their communities.

**THINGS WE ARE PROUD OF** **68** painters, illustrators, and active citizens from **16** regions of Ukraine submitted **124** posters

contest announcements were aired on the Ukrainian Radio, UA: Radio Culture, and Army FM

**26 382** people watched videos *The power belongs to you. Know your place* on YouTube and Facebook

posters were printed on merchandise

the contest was announced in **9** national and regional media

best posters were published as an artbook

Judges of the contest — Oleh Rybachuk, Roland Kovac, Iryna Ozymok, Nikita Titov, Romana Romanyshyn, Andriy Lesiv, Serhii Nikitenko, and Masi Nayem — have chosen the winners of Best poster, Best art design, and Best motto awards.

Our partners — the Enhance Non-Governmental Actors and Grassroots Engagement (USAID/ENGAGE), the Ukrainian Radio, UA:

Radio Culture, a platform for cultural initiatives Izolyatsia, Miller Law Firm, hub Mis-to Zmistiv, ArtHuss Publishing House, and Gambino Coffee company — helped us with media support and donated valuable presents for the contest.

Posters of our winners will continue to live on cups, T-shirts, bookmarks, stickers, water bottles, magnets, and calendars that will be presented to those supporting the work of our organization.

*At the beginning, no one had any idea how much effort and time it will take to hold a poster contest. How many times we will have to change our plans and rearrange everything to fit into the new COVID world. How many times we will hear "no", "not interested", and "not know". How many doors we will have to open to explain why the issue is important. In the end, though, this turned out to be an interesting and enlightening journey. Posters are a powerful tool to express your thoughts in a sharp, concise, and beautiful form.*



# PEOPLE AND GOVERNMENT

## OBLAST CENTERS ON THE EVE OF LOCAL ELECTIONS

During the last three years, the system of local government in Ukraine has changed. Local councils got much larger budgets and with them, of course, new responsibilities to make the life of their communities more comfortable. Still, did local governments actually use their chance? How well did it work and how effective they were in solving the problems of their citizens? We tried to find answers to these questions in our research *Oblast centers on the eve of local elections*.

*I am 100% sure that Ukrainian citizens have got much more information about the situation in our oblast centers during the last three years, about what powers local governments have, about what citizens can and cannot do when they want to defend their rights. Many people will now be able to use this knowledge as a weapon against some overconfident or corrupted local government bodies.*

Kostiantyn Shokalo, regional analyst

Each of these policy areas we analyzed from several different angles: strategic planning, shares of the local budget allocated for the area, effectiveness and/or efficiency of local policies (evaluation was sometimes impossible because the information was incomplete or missing), and opinions of local inhabitants on the results of their governments' work.

### OUR ACCOMPLISHMENTS

**7** analytical publications about the efficiency of local policies on healthcare, education, housing and communal services, transport and transport infrastructure, social security, ecology, and participatory budgeting

**14** video blogs *What can the government do?* about powers and efficiency of local governments

### THINGS WE ARE PROUD OF

**45 000** people read analytical publications on the efficiency of local governments

analytical overview *Oblast centers on the eve of local elections*

**65** news items in national and regional media about the efficiency of local governments' work in 7 policy areas

Information campaign in social media about the efficiency of local governments

our analytical overview was translated into German

**64 152** people watched videos *What can the government do?* on YouTube and Facebook

We focused on the experience of oblast centers from 2017 to 2019 because that was the period when the decentralization reform launched and oblast centers' budgets increased significantly. Since the period covers three years, we were able to evaluate the work of local governments in progress. Besides, oblast centers have the largest number of people that pay taxes to local budgets.

Most of the data we used were available in open access or provided upon our request under the Law on Public Information. While gathering the data, we discovered that it is painstakingly hard to get public information that representatives of Ukrainian government bodies have but are not willing to show to their citizens. We analyzed the work of local governments in policy areas that concern citizens the most: healthcare, education, housing and communal services, transport and transport infrastructure, social security, ecology, and participatory budgeting.

This large-scale research helped community members to better understand the responsibilities of local governments and, maybe, to reevaluate the work of their mayors and councilors on the eve of the local elections. We hope that before the next elections political discussions in Ukraine will focus more on politicians' deeds and not faces. We would also much prefer to analyze best practices of good governance than criticize.

*While preparing our research, we have faced several serious problems. In particular, the poor quality of data that our local governments have and make publicly available. Information about the implementation of local policies was unavailable neither on the websites of city councils nor via official requests. We are convinced that one of the first steps towards better governance in Ukraine should be solving the problem of low-quality or lack of information.*

*I think that our research *Oblast centers on the eve of local elections* is unique because it helped local communities during the campaign to focus less on the dichotomy bad politician/good politician and at least try to speak in terms of bad decisions/good decisions.*

# PEOPLE AND GOVERNMENT

On October 25, 2020, all Ukrainians over 18 years old had a chance to participate in local elections and choose their representatives at community, raion, and oblast levels. Unfortunately, the majority of our citizens do not think that local elections are important. They argue that Kyiv solves their problems, not local governments.

During half a year before the elections, we were trying to convince our citizens that they could become active participants in local decision-making: we held a poster contest, conducted an information campaign about powers of local governments, and analyzed the efficiency of local governments in previous years. However, that was not all we were doing. On the eve of local elections, we decided to focus on the powers of community heads and councils and election platforms of candidates for mayors and city councilors in oblast centers.

## LOCAL ELECTIONS OF 2020

After something big happens, people usually try to draw some conclusions. We followed this tradition after the elections and understood the following:

*Our instrument for comparing election platforms is an opportunity for every citizen to make a rational choice and do not regret it after the elections. When we start with voting for pretty promises of a better life and these promises are unfeasible, we end facing a totally ineffective work of our government. That is why it is so important for every voter to analyze the promises of their candidates made in an official document — an election platform. Then a city or a country can truly have a chance for some advancement during the next 5 years.*

Iryna Mokrytska, communications team lead

### OUR ACCOMPLISHMENTS

analytical online-tool *Elections-2020. Whom to choose?* allowing to compare election platforms of candidates for mayors and local councilors

a series of interviews about powers of local governments in **7** policy areas

**40** radio drops about powers of local governments on the Ukrainian Radio

**39** publications in national and regional media about powers of local governments

**18** video blogs *Local elections-2020* analyzing election platforms of candidates for mayors and local councilors

**6** radio programs about the results of local elections in oblast centers on the Ukrainian Radio

### THINGS WE ARE PROUD OF

over **67** thousand people used the tool *Elections-2020. Whom to choose?*

**120 104** people read our materials on powers of local governments published in media

**78 511** people read our publications about election platforms of candidates for mayors and local councilors

**1 314 400** people heard our radio drops about powers of local governments on the Ukrainian Radio

**29 057** people watched video blogs *Local elections-2020* on YouTube and Facebook

**43** radio drops about powers of local governments on the Ukrainian Radio

To this end, we created an analytical tool *Elections-2020. Whom to choose?* allowing voters could check positions from election platforms of top-3 candidates for mayors and top-5 parties running for city councils (lists of candidates and parties for each city were based on opinion polls). We restructured all platforms to fit a unified template and included only those policy areas that local governments are responsible for. With the help of our tool, Ukrainian voters could learn about the promises of their candidates not from social media or TV-screens but official documents — election platforms.

- the President and his party miserably failed elections in big cities
- confrontation between local elites and the center will intensify in the nearest future
- authoritarian tendencies in communities where mayors have their majorities in local councils will grow, mayors that do not have their majorities are at risk of been dismissed.

What exactly changed with the local elections and what it means for our country we will see in the nearest future. However, some things do not change: if we want our authorities to solve our problems then we as citizens have to control them and took an active part in the life of our community.

*The more citizens know about powers of their government bodies, the more reasonable and to the point will be their demands. Our radio drops before the local elections explained who is responsible, for example, for repairing heat supply systems or setting tariff rates on water supply. Thousands of Ukrainians heard our arguments why they should go and vote, why local governments are the most important actors in solving their problems.*

*The way the previous ruling party and other parliamentary parties have lost the elections demonstrates that the center has lost control over regions. It also revealed new tidings in Ukrainian politics — the rise of local governments as a new powerful actor. To prevent the possible rise of separatist movements and escalation of the conflict between the center and local communities, we need to change the Constitution and find a new balance of power, especially in the regions.*

Marina Levonova, deputy chief executive officer, head of the analytical team

Nazar Zabolotnyi, legal analyst

# POLICY- MAKING

Ukraine signed the Association Agreement with the EU almost five years ago. In 2021, our country and the European Union will compare their positions and update some parts of the Agreement to enhance and intensify the cooperation. If the Ukrainian side is going to develop a considerate and reasonable position on updating provisions on the Deep and Comprehensive Free Trade Area (DCFTA), it has to know what its stakeholders want, and, in particular, businesses that are actual participants in the trade with the EU.

*Most of the materials we have prepared were sent to the Cabinet and we do not know whether proposals from businesses will be used by government representatives during the negotiations. However, I think our work on the issue was important and necessary in itself. Our video materials in this case are our proud report on a job well done. They also prove that we are not just some analysts sitting in the office but a real analytical and advocacy center.*

Oleksandr Kokhan, videographer/photographer

## PUBLIC CONSULTATIONS WITH BUSINESSES ON UPDATING THE ASSOCIATION AGREEMENT WITH THE EU

### ЩО МИ ЗРОБИЛИ?

**7** analytical materials on the results of public consultations with businesses

information campaign in social media about the importance of engaging businesses in developing negotiation positions

### THINGS WE ARE PROUD OF

**7 935** people read publications about the proposals from businesses on updating the Association Agreement

**84 331** people read our publications in social media

**6** public consultations in Odesa, Volyn, Dnipropetrovsk, Kherson, Kharkiv, and Poltava oblasts

**6** videos *Public consultations* about the results of public consultations with businesses

public consultations engaged **197** representatives of small businesses

**56 056** people watched videos *Public consultations* on YouTube and Facebook

That is why the office of the Deputy Prime Minister for European and Euro-Atlantic Integration — in coordination with the Ministry of Economic Development, Trade and Agriculture of Ukraine and with our analytical support — decided to hold public consultations with Ukrainian exporters and producers.

Despite the lockdown restrictions, we have managed to hold public consultations and gather proposals from businesses in six oblast centers: Odesa, Kharkiv, Poltava, Kherson, Lutsk, and Dnipro. To communicate their proposals, the stakeholders were invited to attend our public events or submit them via an online form by the office of the Deputy Prime Minister on updating the Agreement.

So what were the results of the consultations? Businesses defined two key problems with their trade with the EU:

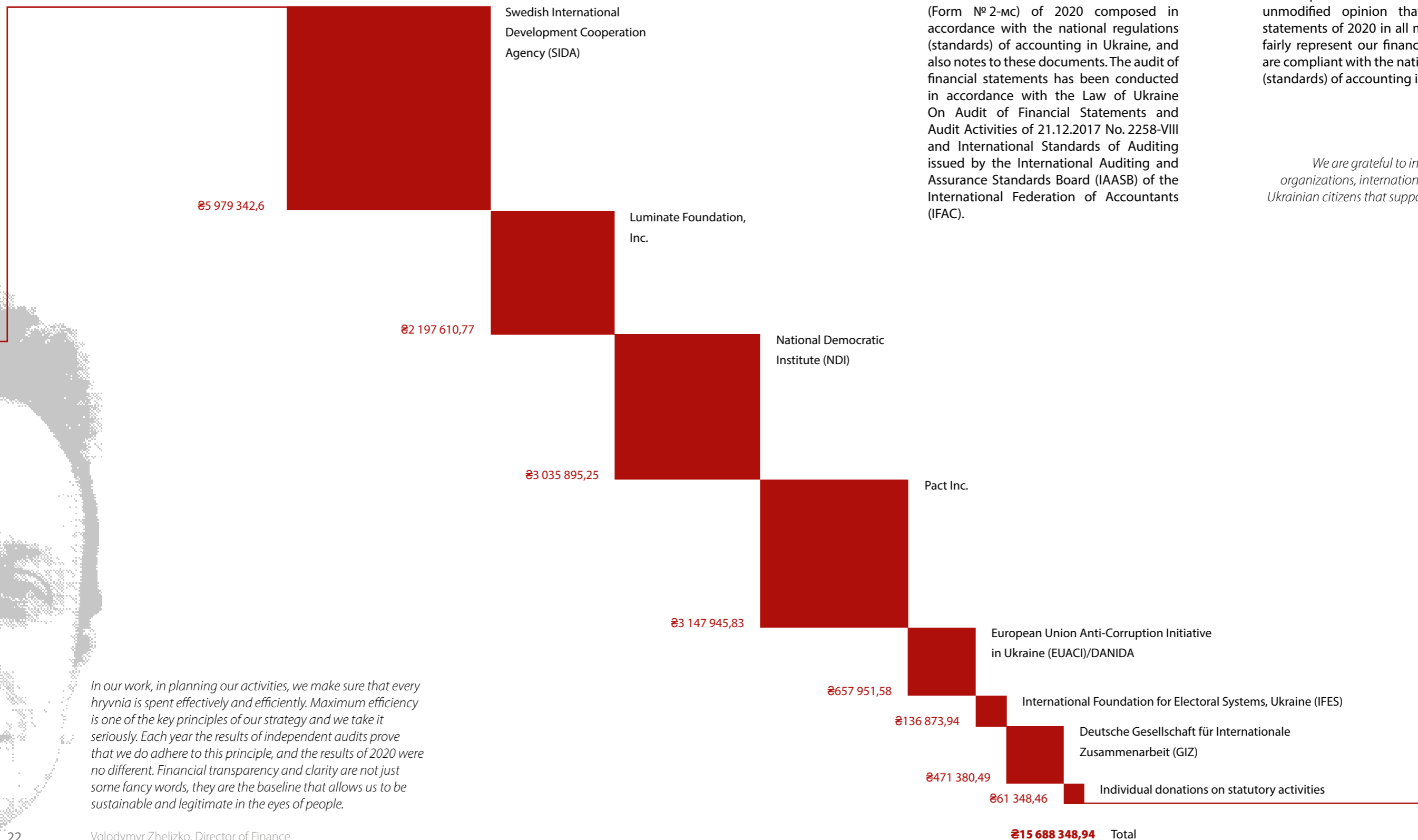
- restrictions slowing down the trade: quotas, technical assessment, and quality control for Ukrainian commodities
- insufficient state support for businesses entering the European market.

We hope that the Cabinet will listen to the proposals from businesses and in its negotiations with the European Union will have a consistent and strong position. No less important, though, is to continue engaging businesses while preparing future important decisions.

*If you want to build a democracy, you have to ask people what they think about decisions the government makes and take into account the experience of those who implement these decisions. The mechanism of public consultations is a basic tool to gather and incorporate positions of stakeholders while developing local and national policies. The office of the Deputy Prime Minister for the first time tried to use this tool in preparing a considerate and reasonable negotiation position on updating the Association Agreement with the EU. Let us hope that representatives of the Ukrainian Government will defend the interests of Ukrainian businesses during the negotiations with the European Union.*

# FINANCES

## EXPENDITURES BY SOURCES OF FUNDING IN 2020

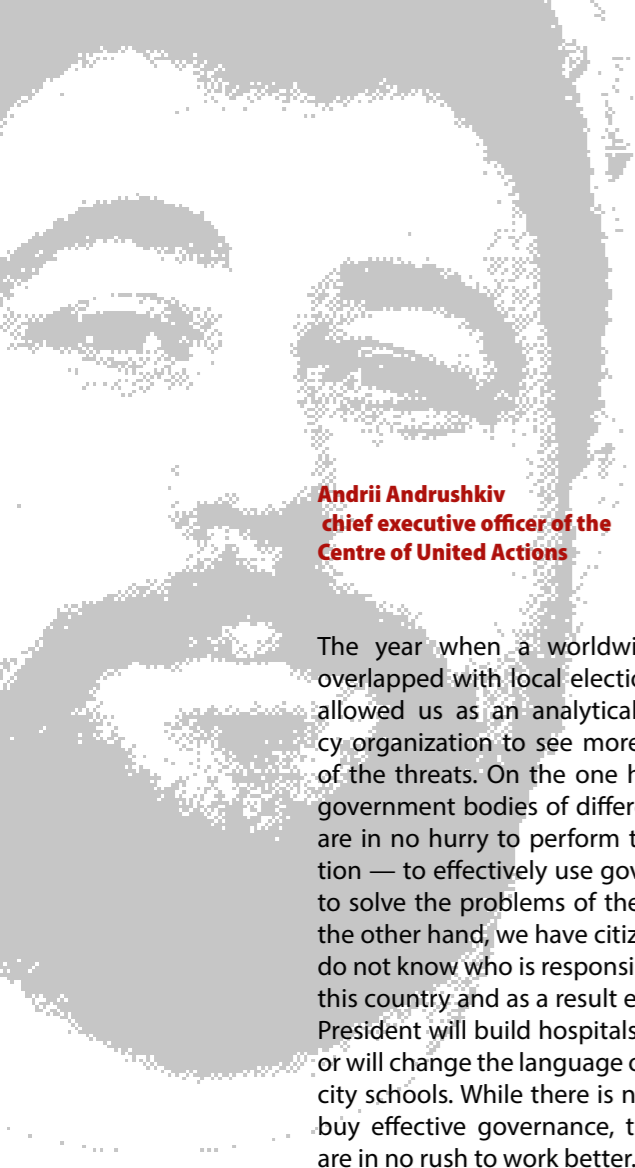


*In our work, in planning our activities, we make sure that every hryvnia is spent effectively and efficiently. Maximum efficiency is one of the key principles of our strategy and we take it seriously. Each year the results of independent audits prove that we do adhere to this principle, and the results of 2020 were no different. Financial transparency and clarity are not just some fancy words, they are the baseline that allows us to be sustainable and legitimate in the eyes of people.*

Financial statements of NGO Centre UA has been audited by the Audit Firm MK AUDIT LLC. The audit covered the balance sheet as at 31 December 2020 (Form № 1-мс) and the statement of financial results (Form № 2-мс) of 2020 composed in accordance with the national regulations (standards) of accounting in Ukraine, and also notes to these documents. The audit of financial statements has been conducted in accordance with the Law of Ukraine On Audit of Financial Statements and Audit Activities of 21.12.2017 No. 2258-VIII and International Standards of Auditing issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC).

Results of the audit found no significant deficiencies in respect of compliance with the national regulations (standards) of accounting in Ukraine. The audit firm issued an independent auditor's report with an unmodified opinion that our financial statements of 2020 in all material respects fairly represent our financial position and are compliant with the national regulations (standards) of accounting in Ukraine.

*We are grateful to international donor organizations, international businesses, and Ukrainian citizens that supported our activities in the year 2020.*



**Andrii Andrushkiv**  
chief executive officer of the  
Centre of United Actions

The year when a worldwide pandemic overlapped with local elections in Ukraine allowed us as an analytical and advocacy organization to see more clearly some of the threats. On the one hand, we have government bodies of different levels that are in no hurry to perform their key function — to effectively use governance tools to solve the problems of their citizens. On the other hand, we have citizens that often do not know who is responsible for what in this country and as a result expect that the President will build hospitals and the mayor will change the language of education in city schools. While there is no customer to buy effective governance, the authorities are in no rush to work better.

In the course of our day-to-day monitoring of the decisions by government bodies at the national level, we time after time see that some of those decisions are plainly unconstitutional or made by people overstepping their authority. Later such decisions are rewritten, amended, or declared void in court. What is more, such poor organization of governance and decision-making process has taught regional offices of the executive branch to take their time and delay the implementation of state policies to the point of sabotage. Meanwhile, the burden of problems remains on the shoulders of common citizens.

In our analytical publications, we always try to propose better solutions, alternatives to decisions made by government bodies. Often, however, it looks like we are trying to apply hundreds of plantains to metastatic cancer.

During its long history, the Centre of United Actions always tried to find the root of a problem and address the issues hindering the developing Ukrainian democracy. 2020 showed us the problems of our political system with crystal clarity and made us more focused. As a response to new challenges, our new five-year strategy emerged. We have developed it as a team, in discussions and reflections, taking into account the results of our work in 2020 and during the 10 previous years.

In the next five years, we as an analytical and advocacy organization plan to research the issue of the system of government, especially the hierarchy of the executive branch that will be suitable for Ukraine, and advocate its introduction. Without a well-coordinated work of executive bodies, no real change is possible.

To disillusion politicians convinced that they can come into power on a unicorn of sweet promises impossible to be fulfilled, we plan to use analytical and communication tools and create such an environment that political elites will understand that the only way to stay in power is to start solving real social problems. People that ask citizens to delegate them power have to understand that this power is delegated for solving people's problems and not recording blogs on how "the people are at fault".

For governmental decisions to be effective and not been perceived as "orders from above", we will continue to help government bodies of different levels to engage citizens and stakeholder groups in developing state and local policies. For local governments, we plan to propose assistance not only with engaging stakeholder groups in developing decisions but also with the enhancement of their institutional capacities to work with information and policy implementation analysis. The work is going to be hard, but we really want to change the dialogue about local problems from "give us more money and the problem will be solved" to "let us think how to make our policies efficient".

During these five years, we are also going to work with the key beneficiaries of the Public company Ukraine — its citizens. The knowledge of powers and workings of government bodies at different levels and citizens' engagement in political and social life determine to whom and under what obligations the citizens will delegate the power in the next elections. In particular, whether voters will be once more deceived by promises of easy solutions to all their problems or they will be ready to choose the harder way of building institutions, rules, and co-responsibility for the future of the state.

In one of my favorite songs We Care a Lot there is a wonderful line that I often recall when looking at the plans of our organization: "Oh, it's a dirty job, but someone's gotta do it". Knowing our team, our work ethics, and the results we have achieved, I am quite confident that we are capable of doing it.

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listened **OKiШO**

**14 753 391**  
people listened to, watched,  
or read our materials



**המחנה  
המרכזי  
של  
2020**