



NON-GOVERNMENTAL UNION

**FOUNDATION FOR SUPPORT OF REFORMS IN UKRAINE**



**ANNUAL  
REPORT**

**2019**

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Non-Governmental Union "Foundation for Support of Reforms in Ukraine" is an independent, non-governmental union that has been operating since 2015.

**Our objective and primary goal** is to promote the development of Ukraine and improve the material well-being of its citizens by supporting the development and implementation of reforms in Ukraine.

The organization is financially backed by the international funders and separate Ukrainian and foreign organizations and citizens.

**The Governing bodies** of the "Foundation for Support of Reforms in Ukraine" is the Meeting (the supreme governing body), Supervisory Board, and the Executive Director.

The Executive Director of the "Foundation for support of reforms in Ukraine" is Yuriy Shkil.

## AREAS OF ACTIVITIES

- Coordination of the process of development, implementation and monitoring of reform introduction in Ukraine.
- Selection, recruitment and coordination of experts for development and monitoring of implementation of reforms in Ukraine.
- Engagement of the community in the development, monitoring and control of the reforms process in Ukraine.
- Improvement of civil servants' professionalism.
- Communication of reforms to domestic and foreign markets.
- Attracting of investment into Ukraine.
- Improvement of the image of Ukraine abroad.
- Promotion of science, scientific activities and research development.
- Encouragement of economic growth and economic development of Ukraine and separate regions thereof, as well as increase of the competitiveness of Ukraine.



19

projects

27

initiatives

20+

beneficiaries of our  
projects and initiatives

13+

donors and  
sponsors

402

consultants

WE ARE SUPPORTED BY



# Reforms Delivery Office at the Cabinet of Ministers of Ukraine



**Start Date – October 2016**



**Consultants – 23** (as of December 2019)



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REFORMS DELIVERY OFFICE  
CABINET OF MINISTERS OF UKRAINE



**European Bank**  
for Reconstruction and Development

**Reforms Delivery Office at the Cabinet of Ministers of Ukraine (RDO)** – an advisory body to the Cabinet of Ministers of Ukraine subordinated to the Prime Minister of Ukraine and headed by the Minister of the Cabinet of Ministers. Executive Director of the RDO - Anton Yashchenko.

The objective of the project – to help the Government of Ukraine in designing and implementing the country's priority reforms. Using the international expertise and broad industry expertise of its specialists, the Office provides comprehensive support to the Cabinet of Ministers, supporting reforms from problem analysis and developing an idea and mechanism for its implementation to monitoring the effectiveness and communication of change.

Reforms Delivery Office is part of the Ukraine Reform Architecture financed from the Ukraine Stabilisation and Sustainable Growth Multi-Donor Account (MDA) and managed by the EBRD. The Ukraine Reforms Architecture was launched in Kyiv in October 2016. The contributors to the Ukraine MDA are Denmark, the European Union, Finland, France, Germany, Italy, Japan, the Netherlands, Norway, Poland, Sweden, Switzerland, the United Kingdom, and the United States of America.

**Mission** – to promote quality, sustainable and successful changes in Ukraine.

## Areas of Work

### Reforms Development and Coordination

- Adapting ideas of changes and developing implementation strategies.
- Supporting the Government of Ukraine by providing expert support and using successful experience.
- Detecting needs, ensuring dialogue and coordinating the process of reform implementation.

### Efficiency Monitoring

- Keeping tracks of reforms by monitoring the status of reforms introduction.
- Analyzing the progress of performed tasks, identifying key factors for further improvement.

### Reforms Communication

- Explaining the unclear and speaking plainly about the complicated.
- Supporting changes by accompanying reforms in media and informing a target audience with modern instruments and efficient dialogue.

**During the first half of 2019, with Reforms Delivery Office's direct support**

- Consultations were held with ministries and specialists of the Secretariat of the Cabinet of Ministers. As a result of discussions, proposals for making amendments to the Law of Ukraine “On Civil Service” in the part related to the pay system were developed.
- Jointly with participants of the working group at the Ministry of Justice, proposals to the draft Law of Ukraine “On Administrative Procedure” were prepared and approved by the CMU. The draft law was submitted to the Parliament's Committee, processed, and recommended for adoption by the Parliament in the first reading.
- In cooperation with Public Administration Directorate of the SCMU, proposals on methods of analysis of work processes and procedures optimization (LEAN methodology) in Central executive bodies (CEBs) were developed and approved by Coordination Council on Reform of Public Administration.
- Methodology support was provided to the Ministry of Temporarily Occupied Territories and IDPs, Ministry of Youth and Sport, and Ministry of Veterans Affairs, which subsequently were involved in the pilot project of optimizing ministries' structure.
- Proposals on selection procedures and corporate governance reform in general were developed. As a result, Supervisory Boards of Boryspil and Ukrainian Sea Ports Authority were selected and nominated.
- Jointly with the State Agency for E-Governance of Ukraine, the first roundtable dedicated to the discussion of Concept on artificial intelligence development in Ukraine was organized.
- Together with MinRegion's specialists, the concept on perspective plans of forming 1311 amalgamated territorial communities covering 75,4% of Ukrainian population was developed.
- Regular (on a biweekly basis) monitoring of reforms implementation status based on information received from ministries, CEBs, and external experts. Reports to the Prime Minister and the Minister of the CMU were prepared.
- Jointly with Canadians and the organization committee from Ukrainian side, 3rd international Ukraine Reforms Conference was organized (2-4 July 2019, Toronto).



## In the second half of 2019, with RDO's input

- Proposals for approving new members of the Coordination Council on Reform of Public Administration were developed. Policy dialogue with EU Delegation representatives was conducted, with participation of the Vice Prime Minister for European and Euro-Atlantic Integration and the Minister of the CMU.
- New approach to resolving an issue of pay for civil servants was presented. Project on works classification was piloted at the National Agency of Ukraine for Civil Service.
- Proposals to the draft Law on the general administrative procedure developed by the Ministry of Digital Transformation were further elaborated. The follow-up work on the draft will be done jointly with the Ministry of Justice of Ukraine and Ministry of Digital Transformation.
- Support was provided to the Shared Services Centralization initiative led by the Minister of CMU aimed at assessing the existing business processes of support functions at SCMU and ministries (HR, procurement, IT, audit, accounting, etc.).
- Changes to the CMU regulations regarding simplification and digitalization of the recruitment procedures for civil service positions were developed.
- Proposals to the privatization list of 737 large- and small-scale enterprises were developed. Privatization list was approved by the Government.
- Amendments to the Government's Resolutions №777, №142, and №143 on the Nomination Committee's operations and the selection procedure for supervisory boards' members were developed.
- Proposals for changes to the draft regulations on the land reform were developed. Draft Law "On Amendments to Certain Legislative Acts of Ukraine on the Circulation of Agricultural Land" adopted in the 1st reading.
- Regular monitoring of the Annual Priority Action Plan of the Government 2019 through the Single web-portal of electronic governance.
- Communication materials were developed for the second national awareness campaign on European and Euro-Atlantic integration.



## REFORM SUPPORT TEAMS



**Start Date – October 2016**



**Consultants – 134** (as of December 2019)



**European Bank**  
for Reconstruction and Development

**Reform Support Teams (RSTs)** are groups of Ukrainian professionals at ministries and state agencies that provide targeted technical support and assist in the design and implementation of sectoral strategies and priority reforms on a temporary basis. RSTs were established to support the implementation of key reforms through increased capacity-building, better coordination between ministries and state agencies, and close oversight.

The goal of the project is to lay the foundations for a new generation of reform-oriented Ukrainians working in the civil service.

## 9

### REFORM SUPPORT TEAMS AT:



**Ministry of Finance of Ukraine**



**Ministry for Communities and Territories Development of Ukraine**



**Ministry for Development of Economy, Trade and Agriculture of Ukraine**



**Ministry of Infrastructure of Ukraine**



**Ministry of Energy and Environment Protection of Ukraine**



**State Road Agency of Ukraine**



**Ministry of Education and Science of Ukraine**



**State Customs Service of Ukraine**



**State Tax Service of Ukraine**





Reform Support Teams are part of the Ukraine Reform Architecture financed from the Ukraine Stabilisation and Sustainable Growth Multi-Donor Account (MDA) and managed by the EBRD. The contributors to the Ukraine MDA are Denmark, the European Union, Finland, France, Germany, Italy, Japan, the Netherlands, Norway, Poland, Sweden, Switzerland, the United Kingdom, and the United States of America.



# Reform Support Team at the Ministry of Finance of Ukraine

09



**Start Date – October 2016**



**Consultants – 23** (as of December 2019)



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MINISTRY OF  
FINANCE OF  
UKRAINE

**Reform Support Team at the Ministry of Finance of Ukraine** is a team of professionals that assists the Ministry in achieving its main goal – the development of a sound and efficient public finance management system. This covers both the broader Public Finance Management Reform and the narrower Tax and Customs Reforms, State-Owned Banks Reform, Corporate Governance Reform in the Energy Sector, Cooperation with International Financial Institutions, etc. No less important task of the Reform Support Team is the implementation of the Public Administration Reform aimed at ensuring a transparent and effective system of public administration.

## Key takeaways

### Public Administration Reform and MoF Capacity Building

- **HR processes development and improvement:** supported the MoF in the development of the third annual people survey and Action Plan on its implementation. Assisted during the HR Strategy concept development.
- **Organizational and IT capacity building:** assisted the MoF with preparation of the Operational Plan for 2019 and the Transition books and Briefing books on PFM, Tax and Customs Reforms. Project management support during development and implementation of the new MoF's website, intranet portal, and during IT Centralization.

### Tax Reform

- **Establishing State Tax Service - STS:** assisted the MoF with the preparation of Conceptual Directions of Tax Reform and Action Plan of its implementation. Leading of the working group on preparation of draft laws required for transforming the STS into a single legal entity.
- Led the working group on preparation of a draft law on the implementation of the BEPS Action Plan and support during discussions of the draft law with different stakeholders.
- Supported the MoF in the introduction of changes to legislation that provide possibilities to use innovative software-type solutions for cash registers as an alternative to the classic ones and expansion of their usage. Ongoing support with the development of respective sub-legislation.
- Led the working group on preparation of the draft law on introduction of the single account for tax payments.
- Supported the MoF with the preparation of the draft law on the Bureau of Financial Investigations and analyses of alternative drafts law submitted to the Parliament.



## Customs Reform

- Establishing State Customs Service - SCS: assisted the MoF with development of a draft law on the establishment of a single legal entity and its support during discussions in the Parliament.
- Assisted the MoF in the development of the Action Plan on the implementation of the Conceptual Directions for reforming the system of bodies implementing the state customs policy, National Integrated Border Management Strategy, and an Action Plan for its implementation.
- Provided project management support to the process of launching the Authorized Economic Operators (AEO) programme in Ukraine.
- Provided project management support for the implementation of provisions of the Convention on a Common Transit Procedure and launching the New Computerized Transit System in Ukraine.
- Assisted the MoF with the adoption amendments to the Customs Code of Ukraine on launching entry summary declaration, automated release of goods, post-release control.
- Supported the MoF in the elaboration amendments to the Customs Code of Ukraine and relevant by-laws on customs enforcement of intellectual property rights (IPR), its approval with other authorities and support during discussions in the Parliament.
- Supported the MoF in the development of the draft order on the introduction of the Single Treasury Account for customs payment.

## Public Finance Management and Optimization of the Social Security System Reforms

- Development of a sound financial insolvency risk management system: provided analytical and project management support on energy-sector related risks of financial insolvency (SOEs, state assets, contingent liabilities) and the possible solutions for the mitigation of the risks.
- Provided project management and analytical support in the development of public analytical tools (dashboards) on budget expenditures efficiency in general secondary education and higher education.
- Supported the MoF in the development of an analytical platform that helps analyze data on social payments recipients from multiple governmental databases.
- Assisted the MoF with developing and drafting the operational manual for the Ukrainian Startup Fund's financial support Programme for micro and small innovative enterprises and supported the launch of the full-scale operations of the Ukrainian Startup Fund.

## Improvement of Cooperation with International Financial Institutions Reform

- Improvement of monitoring of projects implementation supported by IFIs: supported the development of the new MoF's procedure for conducting expertise of project proposals during the initiation of new investment projects and with regulatory impact assessment.
- Assisted the MoF in negotiations on the World Bank Program "Accelerating Private Investment in Agriculture" and drafting Project Operational Manual for the Program.
- Loan portfolio optimization: supported the MoF during different IFIs' portfolio reviews and with the development of a new methodology for disbursement level calculation.
- Launch of the transparent and open online IFIs projects register: participated in making available relevant projects information for the purposes of the MoF reporting and monitoring by stakeholders.

## State-Owned Banks Reform

- Assisted the MoF in the development of procedures, regulations and criteria for SOBs' Supervisory Boards selection, profiles of independent Supervisory Board members.
- Assisted the MoF in the development of the procedure for the competitive selection of the recruitment company and candidates for positions of independent Supervisory Board members of SOBs.
- Provided support to the Supervisory Boards selection process in coordination with external stakeholders and the MoF's internal divisions and officials.
- Supported the preparation of strategic documents and regulations for the cooperation process between the MoF, as a shareholder representative, and the SOBs.
- Assisted in the development of the MoF's regular and detailed reporting through its official website on SOBs' key performance indicators, implementation status of the “Principles of Strategic Reform of the State Banking Sector”, individual strategies, and NPL portfolio resolution efforts.

## SOEs Corporate Governance Reform Implementation in Gas and Electricity Transmission System Operators

- Unbundling process of Naftogaz NJSC: assisted the MoF in preparation of documents and regulations governing the activities JSC “Mahistralni Gazoprovody Ukrainy” necessary for the preliminary certification of the independent GTS operator by the NEURC and Energy Community. Supported the state registration of the Ministry of Finance as the managing entity of JSC “Mahistralni Gazoprovody Ukrainy”.
- Implementation of the best practices and standards of corporate governance at NEC “Ukrenergo”: supported the MoF with analysis of NEC “Ukrenergo” compliance with the Framework of Measures for Alignment of the Management System to the OECD Standards of Corporate Governance. Supported the development of NEC “Ukrenergo” Ownership Policy, Corporate Governance Plan and new contracts for the Supervisory Board Members.



# Reform Support Team at the Ministry for Communities and Territories Development of Ukraine

12



**Start Date – April 2017**



**Consultants – 15** (as of December 2019)



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**REFORM SUPPORT TEAM**  
AT THE MINISTRY FOR COMMUNITIES AND  
TERRITORIES DEVELOPMENT OF UKRAINE



**Reform Support Team at the Ministry for Communities and Territories Development of Ukraine** is a group of Ukrainian professionals funded on a temporary basis by the donors that provides targeted technical support and assists the Ministry in the design and implementation of priority reforms. The RST coordinates 3 areas: Housing and Communal Services reform, Construction reform, and reform of the Ministry's apparatus.

## Key takeaways

### Energy Efficiency Reform

- Proposals to the Law of Ukraine “On Energy Efficiency of Buildings” were developed to remove barriers for thermal modernization of buildings (implementation of the Directive 2010/31/EU on the energy efficiency of buildings).
- Proposals to the Draft Law “On Energy Efficiency” were developed (implementation of the Directive 2012/27/EU on the energy efficiency).
- Proposals to the Draft Strategy on the thermal modernization of buildings until 2050 were developed.
- Proposals to the Draft National Plan for Increasing the Number of Nearly Zero-Energy Buildings for the period up to 2030 were drafted.
- Proposals to 5 by-laws on the implementation of the Law of Ukraine “On Energy Efficiency of Buildings” were drafted to make amendments following the results of implementation analysis.
- Proposals to the Draft National Action Plan on Energy Efficiency for the period up to 2020 were developed.

### Heating Sector, Water Supply and Drainage, and Housing Management Reform

- Expert and legal support of 5 by-laws to the Law of Ukraine “On Housing and Communal Services”.
- MinRegion's Order “On Methodology for the Development of Heat Supply Schemes in Settlements of Ukraine was finalized.
- The Concept of public policy implementation in the water supply and drainage sector was developed.
- Proposals to the Draft Law of Ukraine “On Wastewater Treatment” developed.
- Expert participation in the Trilateral Contact Group regular meetings and Sub-group on Socio-Economic issues, on water supply and sewerage issues, and on the peaceful settlement of issues in certain districts of Donetsk and Lugansk regions of Ukraine.
- Work on the concept of public housing policy launched.
- Communication Strategy on clarifying the reform of housing and communal sector in Ukraine developed.

## Waste Management Reform

- The Draft Law of Ukraine “On Municipal Waste” and 5 by-laws for its implementation developed.
- Participation in trainings organization and consultations of Regional State Administrations on the development of regional waste management plans.

## Construction Industry Reform

- Participation in the development and expert and legal support during the adoption of 4 CMU's by-laws on the simplification of permitting procedures, improvement of technical regulation in construction, and introduction of the Single electronic system in the construction sector.
- Participation in the development and expert and legal support during the adoption of the Comprehensive Action Plan on the introduction of BIM-technologies in construction.
- Participation in the development and expert and legal support during the approval of the Concept of Public Administration in the field of construction.
- Participation in the development of draft laws on the protection of residential real estate investors, regulation of rental housing relationships and participation of a consulting engineer in the implementation of construction projects.

## Public Administration Reform

- Design-system standards of Ukrainian governmental websites were introduced for the MinRegion's official website in accordance with the Decree №493 as of June 12, 2019.
- Participation in the implementation of the Pilot Project of New Employees Adaptation System and the development of proposals to the action plan for the adaptation system of the new Ministry's employees.
- Support provided to a selection of reform specialists.
- Participation in the development and launch of the HR-page in social networks within the project of MinRegion's employer brand promotion.
- Participation in the development of the competences model of employees of the MinRegion's apparatus.



# Reform Support Team at the Ministry for Development of Economy, Trade and Agriculture of Ukraine

14



**Start Date – April 2017**



**Consultants – 23** (as of December 2019)



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MINISTRY OF ECONOMIC DEVELOPMENT,  
TRADE AND AGRICULTURE OF UKRAINE

**Reform Support Team at the Ministry for Development of Economy, Trade and Agriculture of Ukraine** is a group of professionals that provides targeted technical support and assists the Ministry in the design and implementation of priority reforms including: Public Administration Reform, SOEs reform and Privatization, Public Procurement, Corporate Governance reform, Business Environment Improvement, Public-Private Partnership, etc.

## Key takeaways

### SOEs Governance/ Public-Private Partnership

- TOP-100 biggest SOEs 2018 was published.
- SOE portal was launched.
- The Draft Law “On lease of state and municipal assets” passed by the Parliament and signed by the President.
- The Draft Law “On cancellation of the list of objects banned for privatization” and the Draft Law №1046 on concession passed by the Parliament and signed by the President.
- The Draft Law “On improvement of corporate governance in state-owned enterprises” and “On National Wealth Fund” prepared.

### Public Administration Reform and Capacity Building Reform

- Support for the Government Strategy plan development for all departments.
- Conduct of workshops on effective communication, feedback, and team collaboration provided for 4 departments within the Ministry. Recruitment workshops and presentation skills training were organized. Performance management training was developed and provided to all department directors within the Ministry.
- HR managers were individually consulted on HR matters. HR managers trained in the use of the newly created Performance Evaluation tool.
- 360 managers' assessment was completed, feedback on development plans provided.
- Concepts of evaluation, strategy planning, and motivation were developed, legal drafting of internal orders has started.

### Business Environment

- 9th and 10th Deregulation sessions of the Cabinet of Ministers of Ukraine were held where 93 by-laws were abolished.
- The Draft Law “On crowdfunding” prepared and presented to the MDETA and the NBU.
- Individual expert missions conducted to launch the entrepreneurial discovery process in 11 regions of Ukraine.

- International conferences for representatives of all regions of Ukraine were organized.
- The Draft Law on AML №2179 was adopted by the Verkhovna Rada and signed by the President. This Law introduces the concept of virtual assets (including cryptocurrency) in the legal field of Ukraine.
- The plan aimed at bettering Ukraine's position in Doing Business rating was approved by the CMU.

### Public Procurement (ProZorro)

- Amended Public Procurement Law of Ukraine with provisions of lifecycle procurement, abnormally low prices, financial capacity evaluation, and non-price criteria full implementation was signed by the President.
- Further development of Factoring in the ProZorro system project was provided.
- Transfer of Non-price criteria electronic tool to SOE ProZorro was secured.
- Integration roadmap for all open data registers was developed.

### Technical Assistance

- Resolution №745 as of 14.08.2019, which amended changes to the Procedure for Attraction, Use and Monitoring of International Technical Assistance, was approved.
- Agile project management approach based on a lean model for the ProAid maintaining successfully utilized for 5 months: 96+ new projects, 64 information materials were uploaded to the ProAid system on a permanent basis. 50+ tasks of the 2nd ProAid modernization stage were successfully performed.

### Public Investment Management

- The draft report on the analysis and assessment of the public investment management system and business-processes of public investment project management was prepared.
- Recommendations for improvement of business-processes of public investment project management provided and presented to the head of the relevant department at the Ministry.

### Corporate Governance

- A Roadmap for the development of corporate governance of TOP-10 SOEs was approved by the government (comprising requirements recommended by OECD, a new format of ownership policy, and an updated board composition).



# Reform Support Team at the Ministry of Infrastructure of Ukraine

16



**Start Date – December 2016**



**Consultants – 23** (as of December 2019)



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REFORM SUPPORT TEAM   MINISTRY OF INFRASTRUCTURE OF UKRAINE

**Reform Support Team at the Ministry of Infrastructure of Ukraine** is a group of highly motivated professionals who provide expert support to the Ministry in the implementation of priority reforms. The RST was established in 2016 and over time became an integral part of the Ministry of Infrastructure team. The main tasks of the RST Mol are preparation and implementation of transport sector reforms and development strategies; implementation of transport-related projects; coordination of cooperation with EU experts, the Ministry of Infrastructure and stakeholders; and attraction of investments to the transport sector.

## Key takeaways

### Railway Sector Reform

- Drafting and supporting the process of adoption of the Draft Law “On Railway Transport of Ukraine” compliant with the EU acquis.
- Assistance to the railway market liberalization by drafting necessary secondary legislation.
- Supporting the Mol in drafting one of the fundamental documents that identify the future development of the railway sector – an Action plan of the Government of Ukraine for railway transport reform.
- Supporting the Ministry in the pilot implementation of Public Service Obligations projects for passenger transportation stipulated by the EU-Ukraine Association Agreement.
- Supporting the Mol in implementing pilot projects of railway stations concession: attraction of technical assistance for project readiness assessment, preparation of pre-feasibility and feasibility studies.
- Analyzing the structure of passenger and freight tariffs aiming at their compliance with the EU acquis.
- Assisting in the railway ITS implementation in line with NTSU 2030.

### Road Sector Reform

- Drafting and supporting the adoption of the critical legislation act aimed to protect Ukrainian roads from damage – the Law “On Amending Some Legal Acts of Ukraine Regarding Some Issues to Perform Weigh-in-Motion Control” (adopted by the VRU on 11.09.2019, №54-IX).
- Increasing the source for road repairs and maintenance by drafting the Law “On Amendments to the Budget Code of Ukraine on the sources of the State Road Fund formation” (adopted by the VRU on 12.09.2019, №74-IX).
- Drafting and supporting the adoption of the Law “On Amendments to Certain Legislative Acts of Ukraine on Road Safety Management” (adopted by the VRU on 17.10.2019, №200-IX).
- Drafting the Law “On Amendments to Certain Laws of Ukraine to bring them into Conformity with the Legislation of the European Union in the Area of Transportation of Dangerous Goods” (registered in the VRU on 20.09.2019, №1193-1).

- Drafting the CMU Decree concerning the procedure for fixing violations of road transport legislation (oversize and overweight) in automatic mode (adopted by the CMU on 27.12.2019, №1174X).
- Assistance in implementing a pilot project of installing WiM-complexes on approaches to Kyiv for automatic identification of overloaded vehicles. Initiating the procedure of certification of pilot WiM-complexes.

### Maritime and Inland Waterways Sectors Reform

- Implementation of the concession project in Yuzhny Seaport by supporting the approval of the pre-feasibility study. Development of the conceptual note for the project and supporting its approval by the Mol's Working Group.
- Development of pre-feasibility study for assessing the efficiency of the commercial activity of SE "Bilgorod-Dnistrovskiy Commercial Sea Port".
- Drafting the Terms of Reference and the further development of the first interim report for the pre-feasibility study of a possible concession project at the SE "Berdyanskyi Commercial Sea Port".
- Providing support to the Ministry in the implementation of the Corrective action plan after the IMO audit in 2018.
- Contributing to the corporatization of SE "Ukrainian Sea Ports Authority" by providing support in drafting the Law "About corporatization of Ukrainian Sea Ports Authority".
- Providing support to the Mol in drafting the order of the Cabinet of Ministers on the approval of the Technical regulations for maritime equipment aimed at the implementation of the appropriate EU Directive.
- Drafting laws on the regulation of the maritime sector (on ensuring sustainable funding for the maritime sector).
- Supporting the revision and updating of the Draft Law "On Inland Water Transport" (№ 2475а-д).
- Coordination of experts working on the project "Dnipro Development Initiative". Development of reports on the efficiency of inland water transport functioning.
- Drafting a set of legal acts for the implementation of the EU directives and regulations in inland water transport in accordance with the EU-Ukraine Association Agreement.

### Aviation Sector Reform

- Supporting the Ministry in drafting the Aviation Strategy 2030. Drafting the Ecological Assessment of the Strategy. The package of documents is being prepared for the submission to the Cabinet of Ministers.
- Drafting the new Mol's Order on the airport charges with the aim to attract more air carriers to Ukraine, provide more flexibility for airports and deregulate airports' activity.
- Supporting the development of the multimodal cargo complex at the Bila Tserkva Airport. Taking measures to open the cross-border control point at the airport.

### SOEs and Projects Financing Reform

- Developing and supporting approval of the Project Cycle Management Strategy and the relevant Action Plan aimed at reforming infrastructure project cycle management following international standards.
- Developing the Infrastructure projects portal and the National Transport Model that will become a basis for reasonable planning and realization of transport projects.

- Assistance in the development of the National Transport Strategy Action Plan 2020-2022 and support of its approval by the Cabinet of Ministers.
- Involving grant funding of infrastructure projects from the EU funds and securing state guarantees on the signed Financial Agreement for the investment project “Transport Communication in Ukraine- Phase I”.
- Providing assistance in development and approval of the ownership policies for state enterprises in the infrastructure sector, namely PJSC “Ukrposhta”, SE “USPA”, Boryspil International Airport, Danylo Halytsky International Airport, UkrSATSE, Pivdenny Commercial Sea Port, Chornomorsk Commercial Sea Port, Mariupol Commercial Sea Port, and Odesa Commercial Sea Port.
- Contributing to the establishment of corporate governance by assisting in launching supervisory boards for state enterprises in the infrastructure sector.

### Public Administration Reform

- Strengthening the image of the Ministry by co-organizing the great event with a focus on the infrastructure sector – First International Conference on Public Administration in Lviv (20 May 2019).
- Supporting structural changes in accordance with Public Administration Reform Strategy up to 2021 by assisting the establishment of new directorates at Mol. Performing functional analysis of provisions for new directorates.
- Providing support to the Ministry in the selection process of the reform specialists.
- Organizing numerous training conducted by local and international experts for the development of technical and soft skills of Mol staff.
- Enhancing the efficiency of internal processes in SE “USPA” by establishing HR-processes and introducing a KPI system.

### Digital Transformation on Transport/ E-Governance Reform

- Development of the single online portal for the provision of e-services on transport for citizens and business – “e-transport.gov.ua”.
- Supporting the implementation of the first stage of Intelligent Transport Systems (ITS) in Ukraine.
- Supporting secondary legislation approval process to enable cashless payments in public transportation.
- Development of the interactive map of bus routes in Ukraine that visualizes the bus network and provides for cost-savings and more qualitative planning of routes throughout the country.
- Facilitating access to charging station infrastructure for electric car users by developing and supporting the approval of the Law “On Amendments to Certain Legislative Acts of Ukraine on Creating Access to the Charging Station Infrastructure for Electric Vehicles”.
- Promoting the use of zero-emission vehicles in Ukraine by drafting the resolution of the Cabinet of Ministers of Ukraine №1399 “On setting a limit of cars servicing the executive power”.



# Reform Support Team at the Ministry of Energy and Environment Protection of Ukraine

19



**Start Date – October 2017**



**Consultants – 16** (as of December 2019)



[www.facebook.com/RSTMol](http://www.facebook.com/RSTMol)



**Minecoenergy**

**Reform Support Team at the Ministry of Energy and Environment Protection of Ukraine** is a group of professionals funded on a temporary basis by the donors that provides targeted technical support and assists the Ministry in the design and implementation of priority reforms. The main objective of the Reform Support Team - support of reforms through capacity-building and improvement of coordination within the Ministry in the environmental sphere.

## Key takeaways

### Public Administration Reform

- A Functional Study of the Ministry was completed.
- A new Structure and the Statute of the Ministry were drafted.

### E-Governance and Anti-Corruption

- 2 mln UAH received from the Government of Ukraine for the E-doc flow system in the Ministry, Terms of Reference was elaborated, procurement held, software bought, trainings in the Ministry were launched. CMU's Decree on creation the "Open Environment system" was approved.
- Concept for 19 different modules of the "Open Environment system" prepared.

### Control, Monitoring and Liability System

- Draft laws "On Environmental Control" were prepared and are ready for the registration in the Parliament of Ukraine.
- The White Paper on the Reform of the Control and Liability System prepared and published.
- The draft Monitoring Green Paper and policy proposal prepared.

### Subsurface Sector Reform

- The Policy Proposal and Concept of the subsoil use reform submitted to the Ministry, Functional Analyses of State Service of Geology and Mineral Resources of Ukraine prepared.
- Memorandum with TAPAS on an IT data room creation signed, legislation package submitted to the Ministry.

### Sustainable Use of Water Resources

- Draft CMU's Decree on the Concept on water sector reform was developed.
- Existing structure of the basin and regional departments of water resources was improved.
- Coordination of 3 RBMP was provided.
- Draft CMU's Decree "The Strategy of the National Policy development till 2050" was prepared.

## New Climate Policy

- Draft Law on Ozone depleting substances and fluorinated greenhouse gasses was adopted in general by the Parliament.
- Official translation of the Kigali amendment to the Montreal Protocol on Ukrainian language was adopted.

## New Climate Policy Reforming Environmental Funding System

- Green book and some sections of the White book on reforming environmental funding system were prepared.
- Draft Laws “On environmental funds” and on making amendments to the Tax and Budget codes were developed.
- Financial model of filling environmental funds with ecological tax revenues and rent payments was prepared.

## Waste Management Reform

- The National Waste Management Plan was approved by Cabinet of Ministers (Order №117). The Draft Law on Waste Management was registered in the Verkhovna Rada.
- The Order “Guidance for prepare of the Regional Waste Management Plans” was approved by the Ministry.
- Draft laws on Waste Electrical and Electronic Equipment, on Batteries and Accumulators, on Packaging Waste were registered in the Parliament.
- The issue of creation of the Central Executive Authority on waste management was discussed with FWC "Assistance to Ukraine authorities in implementation of the National waste management strategy" to get best practices of the task's implementation.

## Industrial Emissions Directive Implementation

- The IED Concept was adopted by the Governmental Resolution №402 dated 22.05.2019. The draft Action Plan was developed.
- The first draft IED law was developed within the technical assistance project “BAT for Ukraine”.

## Strategic Impact Assessment

- Strengthening Environmental Impact Assessment: good practice standards are incorporated into new projects through reinforcing EIA reviews in the part of environmental requirements to the project implementation; draft Guidance on EIA Statement for Forestry Sector was elaborated and is under consideration of the new Ministry.
- Increasing capability of Strategic Environmental Assessment: draft Guidance on Integrating Climate Change into SEA was elaborated.



# Reform Support Team at the State Road Agency of Ukraine (Ukravtodor)

21



**Start Date – August 2018**



**Consultants – 6 (as of December 2019)**



[www.facebook.com/Ukravtodor.Gov.Ua](http://www.facebook.com/Ukravtodor.Gov.Ua)



**Reform Support Team (RST) at the State Road Agency of Ukraine (Ukravtodor)** is a part of the Ukrainian Reform Architecture program that is funded on a temporary basis by donors to provide targeted technical support and to assist Ukravtodor with the realization of its priority reforms in the road sector.

## Key takeaways

### Financing Reform and Road Network Renewal and Road Construction Governance

- Assistance in drafting 6+ legislative acts for providing sustainable growth of the State Road Fund and improving its governance.
- Assistance in preparation of Amendments to State economic program for the development of the state roads in 2018-2022.
- Participation in the development of an online platform for road repairs works.
- Development of a Draft Concept and Law for tolls for vehicles above 12t collection.
- Assistance with the preparation and development of road network strategy for 2020 based on the effectiveness analysis of road network development.
- Assistance with drafting Acts of Cabinet of Ministers for strengthening road concession projects and listing of potential investment projects in the road sector.
- Development of an estimation of performance-based road maintenance contracts' implementation in Ukraine.
- Assistance in the infrastructure cycle management improvement in road sector.
- Support for Ukravtodor provided in relation to international cooperation with international financial organizations for the implementation of infrastructure projects in the road sector.

### Decentralization Reform

- Presenting the Draft Amendments to the Law on the next stage of road governance decentralization, including a transfer of territorial roads to local authorities, to main stakeholders for approving.
- Key analyses for municipal road development and proposals for establishing local road funds provided.
- Providing analytical support for the decentralization reform with presentation of the international practices in the road sector related to financing and management of municipal and local roads.

## Road Transport Safety Reform

- Assistance in drafting the law for Road Safety Audit and developing a draft of required CMU legal acts.
- Development of a draft CMU act for establishing the European standards of maximum weights and dimensions for vehicles.
- Preparation of a draft CMU act on permissions for transportation of over-dimensional and overweight cargo.
- Development of a draft Law for establishing of a procedure for permits issuing for construction of roadside furniture objects.
- Contribution to analysis of the first two pilot systems of weighing in motion and detection backlogs in their work.
- Assistance in the case study development on the direct enforcement system based on HSWIM weighing results.

## Public Administration Reform

- Comparative analysis of Ukravtodor's European analogs management systems for their further implementation in Ukraine.
- Development of Ukravtodor's and its subsidiaries' functional requirements in relation to the preparation of the agency's new structure.
- Development of a Concept proposal for a new structure of state road maintenance in Ukraine.
- Preparation of a Concept proposal for e-democracy at Ukravtodor.

## Procurement Reform

- Providing recommendations for public procurement in the road sector.
- Preparing recommendations for typical tender documentation for procurement construction, reconstruction and maintenance of the state roads.

## Anti-Corruption Reform

- Providing recommendations for Anti-corruption policy.
- Providing recommendations for Ukravtodor's anti-corruption program.



# Reform Support Team at the Ministry of Education and Science of Ukraine



**Start Date – April 2018**



**Consultants – 13** (as of December 2019)



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MINISTRY  
OF EDUCATION AND  
SCIENCE OF UKRAINE

REFORM SUPPORT TEAM

**Reform Support Team at the Ministry of Education and Science of Ukraine (MoES)** is a group of professionals established to assist the MoES in implementing two priority educational reforms: the general secondary education reform (New Ukrainian School – NUS) and the reform of professional education (vocational education and training – VET).

## Key takeaways

### Vocational Education and Training (VET) Reform

- Draft Law of Ukraine “On Vocational Education” developed and in the stage of discussion with key stakeholders.
- Expert support provided to the MoES with agreeing the Implementation Plan of the Concept of public policy implementation in the area of professional (vocational) education “Modern professional (vocational) education” until 2027”, which was approved and agreed with the Programme of the Cabinet of Ministers for 2020 – 2024 (Decree №849 as of 29.09.2019) and Action Plan of the EU4Skills project.
- Conception of Centers of Excellence was developed. Criteria for the selection of regions for the establishment of the Centers of Excellence were developed. Provided expert support to the MoES on the selection of 4 Pilot Regions for the establishment of the Centers of Excellence under EU4Skills Programme.
- Conceptual approaches to the communication of the professional education reform were developed. Visual and text materials developed for the VET promotion.
- Two Draft Orders of the Ministry of Education and Science were agreed with the relevant national executive authorities and sent to the Ministry of Justice for registration, namely: “On Approval of the Regulations on Dual Vocational Education” and “On Approval of the Regulations on the Institutional Form of Obtaining Vocational Education”.



## New Ukrainian School Reform

- The Draft State Standard of Basic Education was developed. Considering the results of public debates and the presentation of PISA's (Programme for International Student Assessment) research results, the draft was sent for the further development.
- Systematic collection and analysis of information on piloting of the new State Standard of Primary Education in 3rd grade was organized (based on 142 schools). Learning materials for the 3rd grade following the new State Standard of Primary Education were developed. Feedback from teachers on the piloted learning materials quality and content collected monthly and transferred to the authors of learning materials for improvement.
- Electronic instrument for the development of educational programs for a primary school was developed within the “Finnish support of Ukrainian school reform” project.
- The Educational Program for teacher assistants to be used at Institutes of Postgraduate Pedagogical Education and the Framework Training Program for specialists of Inclusive Resource Centers were developed.
- Recommendations for the expertise of electronic textbooks for 2019 were developed.
- Field study stage of the pilot monitoring research of the NUS reform efficiency finished. The electronic database for the further analysis by analysts was created. The final report on the data analysis provided.
- Monitoring of the State Standard of Basic Education. Reports on the use of subvention money targeted at the NUS reform implementation developed.
- Monthly feedback on piloting of educational materials for the 3rd grade provided.



# Reform Support Team under the State Customs Service of Ukraine

25



**Start Date – October 2019**



**Consultants – 13** (as of December 2019)



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State

Customs Service  
of Ukraine

**A Reform Support Team (RST) at the Customs Service of Ukraine** is a group of professionals, established with the aim to conduct a reform of state customs service, that provides targeted technical support and assists the Customs Service in the design and implementation of priority reforms. The RST assists the Customs Service in filling the capacity gaps in the design and implementation of priority reform strategies and programs, while strengthening links and partnerships between the Customs Service's priorities and relevant donor support.

## Key takeaways

### Restructuration and Human Resource Management

- A functional review of the State Customs Service was conducted, proposals on the organizational structure developed, legal documents on functions of structural units of the Service drafted.
- New HR business processes introduced. New processes of HR management were integrated into standard procedures.
- Competency model and its linkage to training and career development programs developed.
- Personnel Competence Center and Educational portal were created.
- Recruitment of Customs Service staff and support for the development of legal documents regulating competitions for the selection of specialists for public service positions.

### Functional Customs Changes

- Analysis of customs procedures and processes for the development of propositions for their facilitation and improvement.
- Implementation of new customs procedures and processes such as post-clearance customs control, AEO institute, Common transit, and protection of intellectual rights in Ukrainian customs.
- Development of post-audit and control system for each product group. Customs audit processes were analyzed. Main ways of development defined: legal changes, IT system for customs audit creation, methodological support development, improvement of professional skills of customs auditors (e-learning).
- Support for the digitalization of customs procedures and processes provided: an IT system for customs audit created. Work on the TradeLens container tracking system has been started.
- Creation of an automated risk-management system was supported. Pre-arrival risk-management developed via integration with TradeLens.
- Analysis of structural units' functions: Legislation regulating the work of the State Customs Service was analyzed and used for developing a common logic for provisions for structural units.
- The system of humanitarian shipments passes was analyzed.

- Support for the creation of the automated blocking of risky operations was provided. Automatic verification of risky operations for used cars declaring and humanitarian shipments passes were included into the reform plan. Assistance to the integration with databases of other bodies for launching a “single-window 2.0” provided.

### Legal Support

- Development of customs information exchange system. Legal framework of customs information exchange between countries was analyzed.
- Development of the joint transit convention. A list of legal acts which should be passed by public authorities in accordance with the Law on common transit regime was prepared.
- Legislation regulating a “single window” was analyzed.

### Communications

- Customs Service's communications plan created and regularly updated.
- The opening of a scanning system for cargo transport vehicles at Krakovets-Korchove was organized.
- Support for the development of the user-friendly website of Customs Service. Terms of reference for the new web-portal developed.
- Development of internal communication at the Customs Service including improvement of horizontal internal communication methods and standardization of internal communication types.



## Reform Support Team under the State Tax Service of Ukraine



**Start Date – November 2019**



**Consultants – 6 (as of December 2019)**



[www.facebook.com/TaxUkraine](http://www.facebook.com/TaxUkraine)

● ● ● STATE  
● ● TAX SERVICE  
● ● OF UKRAINE

**Reform Support Team under the State Tax Service of Ukraine** is a team of professionals that assists the State Tax Service of Ukraine (STS) to implement key tax reforms and strengthen its institutional capacity in order to conduct STS internal reform, stimulate voluntary tax-paying, and facilitate internal business processes.

### Key takeaways

#### Dual Education

- STS became the first institution that piloted the project of dual education in Ukraine. The project's purpose – to engage qualified specialists to the STS. It's implemented together with the National State Tax Service University of Ukraine with the support of GIZ and KSE.

Thanks to the project, students who are gaining a master's degree can acquire practical professional skills by working at the STS of Ukraine. The project also entails mentoring support for participants from the STS public servants.

#### Mentorship Program

- Seasoned STS employees take courses at the Kyiv School of Economics (KSE) upon which they will impart knowledge to new employees. The program is introduced within the implementation of a new employees' adaptation system.

#### STS New Employees Adaptation System Development

- STS started work on the introduction of the new public servants adaptation system. Changes and instruments are currently being developed, based on the internal study of actual service calls (in focus groups).

#### STS Services Quality Improvement

- Software PPO testing for individual entrepreneurs was launched. PPO software is a convenient mobile application enabling to fiscalize a sale/purchase transaction. Currently, 2600 people have been enrolled in software PPO testing. The STS will present an app's working version by April 19, 2020.
- Declaration campaign targeting entrepreneurs and individuals was launched to popularize tax return filing in the STS electronic cabinet.

#### Changes in the STS Communication Approach

- STS has changed its communication approach and conducts comprehensive communication campaigns to popularize key services, explain changes in legislation, and build up partnership relationships with taxpayers.
- The temporary brand book was developed to help taxpayers identify the new tax service and differentiate between STS and SFS brands.

# Project Management Offices for Financial Sector Reform in Ukraine

28



**Start Date – November 2016**



**Consultants – 20**



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National Bank  
of Ukraine



European Bank  
for Reconstruction and Development

**Project Management Offices for Financial Sector Reform in Ukraine** – the project launched to support reforms and development of Ukraine's financial system, in particular by financing two Project Management Offices responsible for financial sector reform, more particularly an FSR PMO at the National Bank of Ukraine (NBU) and an FSR PMO at the National Securities and Stock Market Commission (NSSMC). FSR PMOs provide project management expertise, coordinating the efforts of different stakeholders, and ultimately boosting activities under implementation of projects according to the Comprehensive Program for Financial Sector Development of Ukraine until 2020.

## Key takeaways

### A.6. Improving Systems of Regulation and Supervision of the Financial Sector

- Draft Law of Ukraine “On Payment Services” developed.

### A.9. Ensuring Further Development of Non-Cash Circulation, Financial Market Infrastructure and Oversight (ISO 20022)

- Drafts of the Credit transfer model developed.
- Drafts of the Business processes catalogue for the Credit transfer model drafted.
- 6 SWIFT workshops organized – 15 ISO messages in MyStandards processed and set up.
- Market participants were engaged in cooperation through roundtables: received requirements for ISO 20022 and SEP4 messages, PMPG UkrSWIFT created. Following 5 meetings of the working group, feedback on the developed model of credit transfer received and processed.
- Market participants and software vendors were engaged in the training and processing of the model within SWIFT workshops.

### A.10. Improvement of Corporate Governance in Financial Sector

- Draft National Code of Corporate Governance, Corporate Governance Standard for Professional Market Participants, comprehensive Draft Law on Peculiarities of Corporate Governance, and Concept for Corporate Governance Architecture in Depository System of Ukraine were developed.
- NBU officially started preparations for launching regulation of market behavior.
- Norms regulating corporate governance issues were developed for the draft law on the pillar II pension system participants.
- The Concept of corporate governance in insurance companies was developed, agreed with officials and presented to the market's representatives.

#### **A.14 Development of the Funded (Cumulative) Pension Provisioning**

- Final edition of the Draft Law of Ukraine was sent to the Cabinet of Ministers of Ukraine.
- Expert support of making amendments to the existing Law of Ukraine on non-state pension provisioning.

#### **A.15. Financial Sector Infrastructure Development**

- Clearstream-NBU link established. Operations are successfully carried out.
- New software of the National Depository of Ukraine (NDU) was launched for commercial use.
- Report on the evaluation of the NDU based on the PFMI standards, which was conducted by the NBU (within the oversight function extension), presented to the Financial Stability Committee and approved by the NBU Board. The plan comprising a schedule of evaluation recommendations implementation was developed.
- Draft Law №2284 was registered and approved in the first reading.

#### **A.16. Fintech Market Development**

- Draft Fintech strategy was developed. The analysis was made, and the vision for the launch of a full-fledged regulatory sandbox developed. The authority of the Expert Council (sandbox prototype) was extended until the establishment of the group that would be responsible for the launch of the fully functional regulatory sandbox.

#### **A.19. Ensure Modernization, Consolidation and Development of Stock Exchange, Settlement and Clearing Infrastructure of Capital Market**

- Settlement Center signed an agreement with Bloomberg and conducts negotiations on further cooperation.
- NDU signed a memorandum of cooperation with USAID's contractor Tetra Tech concerning the participation in the energy market reforms.

#### **A.21. Securing Tax Incentives and Harmonization of Taxation of Financial Instruments**

- Draft Law on the changes to the Tax Code on tax incentives and harmonization of taxation of financial instruments was updated following proposals from stakeholders.
- Draft Law on the changes to the Tax Code on cumulative pension was updated according to the recommendations from ministries and the State Fiscal Service.

#### **A.22. Improving the Banking System Efficiency**

- Project on the implementation of remote identification and verification model for receiving financial services was approved at the Change Management Committee.
- The Concept of the Digital Handwritten Signature model was drafted. Draft Regulation on the Digital Handwritten Signature was developed in cooperation with the working group.
- Regulation on the Digital Handwritten Signature № 151 dated 13.12.2019 was approved by the Board of the NBU.
- Draft of changes to the NBU's Regulation № 417 on the introduction of video identification and ID card readers was developed.

## **B.1. Ensuring Institutional and Financial Independence of Regulators and the GGF**

- Financial statement system XBRL was put into test operation.
- Guidance materials and manuals were developed for the financial reporting system in XBRL format and IFRS XBRL Taxonomy.
- Website of the XBRL financial statement system was launched.
- Action plan on the launch of the XBRL financial statement system for commercial use developed and approved.
- Amendments and additions to the UA XBRL IFRS taxonomy 2018 following the IFRS 2019 changes were developed.
- UA XBRL IFRS taxonomy 2019 was approved by the Ministry of Finance, NSSMC, NBU, and National Financial Services Commission.
- Support for the introduction of UA XBRL IFRS taxonomy 2019 into the XBRL Financial reporting system and its testing.

## **B.4. Undertaking Transformation of Regulators**

- Business processes modification launched according to the new NSSMC's structure.
- Extending the powers in accordance with a “Single Window” project (NSSMC administrative services provision) and implementation of the improved project “Single Window”.
- Support for the 2nd stage of the NSSMC transformation implementation.
- Introduction of performance metrics for NSSMC employees.
- Development of the NSSMC internal RBS system, internal audit and compliance services was launched.

## **B.13. Facilitating the Use of Cutting-Edge IT-Technologies by Financial Sector Participants (cybersecurity)**

- Methodology for selecting the best security information and event management system was developed with practical guidelines on selecting and implementing the security information and event management system.
- A model for determining behavioral anomalies in traffic data collection systems based on machine learning developed.
- Recommendations and best practices for accident analysis and management centers were drafted.

## **C.1. Financial Literacy Enhancement**

- Analysis of financial inclusion international experience on the structure, goals, and the vision of national strategies for improving financial inclusion was made.

# Ukraine: Consolidation of SME Export Potential and Facilitation of Access to Foreign Markets

31



**Start Date – December 2017**



**Consultants – 9 (as of December 2019)**



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MINISTRY  
OF ECONOMIC DEVELOPMENT  
AND TRADE OF UKRAINE

“Ukraine: Consolidation of SME export potential and facilitation of access to foreign markets” is the project funded by the EU under the EU4Business initiative and supported by the EBRD with the main objective of improving the access of Ukrainian SMEs to export markets.

## Key takeaways

- Facilitated access to **8 international markets** (France, India, Israel, Germany, Denmark, Sweden, Georgia, China) for **200+ Ukrainian SMEs** from the priority export sectors (Agrifood, Light Industry, Advanced Tech, Light Industry) and ensured export skills and knowledge development for **25+ companies** from **11 regions of Ukraine**.
- The Project involved SMEs from **22 regions of Ukraine**.
- Organized **8 trade missions**.
- **65 Ukrainian SMEs** received support in opening the new export markets through their participation in the trade activities such as trade missions and trade shows.
- **25+ companies** upgraded their export skills and knowledge through their participation in the GoExport Program and have developed their export strategies under expert supervision.
- **150 Ukrainian SMEs** received support in opening the Chinese market through their participation in the online catalog of the GoChina Program.
- **660 B2B meetings** with foreign potential partners for 65 Ukrainian small and medium enterprises.
- **6 Market reports** on the Israeli, Swedish, Danish, Finnish and Georgian food market, and the German light industry market developed, which allowed Ukrainian manufacturers from the two priority sectors to better understand their export markets and adjust their export strategies.
- **Two Ukrainian stands at Israfood 2019 and CIIE 2019** were designed/supervised by the Project, to ensure the proper presentation of Ukrainian image on the international level.
- **300K+ of the target audience** and general public learned about the Project and its activities through social media and online media publications, partners' webpages, direct mailing, messengers and other online tools.

## Go Israel Program

### Trade mission to Israel for agrifood sector

- 10 Ukrainian SMEs participated (+2 companies in the format of a study visit).
- 90+ B2B meetings organized and successfully conducted.

## ISRAFOOD 2019

### First Ukraine's collective stand at Israfood exhibition in Tel Aviv

- 7 Ukrainian SMEs participated.
- 140+ B2B meetings took place during the 3 days of the Israfood exhibition for approximately 20 000 visitors.

## Go EU Program

### Trade Mission to France for light industry sector

- 8 SME-participants (+2 participants in the format of a study tour).
- 35 B2B meetings organized.

### Trade Mission to Germany for light industry sector

- 17 participants from 10 Ukrainian producers of light industry sector (+1 company in the format of a study visit).
- 32 B2B meetings were successfully conducted.

### Trade Mission to Sweden and Denmark for food industry

- 12 Ukrainian producers of organic and healthy foods.
- 112 B2B meetings organized and successfully conducted.

## Go India Program

### Trade Mission to India for advanced manufacturing and clean technologies businesses

- 13 participants from 8 companies.
- 62 B2B meetings in New Delhi.
- 38 B2B meetings in Bangalore.

## Go Georgia Program

### Trade Mission to Georgia for food sector

- 8 Ukrainian SMEs on the trade mission.
- 400+ B2B meetings organized (170 for SMEs).



### Go China Program

#### Organizational support for Ukrainian Stand and Ukrainian SMEs within the framework of China International Import Expo 2019

- Facilitated 150+ Ukrainian companies from 21 regions of Ukraine to enter the Chinese market or find potential Chinese buyers through specially contracted and developed Web-platform with integrated We-Chat channel, elaborated design of the collective stand and thorough promotional campaign.

### Go Exprot Program

- 2 parts of the “GoExport: Entry into new markets” Program (National sectoral export study program), one for the textile sector and one multisectoral, developed and implemented for 33 participants: 28 companies from 11 regions of Ukraine in over 7 sectors of economy (Food & Beverages, Creative industries, Light industry, Metal & Woodworking industry, IT industry, Consulting and services, etc.).



European Bank  
for Reconstruction and Development

The Programme is funded under the EU4Business Initiative of the European Union and supported by the EBRD



MOVING FORWARD  
TOGETHER



## Export Promotion Office



**Start Date – November 2015**

**End Date – March 2019**



**Consultants – 4**



[www.facebook.com/exportpromotionoffice](http://www.facebook.com/exportpromotionoffice)



**Export Promotion Office** – the project launched as an advisory and consultative body to the Ministry for Development of Economy, Trade and Agriculture of Ukraine as an one-stop-shop to increase export, assist Ukrainian companies in accessing new markets, expand presence on existing markets, and promote Ukrainian products and brands, develop the export competencies of Ukrainian business, and facilitate cooperation between Ukrainian and foreign businesses.

### Key takeaways

NGU “FSRU” with financial support of WNISEF provided initial support for establishing the EPO under the Mineconomy in November 2015 and extended support for Export Promotion Office project during 2015-2019 with a view to assisting the Ministry in achieving its export promotion policy objectives.

**In December 2018**, Export Promotion Office project was transformed into the public agency “Export Promotion Office of Ukraine”.

The last eighth phase of the project ended in **March 2019**.

#### During the last 3 months of the project

- Communication support provided to the State Institution “Export Promotion Office of Ukraine”.
- Analytical studies of targeted markets and priority sectors of Export Promotion Strategy (India and Georgia) distributed through existing communication channels in order to provide informational support and services to exporters.
- Communications were provided for the activities of the EPO through the publication of informational materials on the website and in the social networks, by sending electronic digests to the database of exporters, as well as by publishing the articles and author's columns of EPO experts.

#### By the end of the project

- **370 Ukrainian SMEs** participated in international business forums organized by EPO.
- **353 Ukrainian SMEs** participated in overseas trade missions and exhibitions organized by EPO.
- **3698 participants** participated in government-to-business meetings of the Ministry's Council for Export Promotion (Export Council) and Government's International Trade Council coordinated by the EPO.
- **8500 entries** were made in the database of exporters.





**Start Date – December 2018**



**Consultants – 1**



[www.facebook.com/nsf.cult.food](http://www.facebook.com/nsf.cult.food)



**New School Nutrition project** is aimed at making an integral impact on the system and quality of nutrition in Ukrainian schools and ensuring the proper and healthy nutrition for students. Its objective - to publicly announce the creation of a new, modern recipe book for school canteens, as well as to ensure distribution, provide means and methods for its introduction and use.

Project's phase I **Announcement, Distribution and Introduction of a New Recipe Book for Ukrainian School Canteens** ended in August 2019 and was followed up by **Digitalizing the Introduction of a New Recipe Book for Ukrainian School Canteens – Phase II** project in September 2019. The primary objective of the phase II – to speed up the change of nutrition culture and raise its quality in schools and health-improvement facilities through launching an online platform. The online platform will unite all stakeholders that affect success of the new nutrition system introduction and will open communication among them.

### Key takeaways

- **On February 6, 2019**, the Educational Complex № 141 “ORT” hosted the press conference where “**Cookbook with recipes for school-age children nutrition in organized educational and recreational facilities**”, developed by a food expert Evgeniy Klopotenko, was presented, and the launch of the project announced.
- A special menu of 110 recipes for students was drafted for inspiring them to eat in school canteens and influencing the development of healthy eating habits.
- **The Cookbook** is a healthy cooking guide that concentrates on the technical and financial capacity of schools and parents. Implementation of the Cookbook at Ukrainian school canteens includes:
  - ▶ Raising awareness about the need for healthy nutrition.
  - ▶ School cooks' training, which are part of the regional project activities.
  - ▶ Online cooking classes.
- **110 recipes** were tested in school canteens and added to the Cookbook.
- Pilot project menu was implemented **at 3 schools in Kyiv**, where the project team cooked meals for 2 weeks, being accompanied by students.
- **8 field presentations** for teachers, students and their parents were organized (in Zhytomyr, Lviv, Rivne, Poltava, Cherkasy, Boryspil, Kostyantynivka (Donetsk region), and Chornobaivka (Kherson region) to explain the necessity and features of introduction. Within field presentations, printed explanatory handouts were distributed, as well as demonstration sets of dishes were prepared by project's cookers in schools' kitchens.
- **104 videos** were shot to show the technological aspects of each recipe.
- The recipes and their cooking processes are available for free on the official project's [Youtube channel](#).
- Online platform, a digitalized recipe book for Ukrainian school canteens, will be launched in 2020.

## Increasing Awareness about the Impact of the EU Association Agreement



Start Date – October 2018

End Date – September 2019



[www.eu-ua.org/syla-mozhlyvostei](http://www.eu-ua.org/syla-mozhlyvostei)



**“Increasing Awareness about the Impact of the EU Association Agreement”** – project launched to support the information campaign “European Integration: the Power of Opportunities” implemented by the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine in order to increase public support of the reform process and European integration of Ukraine by promoting “success stories” of ordinary Ukrainians who took advantage of the benefits provided by European integration.

### Key takeaways

- The Project covered different sectors, such as education, science, innovation, business, and culture. Through the project Ukrainians were informed about advantages of EU projects and initiatives, namely Erasmus+ program, eTwinning, Horizon 2020, Culture Bridges, Creative Europe, COSME, EU4Business, EU programs to support innovations, etc.

### With the support of the Project

- **4 regional conferences and press briefings with 800 participants** organized.
- Exhibition of posters with heroes of “success stories” organized in the Government Building, and the final event for all stakeholders on the results of the information campaign hold.
- Participants of the campaign were **30 Ukrainians**: entrepreneurs, artists, scholars, students, whose success stories were told in hundreds of publications in the media.
- **150+ publications** in national and regional media.
- **6 thematic infographics and 6 videos** for social media developed.
- **6 videos** placed on screens of the Ukrzaliznytsia's trains and in the offices of partner banks.
- **25 000+ posters** were placed at centers of administrative services, municipal and educational structures in all Ukrainian regions due to the efficiently built collaboration with Regional Administrations.





Date – June 1, 2019



[www.facebook.com/TechnovationUkr](http://www.facebook.com/TechnovationUkr)



**Regional Technovation Challenge 2019** is an IT education program for Ukrainian teenage girls targeted at facilitating the participation of Ukrainian girls in the global tech entrepreneurship competition for 10-18-year-old girls – Technovation.

## Key takeaways

- Over **250 schoolgirls** applied for the contest in Ukraine, while **80 of them** developed the app prototypes that address real-world problems under the mentors' guidance.
- **21 teams of girls** aged 10-18, coming from **21 Ukrainian cities**, pitched their projects at the Technovation Regional Pitch 2019 on June 1, 2019. The girls worked on mobile apps for three months to bring their concepts to life, design, and develop a business plan aimed to develop a solution their community problems.
- The winner of the Regional Pitch 2019 became the **PROVE IT team** from Zaporizhia that presented the app designed to help fight poverty and reduce food waste. The winner team designed the **Meal for Will app** aimed to help fight poverty and reduce food waste and to connect restaurants and supermarkets with volunteer organizations that care for the homeless. The main award, a trip to the Technovation World Pitch Summit in San Francisco, was granted by the Technovation host in Ukraine **WNISEF**.
- The runner-up University team from Shepetivka, Khmelnytskyi region, presented the **U4U (University for you) application** intended to help prospective students choose the best university by the specific major. The bronze was granted to the girls from the Kharkiv region, who developed the **SexTeen app** providing teens with professional information about sexual education and answers on how to stay physically and mentally healthy.



Technovation  
Ukraine

## Investment Promotion Office



**Start Date – September 2016**

**End Date – December 2019**



[www.facebook.com/UkraineInvest](http://www.facebook.com/UkraineInvest)

**Ukraine Invest**  
Your Investment Matters



 MINISTRY OF ECONOMIC DEVELOPMENT,  
TRADE AND AGRICULTURE OF UKRAINE

**Investment Promotion Office – Third Phase** – the project aimed at supporting UkraineInvest in facilitating the additional investment into Ukraine from existing and new investors, generating a target list of potential international investors from across the globe relevant to the Ukrainian market, resolving issues of existing investors, and increasing awareness about opportunities of investing in Ukraine. After the project's completion in March 2019, the follow-up project **Support to Investment Promotion Events** was launched with the purpose of promoting investments and business development in Ukraine through support for organization of meetings, conferences and other events that facilitate cooperation on investment promotion.

### Key takeaways

- **Investment Promotion Office (1-3 phases) project** lasted during 2016-2019 and facilitated transformation of UkraineInvest from the project office into the full-fledged public agency with increased capacity, staff, and full regional coverage that made it possible to have better performance and provide high-level services.

#### With the support of both Projects, UkraineInvest

- Unlocked **\$1+ billion foreign investment** in Ukraine from existing and new investors.
- **240+ potential foreign investors** were consulted.
- A list of **100 investors and 50+ business organizations** that might be interested in cooperation with Ukraine was formed.
- **400+ meetings** were organized with existing foreign investors in Ukraine, potential foreign investors in the world and with other interested parties.
- Support provided to **50+ investors** on the solution of difficult problems faced by business.
- Marketing materials regarding Ukraine's investment opportunities were developed:
  - ▶ Report on UkraineInvest's activities in 2019.
  - ▶ Updated booklet *Transformation Ukraine*.
  - ▶ Weekly digest *The Business Week*.
- **100+ events** in Ukraine and abroad were organized and visited to raise awareness of foreign investors about business and investment climate in Ukraine, legislative issues, Ukrainian market, and new investment opportunities.





Date – October 23, 2019



[www.facebook.com/UkraineInvest](http://www.facebook.com/UkraineInvest)



**UkraineInvest Talks: from reforms to investment opportunities** is an interactive discussion between UkraineInvest and its stakeholders dedicated to its 3rd anniversary. The event was a platform to showcase investment opportunities in Ukraine, explore new investment horizons, and interact with high-level representatives. It was also a great opportunity to strengthen the ties between UkraineInvest and the diplomatic community to promote Ukraine as an attractive destination among foreign communities.

## Key takeaways

- Two interactive panels organized within the UkraineInvest Talks dedicated to achievements of Ukraine during the last three years and to the rise of Ukraine's attractiveness for foreign investors:
  - ▶ Promoting Ukraine's Investment Opportunities: UkraineInvest Three Year Snapshot and
  - ▶ Showcasing the New Ukraine Abroad (UkraineInvest's future plans and priorities).
- Among speakers:
  - ▶ Daniel Bilak, Chairman, UkraineInvest
  - ▶ Oksana Markarova, Minister of Finance, former Government Commissioner for Investments
  - ▶ Jaroslawa Z. Johnson, President and CEO, WNISEF
  - ▶ Yulia Kovaliv, Head of the Office of the National Investment Council, Deputy Head of the Office of the President of Ukraine
  - ▶ Dmytro Kuleba, the Vice Prime Minister of Ukraine for European and Euro-Atlantic Integration of Ukraine
- By celebrating UkraineInvest's 3rd anniversary, the 100th anniversary of the Koshetz's branding success on the world stage was also marked. In creative union with the world-acclaimed conductor and People's Artist of Ukraine, Maestro Mykola Hobdych, and a specially commissioned choir of 100 talented choristers, guests had a chance to hear some masterpieces representing the Ukrainian choral tradition and a unique specially-commissioned chef-d'oeuvre, "The Winds Blow", arranged by the famous Ukrainian composer, Hanna Havrylets, based on Oleksandr Koshyts's historical songs.





**Start Date – October 29, 2019**



[www.facebook.com/rethink.invest](http://www.facebook.com/rethink.invest)



**RE: THINK. Invest in Ukraine** – the first investment forum organized at the initiative of the President of Ukraine in Mariupol on October 29, 2019.

## Key takeaways

**The forum, supported by NGU “FSRU” in partnership with UkraineInvest, comprised**

- ▶ Hard talks with Prime Minister of Ukraine and ministers.
- ▶ **6 key panel discussions** and **10+ special events and occasions**.
- ▶ Pitch-sessions, presentations and workshops.
- ▶ IT-startups demo zone and exhibition of the investment projects.
- **700+ attendees** representing the international business, diplomatic and IFI communities from **over 45 countries**.
- **100+ CEOs** of large international and Ukrainian companies, including:
  - ▶ **Existing investors:** Coca-Cola, Carlsberg, Knauf, COFCO, NBT, TIU, Delta Wilmar, BIIR, Lifecell, HHLA, etc.
  - ▶ **Potential investors:** Marubeni Corporation (market capitalization - \$1,320 billion), Airbus (\$97 billion), GE (\$79 billion), BASF (\$64 billion), Alstom (\$8.7 billion), etc.
- **20+ official delegations** headed by Ministers and Ambassadors.
- Top representatives of **17 international organizations**, including European Commission, World Bank, EBRD, European Investment Bank in Ukraine, IFC, UNICEF Ukraine, USAID, Danish Refugee Council and Demining Group.
- **120+ investment teasers** of business and social projects from all Ukraine's regions were presented at the event. Total value of the projects is \$20 billion.
- **12 memorandums** were signed during the event, including:
  - ▶ The government signed a Memorandum with mobile operators Kyivstar, Vodafone, Lifecell and Intertelecom on frequency redistribution for providing high-quality and fast Internet to cover the entire territory of Ukraine.
  - ▶ The EBRD signed a regional road financing memorandum with an initial tranche of EUR 300 million.
  - ▶ A Chinese state-run food processing company COFCO pledged to invest \$50 million in the development of port infrastructure in Mariupol.
  - ▶ The European Investment Bank (EIB) signed a EUR 100 million Declaration of Intent with the Government of France and Mariupol City Council for new municipal water supply infrastructure.

■ The Ministry of Infrastructure signed an agreement with Ukrzaliznytsya and EBRD on preparations for the national rail operator's initial public stock offering.

- ▶ The event served as a convenient platform for highlighting Ukraine's competitive advantages and investment opportunities and for the first time a great number of high officials from IFIs, Ambassadors, CEOs of top international companies visited Mariupol, a city 30 km away from conflict area.
- ▶ The first time when the issue of Donbas renovation and reintegration was raised at such a high-level event.





**Start Date – February 2016**



**Consultants – 18**



[www.facebook.com/reformsmod.UA](https://www.facebook.com/reformsmod.UA)  
[www.facebook.com/reformsmod.eng](https://www.facebook.com/reformsmod.eng)



Ministry of Defense of Ukraine  
Reforms Project Office



British Embassy  
Kyiv

## Reforms Project Office at the Ministry of Defense of Ukraine

**Reforms Project Office at the Ministry of Defense of Ukraine** is a standing consultancy and advisory entity established by Order of Ministry of defense of Ukraine No. 426 dated August 18, 2015 and financially supported by the British Embassy in Kyiv. The purpose of Reforms Project Office is to implement systemic reforms of Armed Forces of Ukraine.

### Key takeaways

#### Professional Military Education (PME) Reform

- In coordination with the Department of Military Education and National Defence University (NDU), Project on the Professional Military Education Transformation was developed and launched in January 2019 using the P3M framework for institutional actors. Within the project implementation in 2019:
  - ▶ Started transition to tactical, operational and strategic levels of professional military education.
  - ▶ Launched course in Defense Management and pilot leadership courses at the strategic, operational and tactical levels.
  - ▶ Started revision of the professional requirements and officer job categories for obtaining Bachelor's and Master's degrees.
  - ▶ Started developing a system of motivational tools for officers to receive educational (academic) degrees at all PME levels.
  - ▶ Reviewed curricula content related to professional military education by implementing best practices, in line with NATO standards.
  - ▶ E-learning platform of the Armed Forces of Ukraine (the basis of the ecosystem of professional military education of Ukraine) was developed and launched with 27,000 active users by January 2020.
- An online anticorruption induction course was initiated, developed and placed on the NDU e-learning platform. All rights of the course were transferred to the National Defence University.

#### Implementation of the Project Management Methodology

- Within the framework of the pilot project “Implementation of the modern project management methodology in the Defence Reform Committee of the Ministry of Defence of Ukraine and the Armed Forces of Ukraine”:
  - ▶ 15 project teams were trained.
  - ▶ Project Management methodology was developed and approved by the Ministry of Defence.
  - ▶ Recommendations and Project Management Manual were developed.

- ▶ Each project team developed a Project's Documentation Package (Charter, Plan, etc).
  - ▶ During 2019, methodological support and monitoring of 15 priority defence reform projects (approved by the Minister of Defence of Ukraine) provided to the project teams and Change Management Unit of the Ministry of Defence of Ukraine.
- Support for the C2 Transformation Program Team provided.

### Procurement System Reform

- The first two purchases were paid through the Treasury.
- Harmonization of Ukrainian legislation with Directive on Defence Procurement 2009/81/EC: Law №2398-D approved in the first reading by 293 votes.
- Working group under the RPO's leadership prepared recommendations on establishing a procurement agency to be funded from the public budget.
- Government Agency "Defence Procurement of Ukraine" was established.

### Nutrition Reform

- Preparation and support for the transition of the military units to the new nutrition system in 2019: support of tenders for the purchase of products and equipment.
- IT support of the accounting system:
- ▶ Supporting software users, assisting in the software setting up, training of new users, collecting and analyzing data on the procurement of military items.
  - ▶ Software error tracking, the development of a new functional, and software update.

### Non-Commissioned Officer Corps Development

- Draft report on HRM strategic sessions developed. Key recommendations: the need for an HRM algorithm that should synchronize rank, position, training and education, promotion and motivation; implementation of the principle of quality no quantity; the need for an improved promotion system in line with the NATO best practices.
- A lecture on Democratic civilian oversight was presented to the participants of the course.
- Support of the Draft Law on military ranks was adopted by the Parliament.
- Support for the NCO development team provided: Further development of the NCO Corps will be harmonized with HRM Policy, Social Policy, Professional Military Education, and training.
- The Strategic Session's 4th block on the development of the Effective Career Management System in the AFU organized and held.



REFORM IS HAPPENING  
UKRAINE IS CHANGING

## Medical Support Services Reform Program

**Medical Support Services Reform Program** is one of components the Continued Support to Defence Reform in Ukraine program with the main objective to transform the medical support system of the Armed Forces of Ukraine (AFU) in accordance with the AFU needs, NATO principles and standards, and provisions provided in the Strategic Defense Bulletin.

### Key takeaways

#### Functional Development of Tactical Medicine Specialists

- ▶ Within the international working group “Functional development of tactical medicine specialists”: The prospective career development plan developed for tactical medical specialists without medical education. Until 2019 specialists didn't have better prospects of career development than the position of a troop's senior combat medic.
- ▶ The recommended list of functional tasks for medical specialists was developed according to positions of career growth. The list is compliant with the existing list in the NATO forces.

#### Methodological Support of the 205th Tactical Medicine Training Centre (TMTC)

- During 2019, at the basis of the 205th TMTC:
  - ▶ 2 courses of combat medics professional training conducted.
  - ▶ 2 courses of medical evacuation crews coordination conducted.
  - ▶ Class for an audience of Ukrainian military medical academy organized.
  - ▶ Convenience and applicability of new equipment for combat medics of AFU were tested. As a result of testing, new equipment evaluated and recommendations on the possible improvement of test specimens provided. Oxygen concentrators bought and provided to the 205th TMTC.

#### Development of Educational Courses

- “Upgrading of platoon combat medics' professional skills. Premedical aid in combat situations” program: In 2019, the permanent program's version was developed considering the experience of lecturing. The program's adaptation was started to increase the number of combat medics graduates. Work on adaptation changes continues.
- “Temporary program of forward medical evacuation forces training”: program developed and launched for teaching at the 205 TMTC.
- “Temporary program of the educational course “Strengthening professionalism of platoon combat medic”: the program developed and launched for teaching at the 205 TMTC.
- All educational programs developed considering the experience of NATO member states armed forces. Vectors for the development or changes are defined at international working groups with the participation of specialists from NATO member states, Main Military Medical Division and 205th TMTC. Programs' introduction was controlled by observers from NATO's member states (Canada and the USA).

## Organizing Competitions among Medical Specialists of Land Forces and Tactical AFU

- New rules and conditions for competitions were developed to test and evaluate the skills of tactical medical specialists and their compatibility with NATO standards.

### Changes in Medical Supplies Norms

- Since previously norms of medical supplies did not meet the requirements of new tactical medicine educational programs, in 2019, new norms of supplies for educational centers developed. The norms were approved at the level of the Ministry of Defence and in the process of being approved at the Ministry of Health of Ukraine.



# Women in Business: Empowerment, Innovative Entrepreneurship, Sustainability

46



**Start Date – January 2019**

**End Date – June 2019**



**Consultants – 3**



Ministry of Foreign Affairs of the Netherlands

**Women in Business: Empowerment, Innovative Entrepreneurship, Sustainability** project was launched to implement the Women Entrepreneurs in Ukraine Course initiated by SheExports Program and arranged in partnership with Embassy of the Kingdom of the Netherlands in Ukraine with the financial support of the Netherlands Enterprise Agency of the Ministry of Economic Affairs of the Netherlands. The objective of the course – to develop innovative thinking of women business owners, formulate a business model canvas based on UN SDGs and lead with vision, inspiration, and integrity.

## Key takeaways

- **3 training modules** and **1 mentoring cycle** in February – June 2019 with Dutch and Ukrainian trainers and mentors.
- **20 women entrepreneurs** represented companies from Chernihiv, Dnipro, Kyiv, Lviv, Volyn', Ternopil, and Zaporizhzhia regions.
- **20 promising Ukrainian female entrepreneurs were trained to:**
  - a. Write a sustainable business plan that fits global standards using the business model canvas methodology and using lean validation.
  - b. Continuously innovate: how to keep track of global trends (like sustainability) and how to continuously adapt to these trends.
  - c. Pitch, negotiate, lead by example, and empower other women.
  - d. Develop export plans to enter the EU market and know useful resources of information.
- After the training modules, all participating entrepreneurs identified a new business project or an improved business case and an action plan.
- **10+ business alliances** were built by participants.
- **The project improved the conditions for bilateral trade between Ukraine and the Netherlands, as it:**
  - ▶ Removed a barrier for women entrepreneurs due to a better understanding of the export planning process and sustainability presented by the Export Promotion Office and other Ukrainian trainers and business model generation trained by the Dutch trainers.
  - ▶ Created a market for NL companies by improving the understanding of opportunities.
  - ▶ Promoted export to the Netherlands and business contacts with the Dutch.



## Promotion of a Supportive Framework for Trade in Ukraine



Start Date – November 2018



Consultants – 32

**giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

**#ЕКСПОРТУЙ**  
EXPORT STRATEGY TEAM



MINISTRY OF ECONOMIC DEVELOPMENT,  
TRADE AND AGRICULTURE OF UKRAINE

**Promotion of a Supportive Framework for Trade in Ukraine** – a project of technical assistance deployed to the Ministry for Development of Economy, Trade and Agriculture of Ukraine was launched in order to raise capacities to steer and coordinate policy establishment and implementation with the ultimate goal of helping revitalize Ukraine's trade sector. In May 2019, the project was substituted by the **Task Implementation within the scope of National Export Strategy of Ukraine and Sectoral and Cross-Sectoral Strategies** project with the focus of developing and implementing the National Export Strategy of Ukraine and Sectoral and Cross-Sectoral Strategies.

### Key takeaways

- **5 sectoral and 4 cross-sectoral export strategies** in Ukrainian and English were developed and transferred to the Ministry for Development of Economy, Trade and Agriculture with their subsequent publication on the Ministry's official website.
- Draft Order concerning the Export Strategy for the information technologies sector for 2020-2025 and Draft Order concerning the Cross-sectoral export strategy for the transportation sector and simplification of trade conditions for 2019-2024 developed and transferred to the Ministry.
- **2-day seminar** on the implementation and monitoring of the Export Strategy of Ukraine (ESU) was organized and held together with the International Trade Center (Switzerland). Among participants - 15 representatives of the executive power. Following the seminar, practical recommendations were developed on the implementation of the Action Plan and ESU events, namely:
  - ▶ On strengthening the institutional basis for stimulating innovations and providing conditions for the establishment and development of innovative technologies centers and sectoral clusters in the regions to increase competitiveness of exporters.
  - ▶ On improving legal and economic conditions for international trade in Ukraine, incl. development of electronic commerce infrastructure through harmonization of Ukrainian legislation in matters of electronic commerce with the EU's legislation.
- Support provided for the organization and conduct of **the 3rd meeting of the International Trade Council** attended by **100+ participants**, incl. Deputy Ambassador of the State of Israel to Ukraine Emil Ben Naftali and Commercial Counsellor at the Embassy of Canada in Ukraine Adam Barbolet.
- Brochures about Ukrainian innovative products were developed and distributed (Ukrainian Innovative Products. First Edition and Ukrainian Innovative Products. Second Edition).
- **2-day seminar** was organized and held with the Academy-Award winning director and professor of the Stanford School of Business Bill Guttentag, attended by 30+ representatives of the creative industry sector.
- **4 meetings of the working group** on the formation of the strategies for international trade development and analysis of their implementation, attended by **60+ people**, dedicated to the discussion of development and introduction of sectoral and cross-sectoral export strategies.
- Support for the organization and conduct of the 2-day International Forum on Technical Regulation “Searching for innovative development paths of quality infrastructure in Ukraine”.

## Promoting Application of Prozorro.Sale in the Regions of Ukraine



**Start Date – November 2018**

**End Date – May 2019**



**Consultants – 1**



[www.facebook.com/Prozorro.sale](http://www.facebook.com/Prozorro.sale)



INSTITUTE FOR  
WAR & PEACE REPORTING



**Promoting Application of Prozorro.Sale in the Regions of Ukraine** – the project launched to engage local activists to monitor and control the use of state and municipal property by local authorities and promote Prozorro.Sale in the regions by familiarizing activists with capabilities of the electronic trading system ProZorro.Sale, organizing training of activists on how to use Prozorro. Sale tools and providing counselling and mentoring support for activists.

### Key takeaways

- **42-hour seminars** organized in Kyiv, Rivne, Kropyvnytskyi, and Ternopil for **55 participants** aimed at a better understanding of the ProZorro.Sale work.
- **2 non-scheduled events** “Open data about a municipal property. Benefits for society business and country” and “Prozorro.Sale conference on community development. A transparent mechanism for Successful Community Development” organized for **155 participants** aimed at the presentation of recommendations for the maintenance of the Register of communal property and its publication in the form of open data and on mechanisms and instruments of community development.
- **1 two-day training** held for **25 regional partners** of ProZorro.Sale in Kyiv. The training covered issues of how to build an advocacy campaign, how to react to abuses by the authorities, where and how to find funding for public initiatives in the field of transparency, and the importance of media resources in highlighting important events.
- **6 memorandums of cooperation** were signed with regional non-governmental organizations.
- The registry maintenance standard developed as a tool that can significantly improve the efficiency of the sale of communal property and minimize corruption risks. It will allow cities and villages to conveniently manage property records, while businesses will have access to all objects.
- In 2019, in total **7 events** organized for **235 activists** from different regions of Ukraine. Civil activists received tools for monitoring the use of the communal and public property and were familiarized with an open system of electronic auctions with the module of analytics.

## Professionals for Reform Support Mechanism



**Start Date – August 2015**

**End Date – August 2019**



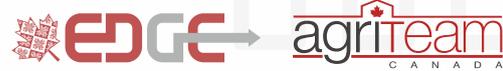
**Consultants – 112**



[www.facebook.com/Professionals-for-Reform-Support-Mechanism-1602994490022764](http://www.facebook.com/Professionals-for-Reform-Support-Mechanism-1602994490022764)

Canada

PR SM  
Professionals for Reform  
Support Mechanism



**The Professionals for Reform Support Mechanism (PRSM)** is a temporary mechanism that provides human resource support to critical reform initiatives undertaken by the national governmental agencies. It is not meant to address the complexities of civil service reform. Rather, it is a time-bound mechanism that addresses priority reforms in the short-term, while longer-term work of civil service reform is undertaken. PRSM is inherently linked to the capacity within the government to undertake reforms.

**PRSM is a platform for a coordinated response that ensures**

- **A link to priority reforms and reform oversight.**
- **Transparency** – processing ministerial requests through one window improves donor coordination and avoids overlapping of donor funding.
- **Consistency** – requests are managed according to one set of procedures.
- **Legality** – all human resources are contracted according to the law and paid via bank transfer.

**For realizing the above-mentioned purposes PRSM**

- **Selects initiatives** based on clearly defined links to priority reforms.
- Ensures transparent **recruitment** of human resources.
- Manages the **contracting** and payment of human resources.
- Provides financial **reports** for donors.
- **Monitors** initiatives for results.





Consultants – 11



[www.facebook.com/poslугy.reform](http://www.facebook.com/poslугy.reform)



MINISTRY OF ECONOMIC DEVELOPMENT,  
TRADE AND AGRICULTURE OF UKRAINE



**Administrative Services Reform Office (ASO)** – an initiative that acts as an independent donor-funded non-governmental office with a mandate from the Mineconomy to coordinate and support the administrative services reform and cover three sectors: Administrative services and procedures; Administrative Services Centers (ASCs); and E-services.

## Key takeaways

### With the support of the initiative, the following was developed

- Service provision manual for TSNAPs' administrators.
- Comparative table on the access of veterans to admin services.
- Draft CMU resolution on the access of veterans to admin services.
- Comparative table on changes to TSNAP registration.
- Comparative table on e-pension.
- Draft CMU resolution on e-pension.
- Explanatory note on e-pension.
- Citizen impact on e-pension.
- Comparative table on e-service for building.
- Ministerial order on e-service for building.
- Procedures for building e-services.
- Comparative table on integrated admin services portal and CMU resolution on the integrated admin services portal.
- Draft CMU resolution on the issuance of large-sized cargoes permit.
- Draft CMU resolution on e-identification.
- Draft Comparative table for CMU Regulation on driving license issuance.
- Draft Presidential decree on administrative services improvement.
- The passage of the new draft Administrative Code of Ukraine (Draft Law on administrative procedure №9456).





Consultants – 5



[www.facebook.com/mineconomdev](https://www.facebook.com/mineconomdev)



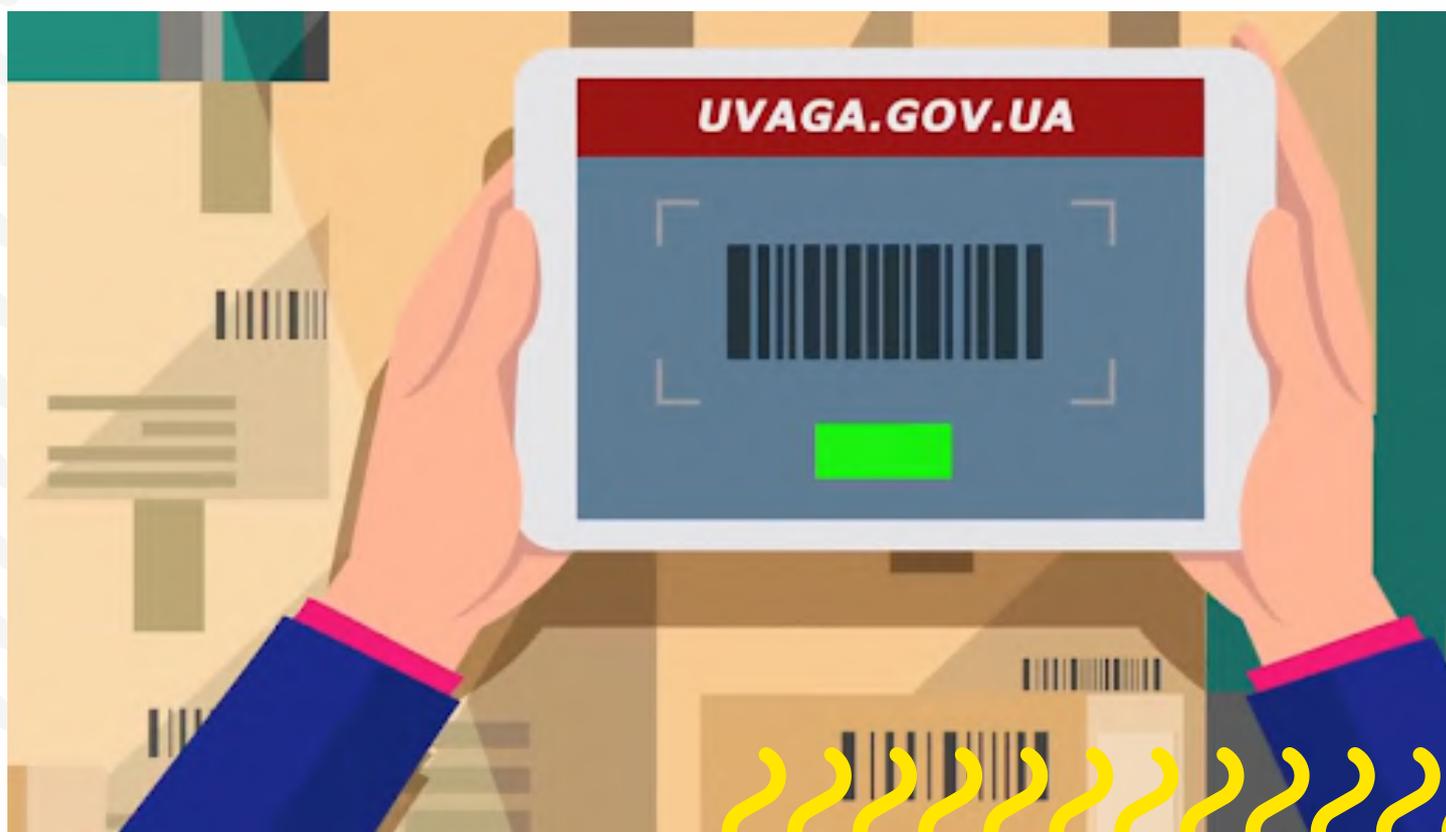
MINISTRY OF ECONOMIC DEVELOPMENT,  
TRADE AND AGRICULTURE OF UKRAINE

**Enabling Free Trade with EU by Developing Safety Ecosystem in Ukraine** – is an initiative with the primary objective to increase institutional capacities of market surveillance system with advanced tools, new methodologies, and creation of a product safety ecosystem by engaging other stakeholders - business and consumers in making the market clean, safe, and complied with the EU standards.

## Key takeaways

**With the support of the initiative, the following was developed**

- Check-list Personal protection equipment.
- Brief Guide to Identifying Non-Compliance with Safety Requirements for Industrial Trucks for Requirements for Waste.
- A short guide to identifying inconsistencies in cable and wire products.
- Video Animation on how to check hazardous products.
- Recommendations on content for Uvaga.gov.ua for business and consumers.





Consultants – 8



[www.facebook.com/nus.org.ua](http://www.facebook.com/nus.org.ua)



MINISTRY  
OF EDUCATION AND  
SCIENCE OF UKRAINE

**National Educational Digital Platform** is a key component of the New Ukrainian School. The National Educational Digital Platform will provide teachers with online training, digital learning resources, and learning management capabilities. Cutting-edge educational technology and modern content will help teachers and students to create personalized learning experience through multiple learning profiles, developmental theories and their implications for practice, enable them to assess and employ a variety of teaching strategies to meet individual needs of each student.

## Key takeaways

With the support of the initiative, the following was developed

- Recommendations on the methodology for e-textbook development and use.
- MoES's Order on National Educational Digital Platform and its implementation supported.

The National Educational Digital Platform will become the engine of significant changes in the educational process and create the market for the production of digital educational products and services to shape the digital competence of participants in the educational process in Ukraine.





**ProZorro.Sale** – an initiative launched to develop an electronic asset sales system and make it operational based on ProZorro principles and architecture, allowing to significantly decrease corruption by implementing an IT system of transparent asset sales.

**Key takeaways**

**With the support of the initiative, the following was developed**

- Mineconomy's Order on the marketing and communications department.
- SCMU Resolution on electronic auctions for the sale of unprocessed timber.
- Training presentation on how to work with the analytics module “bi.prozorro.sale”.



КІЛЬКІСТЬ АУКЦІОНІВ  
**263,75 тис**

ПРОПОЗИЦІЙ НА ТОРГИ  
**2,56**

КІЛЬКІСТЬ УЧАСНИКІВ  
**17,90 тис**

% УСПІШНИХ ТОРГІВ  
**2,14%**

ДОХІД  
**23,70 млрд**  
ЗБІЛЬШЕННЯ МІН. ЦІНИ  
**22,40%**

ОГОЛОШЕНА ВАРТІСТЬ  
**1,16 трлн**

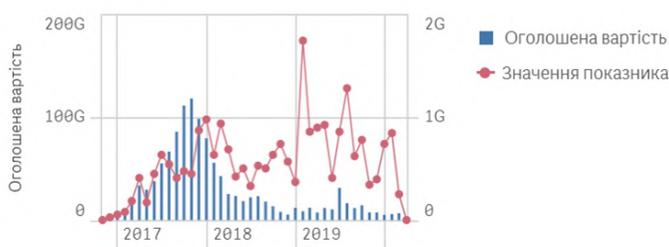
Показник **Дохід**

Тип процедури продажу

Статус аукціону

Ієрархія типів процедури

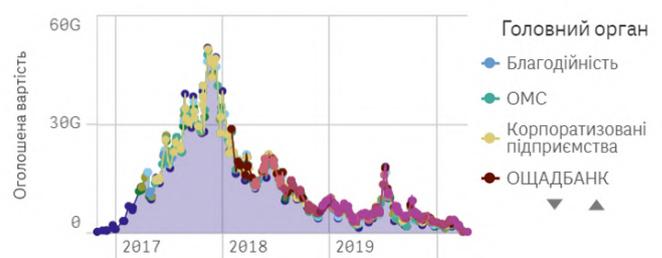
**Динаміка**



Рік-Місяць



**Сума доступних лотів \***



\* Currently showing a limited data set.





Consultants – 2



[www.facebook.com/Prozorro.sale](http://www.facebook.com/Prozorro.sale)



**ProZorro.Sale Green Energy Auction Development** – an initiative launched with the goal to further scale-up the Prozorro.Sale electronic trading system through the introduction of a new auction for Green Energy.

## Key takeaways

**With the support of the initiative, the following was developed**

- Concept of distribution of support quota on renewable energy.
- Amendments to CMU Resolution on Exclusion of State Property Objects.
- Draft SCMU Procedure for the sale of goods at customs auctions.
- Collective agreement.
- Terms of Reference for the LandLease procedure.



# Development of the System of Quality Assurance for School Education

55



Consultants – 5



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OF EDUCATION AND  
SCIENCE OF UKRAINE

**Development of the System of Quality Assurance for School Education** – an initiative targeted at the implementation of school education reform, in particular, the development of an internal and external system for quality assurance. To implement an internal quality assurance system secondary education, it is necessary to develop appropriate standards and recommendations for quality-defined areas, a set of indicators that will help schools to track their progress. These recommendations (standards) will help schools to shape their approaches to quality assurance and effectively achieve results that are envisaged by state standards for general secondary education.

## Key takeaways

### With the support of the initiative, the following was developed

- The Quality assurance system at the Ministry of Education was officially established with the support from EDGE experts.
- Handbook on quality assurance for secondary school.
- Quality assurance requirements and recommendations.
- Form for observation during classes.

**НУШ** ▶

**НОВА  
УКРАЇНСЬКА  
ШКОЛА**

Внутрішня система  
забезпечення якості освіти:  
**Абетка для директора**

Рекомендації до побудови  
внутрішньої системи забезпечення  
якості освіти у закладі загальної  
середньої освіти

EDGE was requested to optimize the process of preparation, monitoring and evaluation of the Annual National Programmes under the auspices of NATO-Ukraine Commission, which involves multiple Ukrainian ministries and governmental agencies. The goal is to ensure that ANPs are prepared in line with the Results-Based Management (RBM) principles. It is envisaged that the optimized ANP process will be supported by an IT-tool that will be developed for this purpose.

## Key takeaways

With the support of the expert team, the following was developed

- ANP planning induction training module.
- 90 planning documents pursuant to the Draft Annual National Program NATO-Ukraine- 2020.
- 25 strategic sessions delivered by experts for representatives of the Ministries (570 participants) responsible for the development of the Annual National Program NATO-Ukraine.





Consultants – 6



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ПРОЕКТНИЙ ОФІС  
СЕКТОРАЛЬНОЇ  
ДЕЦЕНТРАЛІЗАЦІЇ

**Project Office for Sectoral Decentralization** – an initiative that acts as an independent non-governmental structure financed by the donors and authorized by the Minregion to coordinate the implementation of sectoral policy on decentralization in the relevant ministries and authorities. Considering the scope of the reform, POSD covers the following sectors: education, healthcare, roads infrastructure.

## Key takeaways

### Introduced 3 models and tools

- The horizontal alignment of local budgets.
- Training presentation on the educational network.
- Decentralization book.

### 18 documents developed

#### Road infrastructure Sector

- Draft law on concession and Comparative table on the concession.
- Comparative table and Draft Law on financing the territorial road funds.
- Explanatory Note on financing the territorial road funds.
- Comparative table on an independent audit of road works.
- Explanatory Note on an independent audit of road works.
- Comparative table and Draft Law on public procurement.
- Comparative table on insecure goods transportation.
- Comparative table on the involvement of engineer-consultants to roads construction.
- Comparative table on size control of goods.

#### Road infrastructure Sector

- Proposals on the 2019-2021 draft Budget Declaration.
- Proposals to tax and budget legislation.
- Explanatory Note on amendments to the Tax Code of Ukraine on the allocation of taxes of physical persons at their location.
- Draft Law on amendments to the Tax Code of Ukraine on the allocation of taxes of physical persons at their location.
- Comparative table on amendments to the Tax Code of Ukraine on the allocation of taxes of physical persons at their location.



Consultants – 4



[www.facebook.com/sheexportsua](http://www.facebook.com/sheexportsua)



The She Exports Program is the initiative coordinated by the Export Promotion Office since 2017. The ultimate goal of the She Exports Program is that women in export-oriented companies fully contribute to economic development facing fewer gender-based barriers and constraints and focused on women's economic empowerment in Ukraine. Three strategic goals of the Program are 1. Equal gender opportunities in business. 2. Women and business led by them develop their capacity. 3. Women-led businesses have access to business networks for business opportunities and exports.

## Key takeaways

- Developed legal framework for the establishment of the Association for women empowerment, drafted Charter of the Association, and assistance provided with its registration.
- Developed agendas, training concepts, and materials for:
  - ▶ She Exports' educational program.
  - ▶ Workshops for women business owners and working women.
  - ▶ Webinars for women.
  - ▶ Experience sharing visits of women entrepreneurs to the production sides and offices of women-led businesses.





Consultants – 5



[www.facebook.com/probation.ua](http://www.facebook.com/probation.ua)



MINISTRY  
OF JUSTICE

**Probation Project Management Office** – the expert team that assists the Ministry of Justice with the planning and implementation of the penitentiary reform, which aims to promote wider application of non-custodial measures to offenders who committed minor or medium gravity offenses and to create proper conditions for the detention of convicts in penitentiary institutions promoting their rehabilitation and decreasing the risk of reoffending. The engaged experts work closely with the Ministry of Justice of Ukraine to provide consultations and assist with the development of the necessary regulations, systems as well as building up capacity within the Ministry to plan, implement and communicate reform taking into account the international standards and best practices.

## Key takeaways

### With the support of the initiative, the following was developed

- Activity Plan for the implementation of the National Strategy for reforming the juvenile justice system for 2019-2023.

### 6 models/tools were developed

- Life skills program – Workbook for adults.
- Life skills program – Workbook for children.
- Life skills program for adults.
- Life skills program for children.
- Workbook on a conversation for adults.
- Workbook on a conversation for children.

### 3 regulatory documents were developed

- Comparative table for the Draft Law on the improvement of probation work.
- Ministerial order on life skills program for adults.
- Ministerial order on life skills program for children.



NOW  
Ukraine <sup>ua</sup>

Expert Team under Secretariat of the Cabinet of Ministers of Ukraine (SCMU) – an initiative launched to achieve the objective of implementing an enhanced strategic planning system through the conduct of multiple trainings and strategic sessions for civil servants and reform professionals and by assisting the integration of the Result Based Management principles into planning processes in the Government.

## Key takeaways

### EDGE helped the SCMU to

- Increase the Government of Ukraine (GoU) capacity in strategic planning and develop an improved planning methodology based on Result-Based Management (RBM) principles.
- Enhance the framework for reform progress monitoring.
- Implement a detailed approach to policy impact assessment with a strong focus on citizen impact according to the Canadian GBA+ methodology.
- Improve selected management processes in the SCMU by implementing Canadian practices.

### SCMU project office introduced 3 models and tools

- GBA+ online course script.
- Gender Handbook.
- RBM IT tool system description and installation (component 1).

### 2 documents developed

- Draft Ministerial order on the integration of gender approach during legislation development.
- Draft Ministerial order on the gender impact of reforms.





Consultants – 21



[www.facebook.com/di.reform.office](http://www.facebook.com/di.reform.office)



**National Child Deinstitutionalization Reform Office** – the initiative that assists the Ukrainian government with the implementation of the National Strategy for the Reform of the Institutional Care and Upbringing of Children for 2017-2026. EDGE has engaged a group of legal and technical experts that work alongside the personnel of the Ministry of Health, Ministry of Social Policy, Ministry of Education and the Commissioner's Office for Children's Rights. The engaged experts provide independent consultations, assist these national institutions with planning, implementing and communicating reform of the institutional care and upbringing of children considering the international standards and best practices in this area.

## Key takeaways

### Plans and tools developed

- Draft National Strategy on inclusive education till 2030.
- Memorandum of Understanding on the joint implementation of DI reform between regional and local governments in the Lviv oblast.
- Guidelines for the transformation of baby homes to palliative care centers.
- Guidelines on the evaluation of baby homes.
- Project model for the establishment of coordination bodies on institutional care and upbringing of children in the Lviv region.

### 6 regulatory documents developed

- CMU Resolution on DI strategy monitoring.
- Draft Regulation on the organization of inclusive education in schools.
- Annex to the Ministry of Health order on palliative care provision.
- CMU Resolution on rehabilitation and palliative care centers for children.
- Annex to the Ministry of Health order on the state budget allocation criteria to support persons with special educational needs.
- Annex to the Ministry of Health order on diagnoses allowing for expedited adoption.

### Communication products developed

- DI brand book and guidebook.
- A short version of DI Communication strategy for CMU and the Action Plan for the implementation of the Communication Strategy.
- Promo video on inclusion.
- Implementation plan on communication for Lviv.
- Brochures about DI reform for local territorial communities and about social services for the local governments.



**eHealth** – the initiative launched at the Ministry of Health of Ukraine. The goal of the reform initiative is to provide a government-guaranteed package of health care services of the enhanced quality to citizens of Ukraine for free. For this purpose, the expert team assists the Ministry in establishing a medical data system, which will maintain a pan-Ukrainian registry of patients, doctors, and medical institutions, as well as possess data on contractual relations between them. The system will preclude healthcare actors from concluding fraudulent agreements, as well as provide invaluable statistics on diseases and prescribed treatment, which still do not exist in Ukraine to date.

### Key takeaways

#### With the support of the initiative, the following was developed

- Program-methodology on emergency medicine IT system.
- Concept update on e-Prescription services.
- Concept of reimbursement on Accessible drugs.
- Concept of e-sick leaves.
- Draft Technical specification on eHealth.
- Draft technical requirements for the MIS testing program.
- eHealth promo video.
- CMU resolution on ensuring the availability of medicines.
- CMU Resolution on the electronic health system.
- Draft CMU Concept on eHealth.
- Ministerial order on changes to the Rules for Drugs Prescription.
- Ministerial order on Technical requirements for medical IT systems.
- Ministerial order on rosters.
- Ministerial order on Referrals.
- Ministerial order on medical events.
- Ministerial order on KSZI establishment.





The expert team was deployed to the Presidential Administration of Ukraine with the aim to develop the Priority Reform Plan.

## Key takeaways

### 27 legislative documents developed

- Decree on measures to prevent raiding attacks.
- Decree on the improvement of roads.
- Draft Decree on access to e-services.
- Comparative table on the investment climate.
- Comparative table on USSR legislation abolition.
- Draft law on the investment climate.
- Draft law on USSR legislation abolition.
- Explanatory note on investment climate.
- Explanatory note on USSR legislation abolition.
- Comparative table on electronic devices import control.
- Comparative table on clearing transactions.
- Comparative table on tax administration.
- Comparative table on taxation in building.
- Draft law on amnesty for single social taxes.
- Draft law on clearing transactions.
- Draft law on household taxation.
- Draft law on responsibility on taxation.
- Draft law on a single account for social insurance.



**Draft reforms concepts developed**

- Drafts for Tax reforms.
- Drafts for Customs reform.
- Drafts for Social reform.
- Drafts for Gambling law.

**Analysis for Priority reform plan provided**

- Inputs to the priority reform plan.
- Ukraine priorities for IMF.
- Analysis of bond and stock market reactions to parliamentary elections.
- Analysis of policy initiatives.
- Detailed reform agenda.





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