



**FOUNDATION FOR SUPPORT
OF REFORMS IN UKRAINE**

**ANNUAL REPORT
2020-2022**

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1. About Us

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 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.

Executive Director of the “Foundation for Support of Reforms in Ukraine” is **Yurii Shkil**.

Areas of Expertise

- Coordination of the process of development, implementation, and monitoring of reforms in Ukraine.
- Selection, recruitment, and coordination of experts for development, implementation, and monitoring of reforms.
- Capacity building of civil servants’ professionalism.
- Communication of reforms to domestic and foreign markets.
- Attraction of investment into Ukraine.
- Promotion of science, scientific activities and research development.
- Encouragement of economic growth and economic development of Ukraine and separate regions.

2. Reforms Delivery Office of the Cabinet of Ministers of Ukraine

Start Date – October 2016

End Date – April 2020



Reforms Delivery Office of the Cabinet of Ministers of Ukraine (RDO) – an advisory body that provides comprehensive support to the Cabinet of Ministers of Ukraine, supporting reforms from problem analysis and developing an idea and mechanism for its implementation to monitoring the effectiveness and communication of change.

RDO is part of the Ukraine Reform Architecture¹ supported by EBRD and financed by the Ukraine Stabilization and Sustainable Growth Multi-Donor Account (MDA).

Key deliverables

- Provided proposals to the Medium-Term Priority Actions Plan for the Government until 2020, approved by Order No. 1133-r as of September 9, 2020.
- Provided proposals to the Government Action Program and the Government Priority Actions Plan for 2020.
- Drafted proposals for the Conceptual Paper of the Public Administration Reform Strategy. 8 public consultations on updating the Strategy were organized.
- Provided analytical support and proposals and ensured advocacy of catalog projects and job classification methodology (later adopted by the order of the Cabinet of Ministers No. 1414-r dated November 11, 2020).
- Support for the preparation and advocacy of the draft Law on Administrative Procedure provided (adopted in the 1st reading on September 2, 2020).
- Support provided in the development of the CEBs Functional Review Methodology. CEBs completed their functional review.
- Support provided for the preparation, advocacy, and consideration in the parliament of draft laws such as №554-IX on the national infrastructure of

¹ The Ukraine Reforms Architecture was launched in Kyiv in October 2016. The contributors to the Ukraine MDA in 2020 were Denmark, the European Union, Finland, France, Germany, Italy, Japan, the Netherlands, Norway, Poland, Sweden, Switzerland, the United Kingdom, and the United States of America.

geospatial data, №711-IX on land use planning, №3987 on entering information on the state border of Ukraine into the State Land Cadaster, №3012-2 on the procedure for the privatization of lands of state-owned agricultural enterprises, institutions and organizations, №985-IX on the functioning of the state agrarian register and state support for producers of agricultural products, etc.

- Comprehensive support of the Government's communication team was ensured for effective and transparent coverage of reforms implementation.

3. Reform Support Teams

Start Date – October 2016

End Date – April 2020

Reform Support Teams (RSTs) are groups of Ukrainian professionals that provided targeted technical support and assist in the design and implementation of sectoral strategies and priority reforms on a temporary basis at 9 ministries and state agencies:

1. Ministry of Finance of Ukraine
2. Ministry for Communities and Territories Development of Ukraine
3. Ministry for Development of Economy, Trade and Agriculture of Ukraine
4. Ministry of Infrastructure of Ukraine
5. Ministry of Energy and Environment Protection of Ukraine
6. State Road Agency of Ukraine
7. Ministry of Education and Science of Ukraine
8. State Customs Service of Ukraine
9. State Tax Service of Ukraine

Reform Support Teams are part of the Ukraine Reform Architecture.



3.1. Reform Support Team at the Ministry of Finance of Ukraine



Reform Support Team at the Ministry of Finance of Ukraine is a team of experts that assists the Ministry in 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 IFIs, Public Administration Reform, etc.

Key deliverables

Public Administration Reform & Capacity Building of the Ministry

- Supported the development of reliable, secure IT infrastructure of the Ministry, incl. the launch of the system of electronic document circulation in the Ministry and project management support during IT Centralization.

Customs reform

- Made a significant contribution to the reform of the State Fiscal Service, incl. inputs to the Conceptual directions for reforming the system of bodies implementing state customs policy and the Action Plan for their implementation, the Strategy of Integrated Border Management until 2025, and the Action Plan for its Implementation for 2020-2022.
- Assisted with the development of the draft Law No. 2318-1 on the creation of a single legal entity of the State Customs Service and the automation of certain processes.
- Provided project management support to the process of launching the Authorized Economic Operators (AEO) program 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.
- Supported the MoF in the elaboration of 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.

State-Owned Banks Reform

- Assisted the MoF in negotiations on the World Bank Program “Accelerating Private Investment in Agriculture” and drafting Project Operational Manual for the Program.
- 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 procedures 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.

Corporate Governance Reform Implementation at SOEs of Fuel and Energy Complex

- Assisted in the 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 the Energy Community.
- supported the state registration of the Ministry of Finance as the managing entity of JSC “Mahistralni Gazoprovody Ukrainy”.
- Ensured 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.

3.2. Reform Support Team of the Ministry for Communities and Territories Development of Ukraine



Reform Support Team of the Ministry for Communities and Territories Development of Ukraine (MinRegion) 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 in 3 areas: Housing and Communal Services reform, Construction reform, and reform of the Ministry's apparatus.

Key deliverables

Energy Efficiency Reform

- Provided support with the development of the draft decree of the Cabinet of Ministers of Ukraine "On the National Action Plan on Energy Efficiency for the period up to 2030".
- Developed the draft order of the Ministry on the approval of methodology for determining a basic annual level of consumption of fuel and energy resources and housing and communal services in accordance with the Law of Ukraine № 327-VIII dated 09.04.2015.
- Provided legal and analytical support in drafting regulatory legal acts for the purpose of the implementation of the Law of Ukraine "On Energy Efficiency of Buildings", incl. decree of the CMU No. 88-r of 29.01.2020 and draft Strategy on the thermal modernization of buildings until 2050.

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

- Ensured support with the implementation of Directive 27, Art. 10 through submission of proposals for the development and adoption of the Ministry's Order dated 31.01.2020 No. 23 on approval of requirements for the formation of bills for payment of services.
- Developed the Order of the Ministry of Regions "On approval of the Methodology for the development of heat supply schemes for populated areas of Ukraine" for the implementation of the Concept of implementation of state policy in the field of heat supply.
- Provided expert support to the Ministry with the development of the draft Law "On Water Drainage".

Waste Management Reform

- Developed by-laws in accordance with the National Waste Management Strategy, incl. draft Law “On packaging and packaging waste”.
- Prepared proposals for legislative changes and measures in the area of waste management, including but not limited to comments and proposals to the draft Law “On Waste Management”, “On State Environmental Control”, “On Waste Electrical and Electronic Equipment”, “On Batteries and Accumulators”, etc.

Construction Industry Reform

- Provided expert and legal support with review and development of state building regulations, updating of building regulations considering requirements of barrier-free construction, energy efficiency, safety, and structural reliability.
- Participated in the review of 52 state construction regulations, and developed drafts of normative legal acts on the use of European standards when designing.
- Provided expert and legal support with the development and adoption of the Comprehensive Action Plan on the introduction of BIM technologies in construction.

Public Administration Reform

- Developed forms for monitoring and planning the development and ensuring adoption of normative legal acts of the Department of Life Support Systems and support for their filling.
- Submitted proposals on the development of a procedure for carrying out financial and economic calculations when developing a draft act, a draft law or other government initiatives introduced by a legislative initiative of the Ministry for consideration by the Cabinet of Ministers of Ukraine and the Verkhovna Rada of Ukraine.
- Participated in the development of regulations on the Ministry’s directorates, expert groups, and job instructions.
- Supported the Ministry with analysis of budget planning and development of strategic documents.
- Ensured unification and modernization of the official website of the Ministry in accordance with the Unified Design Code approved by CMU Resolution No. 493 as of June 12, 2019.
- Provided technical support for the Ministry’s official website.

3.3. Reform Support Team of the Ministry for Development of Economy, Trade and Agriculture of Ukraine



Reform Support Team of 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 in the area of Public Administration Reform, SOEs reform and Privatization, Public Procurement, Corporate Governance Reform, Improvement of Business Environment, Public-Private Partnership, etc.

Key deliverables

SOEs Governance & Public-Private Partnership

- Provided support for the Ministry for Development of Economy, Trade and Agriculture of Ukraine in developing draft legal acts aimed at implementation of SOEs reform and improvement of PPC performance, incl. development of draft laws “On lease of state and municipal assets”, “On cancellation of the list of objects banned for privatization”, “On improvement of corporate governance in state-owned enterprises”, “On National Wealth Fund”, etc.

Public Administration Reform & Capacity Building

- Ensured support with the development of the Government Strategy plan for all departments.
- Conducted workshops for the Ministry’s personnel on effective communication and presentation skills, recruitment processes, and performance management. etc.
- Consulted the Ministry’s HR managers on HR matters and the use of the Performance Evaluation tool.
- Developed concepts of evaluation, strategy planning, motivation of personnel, and legal drafting of internal orders.

Business Environment

- For the purpose of business climate improvement, RST facilitated the holding of Deregulation sessions of the Cabinet of Ministers of Ukraine where redundant by-laws were abolished.

- Provided expert and legal support in drafting draft laws on crowdfunding and the concept of introduction of virtual assets in the legal field of Ukraine.

Public Procurement (ProZorro)

- Provided expert and legal support in developing amendments to the Public Procurement Law of Ukraine in part related to the provision of lifecycle procurement, abnormally low prices, financial capacity evaluation, non-price criteria, etc.
- Ensured expert support of ProZorro system project and integration of the roadmap for all open data registers.

International Technical Assistance

- Provided active project management support for the ProAid maintenance and modernization.
- Developed amendments to the Resolution №745 dated 14.08.2019 on the procedure for attraction, use, and monitoring of international technical assistance.

Public Investment Management

- Developed a draft report on the analysis and assessment of the public investment management system and business processes of its management.
- Drafted recommendations on the improvement of business processes of public investment project management.

Corporate Governance

- Drafted a roadmap for the development of corporate governance of TOP-10 SOEs considering the OECD requirement.

3.4. Reform Support Team of the Ministry of Infrastructure of Ukraine



Reform Support Team of the Ministry of Infrastructure of Ukraine is a group of professionals that provide expert support to the Ministry in the implementation of priority reforms. The main tasks of the RST include the preparation and implementation of transport sector reforms and development strategies, implementation of transport-related projects, coordination of the Ministry's cooperation with partners and stakeholders, and attraction of investments to the transport sector.

Key deliverables

Railway Sector Reform

- Provided support in the development of the draft law on railway transport of Ukraine, and its consideration by the parliament's line committee, trade unions, and other stakeholders.
- Assisted the Ministry with the revision of a tariff formation system in the railway industry and calculation of a tariff base by making the analysis of the existing legislation, development of recommendations and draft legal acts.
- Provided support with the improvement of service provision processes in the industry, the attraction of investments in the railway sector, incl. support of the Ministry with the implementation of pilot projects of railway stations concession.

Road Sector Reform

- Provided support with the implementation of the system of automatic dimensional and weight control.
- Assisted the Ministry with the development and adoption of draft laws in the area of road transport.
- Facilitated the transformation of the road management system and road works, namely restructuring of the PJSC Automobile Roads of Ukraine.
- Facilitated the improvement of processes and services in the road and automobile sectors and attraction of investments.
- Assisted the Ministry with implementing a pilot project of installing WiM-complexes on approaches to Kyiv for automatic identification of overloaded vehicles.

Maritime and Inland Waterways Sectors Reform

- Ensured support with the development and approval of the draft law on inland waterways.
- Drafted legal acts for the implementation of the EU directives and regulations on inland water transport in accordance with the EU-Ukraine Association Agreement.
- Assisted the Ministry with preparing proposals and drafting legal regulatory acts aimed at the improvement of processes and services in the inland waterways sector and attraction of investments into the sector.

- Provided support with drafting laws on the regulation of the maritime sector regarding ensuring sustainable funding for the maritime sector.

Aviation Sector Reform

- Assisted the Ministry with the improvement of air traffic between Ukraine and EU states by the development of draft legal regulatory acts, inter alia, on airport fees for servicing aircraft and passengers, and of a program to stimulate air carriers and the creation of air connections with EU regional airports.
- Provided support with the development and approval of the Aviation Transport Strategy of Ukraine for the period up to 2030 and ecological assessment of the strategy.
- Ensured comprehensive support of the Ministry with the implementation of the Agreement on Common Aviation Space between Ukraine and the EU.

SOEs and Projects Financing Reform

- Provided support with updating a list of enterprises under the Ministry's management, which require corporatization and privatization.
- Ensured comprehensive support of the Ministry in changing the management system of state-owned enterprises.
- Provided support with the development of the National Transport Strategy of Ukraine until 2030 and the Action Plan.
- Assistance provided in the development of the Sustainable Logistics Strategy of Ukraine for the period up to 2030.
- Supported the Ministry with the attraction of international technical assistance and investment in the transport sector.

Public Administration Reform

- Assisted the Ministry in optimizing its organizational structure in accordance with the Public Administration Reform Strategy up to 2021.
- Ensured support to simplify and improve the efficiency of internal communications, approval and decision-making processes.
- Provided support with the development of the HR Management Strategy for the Ministry.

Transport Digital Transformation & E-Governance Reform

- Advocated secondary legislation approval to enable cashless payments in public transportation.
- Facilitated the Ministry with the implementation of e-government and open data projects.
- Provided support for the introduction of an electronic ticket in Ukraine.

3.5. Reform Support Team of the State Road Agency of Ukraine



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

Key deliverables

Financing Reform and Road Network Renewal and Road Construction Governance

- Provided support to Ukravtodor in the increase in financing of the State Road Fund and the efficiency of funds use through the development of the legislative framework for the actual implementation of reforms.
- Facilitated Ukravtodor with the introduction of medium-term budgetary planning in the road industry.

Decentralization Reform

- Made analyses on municipal roads and financing and management of municipal and local roads. Developed proposals for the creation of local road funds.
- Prepared draft legal acts on further decentralization of the road industry, incl. the transfer of territorial roads to the local level.

Road Transport Safety Reform

- Provided support to Ukravtodor with increasing the efficiency of the dimension and weight control system through the development of draft legal regulatory acts on establishing standards of maximum weight and dimension.
- Ensured analytical support with the case studies and analyses and implementation of pilot projects on the implementation of European standards in the field of road safety.

Public Administration Reform

- Provided support to Ukravtodor with further PAR implementation and capacity building and ensuring the efficacy of the structure of Ukravtodor and state road maintenance in Ukraine.
- Formulated proposals on harmonization of national legislation in infrastructure project management and improvement of the state management efficiency in the road sector.

Procurement Reform

- Provided support to Ukravtodor with reforming procurement procedures in the road industry.
- Developed recommendations on 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.

3.6. Reform Support Team of the Ministry of Energy and Environment Protection of Ukraine



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

Key deliverables

Public Administration Reform (in the field of environmental protection)

- For the purpose of increasing the institutional capacity of the Ministry, a functional review of 15 structural divisions of the Ministry was finalized.
- Developed the Ministry's Strategy for HR management, a new structure of the Ministry, and respective draft regulatory acts.
- Prepared recommendations on the redistribution of functions in the area of environmental policy implementation.

E-Governance and Anti-Corruption

- Provided support to the Ministry with the development of draft legal acts and technical requirements for the creation of a system of electronic document circulation in the Ministry.
- Ensured development of the "Cabinet of the subsurface user" and drafting of technical requirements for the "Cabinet of the eco-inspector" and GIS for waste management.

Environmental Supervision, Monitoring and Liability System

- Provided expert and legal support with the development of draft legal acts regarding the state environmental monitoring system reforming and increase of responsibility for environmental pollution, incl. a draft Law "On Environmental Control".
- Prepared feasibility studies, project proposals, technical requirements, etc. on the development of the "Ecoinspector" information system. Provided expert support on the development of related draft laws.

Subsurface Sector Reform

- In accordance with the Memorandum between the Ministry and TAPAS project, RST ensured the preparation and preliminary testing of the "Cabinet of a Subsurface User".

- Developed a package of draft legal acts on amendments to the legislation, incl. a table of discrepancies according to the relevant EU Directives (94/22).

Sustainable Use of Water Resources

- Ensured that 5 meetings of the National Water Policy Dialogue.
- Together with the State Water Agency, provided support for improving the structure of the basin and regional water resources administrations.

New Climate Policy

- Ensured the reflection of the climate policy in other documents and provided support to the Ministry in matters of intersectoral activity related to the new climate policy.
- Prepared legal justification for the target allocation of funds from the environmental tax (fee).

Waste Management Reform

- Provided support for the Ministry in the implementation of the waste management reform by participation in the development of draft legal regulatory acts on waste management, batteries and accumulators, and waste electronic and electrical equipment.

Industrial Emissions

- Ensured support with the development of draft secondary legislation on industrial emissions, incl. the draft Action Plan on the Concept of State Policy Implementation in the field of Industrial Pollution.
- Participated in the development of the draft Law “On the prevention, reduction, and control of industrial pollution”.

Strategic Environmental Impact Assessment

- Provided support with the development of the relevant regulatory legal acts to ensure the proper implementation of the Laws “On Environmental Impact Assessment” (EIA) and “On Strategic Environmental Assessment” (SEA).
- Facilitated the Ministry with the introduction of new procedures regarding the application of EIA and SEA guidelines in accordance with the EU best practices.

3.7. Reform Support Team of the Ministry of Education and Science of Ukraine



Reform Support Team of 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 vocational education and training reform – VET.

Key deliverables

Vocational Education and Training (VET) Reform

- Provided expert support to the Ministry with the modernization of the network of institutions and the VET management model, incl. selection of pilot regions (oblasts) for the creation of centers of professional excellence within the “EU4Skills” program.
- Developed project proposals for the MoES to attract technical assistance for the implementation of VET projects.
- For the purpose of bringing the content and quality of VET to the needs of the labor market, expert support was provided for increasing the Ministry’s capacity to use ITA resources.
- Provided expert support for ensuring cooperation with the European Foundation for Education.
- Assisted the Ministry with communications about the VET reform, in particular:
 - developed the Communication Strategy and corresponding action plans for 2020;
 - provided communication support for the work of educational and practical centers, incl. collection of data from 210 educational and practical centers about 10 professions and development of an interactive online map;
 - prepared conceptual principles of labor professions promotion.
- Ensured coordination of the Ministry’s work with donors, incl. providing expert support in organizing and holding working meetings and consultations with representatives of donor institutions and projects.

New Ukrainian School Reform

- Provided support to the MoES with the development of a draft State Standard of Primary Education, holding of public debates, and its finalization. Assisted

the Ministry with the implementation of pilot projects related to the new State Standard of Primary Education.

- Facilitated the development of educational materials for primary schools.
- Participated in the development of an inclusive education program for employees and teachers of Inclusive Resource Centers.
- Prepared 4 analytical reports on the use of state subvention money at the New Ukrainian School (environment, classrooms, computers, Internet).
- Developed analytical materials on the organization of meals in schools.
- Prepared materials on the “ideal educational environment” of the New Ukrainian School.

3.8. Reform Support Team of the State Customs Service of Ukraine



State
Customs Service
of Ukraine

Reform Support Team (RST) of the State Customs Service of Ukraine is a group of professionals that assists the State Customs Service in filling the capacity gaps in the design and implementation of priority reforms, while strengthening links and partnerships between the Customs Service's priorities and relevant donor support.

Key deliverables

Restructuration and Human Resource Management

- Held the functional review of the Customs, developed proposals on the organizational structure, and legal documents on functions of structural units of the Service drafted.
- Introduced new HR business processes. Analyzed with the current business processes within the Customs work.
- Ensured support with recruitment of staff and with the development of legal documents on selection of specialists for public service positions.
- Provided support with development of the KPI system and its linkage to staff's rewards and recognition.

Functional Customs Changes

- Analyzed all customs procedures and processes for the development of propositions for their improvement.
- Provided support with implementation of new customs procedures and processes, for ex. post-clearance customs control, AEO institute, common transit, etc.
- Developed post-audit and control system for each product group.
- Ensured support with adjusting balance of procedures at the stage of customs clearance and post-customs control.
- Facilitated customs audit and post-clearance customs control.
- Contributed to integration with databases of other bodies for launching a "single-window 2.0".
- Launched and led cooperation with the Ministry of Social Policy to integrate the database of humanitarian shipments with the future "single window".

Legal Support

- Drafted legal acts, including a new edition of the Customs Code.

- Developed the joint transit convention. Prepared draft legal acts in accordance with the Law on common transit regime.
- Analyzed legislation regulating a “single window”.

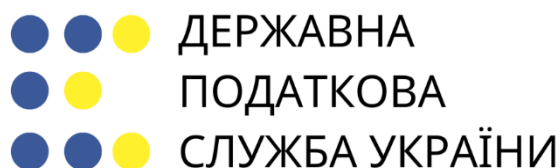
Funding Management

- Ensured strengthening of project coordination and funding management functions.
- Provided support with budgeting, identifying and monitoring financial needs, and forecasting of further needs.

Communications

- Created the Customs Service Communication Strategy and the Strategic Plan for 2020.
- Organized public events for the Customs Service’s speakers reporting on reforms progress.
- Organized the press-conference on the State Customs of Ukraine launch.
- Organized the opening of the scanning system for cargo transport vehicles at Krakovets-Korchove.
- Assisted with the development of the user-friendly website of the Customs Service.

3.9. Reform Support Team of the 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 to conduct STS internal reform, stimulate voluntary tax-paying, and facilitate internal business processes.

Key deliverables

Tax Reform

- A draft work plan of the State Tax Service of Ukraine for 2020 with the definition of priorities and tasks was drawn up with the main deliverable to reduce tax audits and fiscal pressure and make transition to a risk-oriented system.
- Prepared a methodology for the preparation of individual tax consultations at the request of taxpayers.
- Prepared draft methodology for the STS on the application of the beneficial owner doctrine and the main purpose rule.
- Ensured normative support of necessary legislative changes, incl. the development of proposals for amendments to the draft law on detinization of settlements in trade and services and analysis of key amendments to the Tax Code of Ukraine in relation to the adoption of laws №1209-1 and № 1210.

Unification of STS into a single legal entity

- Drawn up the draft definition of functions of the central departments and territorial bodies of the STS for 2020.
- Developed the draft definition of the content of the functions and procedures of the STS for 2020.

Human Resources Management

- Developed the draft Regulation on the Disciplinary Commission at the State Tax Service.
- Ensured implementation of the mentoring program “Dual Education: a New Form of Personnel Training for STS bodies” supported by GIZ Ukraine.
- Provided support to the STS with developing the draft Plan of priority actions for 2020 to prevent violations of legislation by employees and ensure compliance with integrity requirements and rules of ethical behavior when performing official duties.
- Facilitated the STS with the launch of work on the adaptation program for newly hired employees. The working group was created, coordination

meetings were held, the action plan was developed, and focus groups were held.

- Provided support with the development of The Training Program for HR services employees on the recruitment process in civil service bodies.

Open Government Reform

- Submitted proposals for the open government policy of the STS.
- Support provided with assessment of activities and development of the concept of reforming of SE “Ukrspyr” and the alcohol industry in general.
- The Plan for detinization of the excise goods market and the Plan for detinization of salary payments were developed.
- Ensured assistance to the STS with the development of the Plan for the tax police reform and the Plan for combatting conversion centers.

Changes in the Communication Approach

- Provided informational support for the implementation of reforms.
- Organized and implemented communication campaigns for the Service’s key events.
- Developed respective communication materials, incl. the creation of visual content the STS.
- Prepared a digest on the application of the provisions of The Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting (“MLI”).
- Ensured regular media monitoring.
- Developed templates of informational messages, different types of communication materials, etc.

4. Project Management Offices for Financial Sector Reform in Ukraine



National Bank
of Ukraine



European Bank
for Reconstruction and Development

Project Management Offices for Financial Sector Reform in Ukraine is the project established and financed by the European Bank for Reconstruction and Development to support reforms and development of Ukraine's financial system by financing two Project Management Offices responsible for financial sector reform. In particular, an FSR PMO at the National Bank of Ukraine (NBU) and an FSR PMO at the National Securities and Stock Market Commission (NSSMC) were created.

Key deliverables

Provided project management expertise for the purpose of implementation of projects according to the Comprehensive Program for Financial Sector Development of Ukraine until 2020, which includes the provision of support in the following directions:

Improvement of Financial Sector Regulation and Supervision Systems

- Provided normative legal support for the implementation of projects, incl. development of regulatory legal acts such as a draft Law on payment services.

Development of Non-Cash Circulation, Financial Market Infrastructure and Oversight

- Developed drafts of the Credit transfer model.
- Prepared drafts of the business processes catalog.
- Organized workshops, incl. workshops on SWIFT. Market participants and software vendors were invited for training and processing of the model at workshops.
- Facilitated holding of the working group's meetings on the credit transfer model. Received feedback was processed.

Improvement of Corporate Governance in the Financial Sector

- Ensured support of the NBU with the development of draft legal acts, incl. regulations on corporate governance for different stakeholders and market participants and amendments to the draft law on the pillar II pension system participants.

Development of the Cumulative Pension Provisioning

- Ensured normative legal support of the NBU with the development of draft laws on non-state pension provisioning.

Financial Sector Infrastructure Development

- Expert and legal support was ensured with the establishment of the Clearstream-NBU link and launch of the new software of the National Depository of Ukraine (NDU).
- Supported the preparation of the report on the NDU evaluation based on the Principles for Financial Market Infrastructures. The report was presented to the Financial Stability Committee and approved by the NBU Board.

Fintech Market Development

- Provided support with the preparation of the Fintech strategy, as well as with the creation of the vision for the launch of the regulatory sandbox.

Improvement of Banking System Efficiency

- Ensured project management of the NBU, incl. with the project on remote identification and verification model for receiving financial services.
- Provided legal support with the development of draft regulatory acts such as the Concept of the Digital Handwritten Signature model, draft Regulation on the Digital Handwritten Signature, draft amendments to the Regulation on the introduction of video identification and ID card readers, etc.

Regulators and the GGF Institutional and Financial Independence

- Provided comprehensive project management support with preparation for and testing of the financial statement system XBRL, incl. the development of necessary manuals in respective formats, the launch of the XBRL website, drafting and approval of the action plan on the launch of the XBRL financial statement system for commercial use.

Undertaking Transformation of Regulators

- Delivered project management support with the implementation of the improved project “Single Window”.
- Provided support for the 2nd stage of the NSSMC transformation implementation.
- Ensured support with the development and launch of the NSSMC internal RBS system.

Use of Cutting-Edge IT Technologies by Financial Sector Participants (Cybersecurity)

- Expert support provided with the development of the methodology for selecting the best security information and event management system.
- Developed a model for diagnosing behavioral anomalies in traffic data collection systems based on machine learning.

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

Start Date - 2017

End Date - December 2020



“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 deliverables

- In 2018-2020, the project facilitated access to 13 international markets and potential partners from 17 countries and ensured export skills development for 657 Ukrainian SMEs.
- 209 Ukrainian SMEs received support in opening the new export markets through their participation (online and offline) in 20 trade activities such as Trade missions, B2B activities, Exhibitions and GoEU Study Tour.
- 30 Ukrainian SMEs received support in opening the Chinese market through their participation in the online e-commerce B2B marketplace 1688.com within the GoChina Program.
- 318 Ukrainian companies participated online and offline in the major trade events in China through the online catalogues or at the National Stands.
- 119 participants from 100 Ukrainian companies upgraded their export skills and knowledge.
- 44 SMEs developed and presented their export strategies through participation in the 5 GoExport Programs.
- 175+ SMEs’ representatives upgraded their export skills and learned about export opportunities on the targeted markets through participation in the series of comprehensive training sessions prior to trade missions.
- 19 Market intelligence reports developed as a decision-making tool for building export strategies and export market mapping.

Trade Events in 2020

- Before each offline trade mission, selected businesses passed “*Training for the delegates on B2B conducting and preparation*”.
- Trade events organized in 2020:

- Trade mission to Turkey (Agrifood) in Istanbul
- Trade mission to Denmark (Light industry) in Copenhagen
- Online trade mission to Israel (Light industry)
- Online Ukrainian literature: Rights Now! (Creative industries)
- Online trade mission to Turkey (Chemical industry)
- Online B2B matchmaking session: Romania and Poland (Agricultural machinery)
- Online trade mission Romania, Bulgaria, Turkey
- Online seminar for the delegates on the trade opportunities in Bulgaria, Romania, Turkey
- Online business study tour #GOEU [Lithuania - Poland].

GO CHINA Program

- GO CHINA Programs organized in 2020:
 - GO CHINA Program 2020. Kick-off event in Kyiv, Ukraine
 - Topics covered by engaged experts included current opportunities for Ukrainian exporters and how to properly prepare for export activities to China.
 - GO CHINA Program 2020 Webinar: Tendencies and opportunities for Ukrainian exporters on the Chinese market
 - GO CHINA Program 2020 Webinar: China's market as a global leader in the wholesale fashion industry
 - GO CHINA 2020 Ukrainian Agro/Food Online B2B mission
 - GO CHINA 2020 Ukrainian fashion industry online B2B mission (Fashion, garment and accessories manufacturers)
 - Support for Ukrainian SMEs on entering Chinese market through 1688.COM B2B marketplace collective trade with Ukraine brand store (online)

GO EXPORT Program

- To upgrade the skills and knowledge of Ukrainian SMEs, the project developed and implemented through the Lviv Business School five stages of the «GoExport: Entry into new markets» Program (National sectoral export study program).
- Stages of the program implemented in 2020:
 - 3rd «GoExport: Entry into new markets» program in Kyiv, Ukraine
 - 4th « GoExport: Entry into new markets» online program
 - 5th « GoExport: Entry into new markets» online program.

6.1 Support of Export Promotion Office of Ukraine (EPO)

Start Date – May 2020

End Date – September 2021



Support of Export Promotion Office of Ukraine (EPO) is the project funded by USAID that was initiated to assist Ukrainian companies in accessing new markets, promote Ukrainian products and brands, develop the export competencies of Ukrainian business, and facilitate cooperation between Ukrainian and foreign businesses.

Key deliverables

The Year 2020

Improvement of the management practices of EPO and CEP beneficiaries

- Organized a series of training webinars for organic businesses “Export of organic products: opening new markets” with a focus on features of organic exports to Canada, terms of trade with Canada under the Free Trade Agreement, opportunities for exporters provided by the European Enterprise Network (EEN), and participation in GPA international public procurement of GPA.
- Held B2B Online Education Initiative: From Start to Sales with a series of practical webinars for food producers.
- Conducted educational webinars “Expert Talks: implications of COVID-19 for EU trade policy and trade relations between the EU and Ukraine” and “Expert Talks: trade in agricultural products between the EU and Ukraine - issues and prospects”.
- Organized trainings on foreign markets expansion tools and on market analysis for export.
- In the confectionery sector, the webinar was organized on peculiarities of doing business with Gulf states, and event on trends in sweet categories across APAC.
- Conducted Export Bootcamps “Instruments for quick start” for companies to master instruments of export planning and development.

Expansion of export markets by EPO and CEP beneficiaries

- Provided individual consultations on participation in international GPA tenders.
- Consulted business on export activities. Provided recommendations on improvement of export activities, tools for product promotion and search for foreign partners.
- Prepared and distributed digests for the sectors in focus (confectionery, organic, furniture and IT sectors).
- Ensured participation of 37 participants from 20 companies in the international online conference on artificial intelligence “Artificial Intelligence Conference 2020” and of IT companies in the international online conference on artificial intelligence “WAIC 2020”.
- Organized a trade mission to the United Kingdom for the companies of IT sector and to the Netherlands for the companies of food sector.
- Ensured participation of 23 companies in the international online conference of fashion and design “B2WORTH 2020” for representatives of creative industries.
- Ensured participation of food producers in the international online exhibition “United Fresh 2020”.
- Ensured coordination of export alliances work within CEP grants and EPO support, namely, coordinated the Organic Ukraine export alliance work.
- Provided participation of participants in the international online conference “Gamesmatch 2020”.
- Organized participation of 48 participants from 46 companies in the international online B2B matchmaking event “Food Connections 2020”.
- Organized participation of selected business in the international online B2B matchmaking event “European Logistics Innovation Day 2020”.
- Ensured participation of 14 companies in the international online B2B matchmaking event “Smart City Live 2020” and 20 companies in the event “Smart Manufacturing Matchmaking 2020”.
- Provided participation of companies in the international online Technology Forum 2020 – Matchmaking Event VIRTUAL and international online WEgate Summit 2020.
- Conducted the event “Doing business in the UK” within the framework of online trade mission to the UK for ICT sector.

6.2 Support of Export Promotion Office of Ukraine (EPO)

Start Date – May 2020

End Date – September 2021



Support of Export Promotion Office of Ukraine (EPO) is the project funded by USAID that was initiated to assist Ukrainian companies in accessing new markets, promote Ukrainian products and brands, develop the export competencies of Ukrainian business, and facilitate cooperation between Ukrainian and foreign businesses.

Key deliverables

The Year 2021

- Facilitated access to **16 international markets** and ensured export skills and knowledge development for **700+ Ukrainian participants** from the priority export sectors (Food, Organic, IT, Furniture, engineering).
- **140 Ukrainian SMEs** received support in opening new export markets through their participation.
- Coordinated the work of consulting, market intelligence, exhibitions and trade mission departments, business development, and cooperation with stakeholders.
- Led the ICT stream, confectionery and organic industries streams at the Entrepreneurship and Export Promotion Office (EEPO).
- Provided consultations to the Ukrainian companies, which helped them to achieve export sales of \$4 000 000.
- **5 Guides** for exporters developed and published on the National Export Web-portal.
- **33 Market Intelligence Reports** developed as a decision-making tool to help companies build their export strategies and facilitate export market mapping.
- **80+ selections** on GPA tenders with **260+ tender opportunities** for Ukrainian companies in focus sectors prepared.

Improvement of the management practices of EPO and CEP beneficiaries

- Organized educational programs for the food sector, incl. B2B online for 70 participants and Grow up Agro on export practices for 300 agrifood producers.

- Held 2-day intensive for 40+ companies from the organic sector on Canada organic market including GPA component.
- Designed 2 short term sectoral educational programs for 30+ companies from the engineering sector, incl. market research and GPA component.
- Provided online export readiness assessment to 250+ companies and coordinated consultations on export activities to 200+ companies from different sectors in focus.
- Organized Export Boot Camp, educational program to master export planning and development instruments.

Expansion of export markets of EPO and CEP beneficiaries

- Developed the concept of the collective pavilion at exhibition Gulfood 2021, conducted recruitment of participants and organized work of the collective exposition onsite.
- Collective exposition at Biofach 2021
- Provided consultations and prepared participants for the online exhibition at Biofach 2021.
- Negotiated free participation for two Ukrainian manufacturers in online exhibition FPconnect 2021.
- Provided support with preparation of the online exhibition United Fresh.
- Provided coordination of the USAID CEP grant implementation for the confectionery sector to enter the Saudi market (VTrade confectionary foods initiative).
- Facilitated the preparation for the Ukrainian Organic Export Days 2021, incl. coordination preparation of education events “Export talks” and Webinar on B2B negotiations. Supervised the B2B meeting organization process.

7.1 Reforms Project Office at the Ministry of Defense of Ukraine



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Reforms Project Office of the Ministry of Defense of Ukraine is a consultancy and advisory entity established by the Order of the Ministry of Defense of Ukraine in 2015 and financially supported by the British Embassy in Kyiv. The purpose of Reforms Project Office is to implement systemic reforms of the Armed Forces of Ukraine.

Key deliverables

Defense Procurement reform

- A series of meetings with stakeholders organized and held to support the adoption of the law, which was approved by the Parliament in July 2020 and signed by the President. Implementation plan prepared for the Parliament's Defense Committee.
- Developed draft amendments to the Law on Defense Procurement, submitted to the Parliament's Defense Committee, and ensured advocacy in the Parliament. Made analysis and modelling of procurement procedures.
- Prepared assessment and proposals and developed draft amendments to the Law on Intelligence in part related to procurement to avoid increase in secrecy in procurement for intelligence activities.

Other legislation

- Prepared assessment brief of legislation on corporatization of "Ukroboronprom".

NSPA procurement

- Ensured support with making the NATO Support and Procurement Agency (NSPA) procurement and with increasing the procurement plan for 2020 and organization of first deliveries.
- Draft amendments on the NSPA procurement process developed.

Implementation of modern project management methodology

- Advisory support to key stakeholders, incl. Policy Department, the National Defense University provided.
- Support to the development of PWC.
- Comments from the Project/Program Management prospective to the Defense Planning Doctrine submitted.

7.2 Medical Support Services Reform Program

Start Date – August 2020

End Date – September 2021



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Medical Support Services Reform Program is the project that provides for support for the Armed Forces of Ukraine in part related to the improvement of the AFU's medical support system. The ultimate goal of the project is to transform medical support system of the Armed Forces of Ukraine (AFU) in accordance with the AFU needs, NATO principles and standards, as well as provisions set out in the Strategic Defense Bulletin. The project is financially supported by the British Embassy in Kyiv.

Key deliverables

Methodological support of the AFU medical support system

- Participated in the working group with stakeholders of the reform, where qualification standards were developed for the combat medics training using NATO standards.
- Jointly with the Canadian mission UNIFIER, working materials on the combat medics course (68W standard), namely, for tactical level medical specialists training, were developed. Materials were used as reference materials.
- Participated in the 3rd international conference on Mental Health Literacy Event. Developed report about psychocorrection of combat medics in the ATO/JFO zone after traumatic events.
- Ensured translation of the combat medics course materials (68W standard) into Ukrainian.
- Provided methodological assistance in conducting training courses for combat medics based on the Tactical Medicine School.

Improvement of AFU's tactical medical specialists' skills

- The evaluation of instructors teaching skills was conducted and discussed with stakeholders and partners. Possible options for improvement of instructors teaching skills were considered.
- Methodological support provided in the conduct of the course of combat medics training. For the period of August 2020 – April 2021, 131 specialists were trained and graduated.
- Jointly with the 205th TMTC, works carried out on the development, implementation and conduct of the pilot course for senior combat medic training. Two test courses were organized, 38 senior combat medics graduated.
- Ensured teaching, assessment and analysis of the senior combat medic course.

- Developed analysis and recommendations on improving the course of the transferred training division of the AFU's Medical Forces Command.
- A pilot refresher course for instructors of the Tactical Medicine School was conducted.
- Developed an annual cycle of instructor refresher courses.

Promotion of tactical medical profession in the Armed Forces of Ukraine

- Conducted a few courses for the Armed Forces of Ukraine and the National Guard of Ukraine.

7.3 Implementation of Program and Project Management in the Defense Management System

Start Date – March 2020

End Date – March 2021



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Implementation of Program and Project Management in the Defense Management System is the continuation of the Reforms Project Office of the Ministry of Defense of Ukraine and financed by the British Embassy in Kyiv with the main objective to create an effective mechanism for implementing strategic decisions of the state leadership, the Ministry of Defense of Ukraine, and the Armed Forces of Ukraine in the field of defense. The project provides for the introduction into the system of defense planning based on the capabilities of the project management subsystem.

Key deliverables

Regulation of Program and Project Activities and Methodological Support

- Ensured project management and expert support with implementation of program and project management, which proceeded in accordance with the deadlines set in the law.
- Consultations were provided and participation in the development of regulatory documents of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine on defense planning provided.
- For developing proposals for the State Targeted Defense Program, methodological classes held. Support provided to the units of the General Staff of the Armed Forces of Ukraine (AFU) and the AFU's Command of Troops with preparation of proposals (subprograms and projects) to the Program.
- Based on the Project Management Methodology, specialists are trained, project documentation is developed, and methodological support is provided to the teams of defense reform projects.
- here is a transition to the formation of the program level of management and the deployment of a project approach in the Armed Forces.

Improvement of the system of Planning, Monitoring, and Control and of the Target Model of Defense Management

- The report with proposals to the necessary changes in the monitoring and control system developed.
- Participated in the functional diagnostics, refined the target model of the defense management, and formed process models of planning, programming, budgeting, and implementation.

- Conducted analysis of regulations and interviewed respective staff involved in the processes of planning, capacity development programming and implementation of state target programs.
- A series of training seminars on program and project management of the Naval Command, the AFU's Command of the Air Force, and members of subgroups of project management were held.

7.4 Security and Defense Reform Advisory Group

Start Date – September 2020

End Date – March 2021



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Security and Defense Reform Advisory Group is the project set up to utilize the advice and expertise of the former Reforms Project Office of the Ministry of Defense of Ukraine and to contribute to the development of parliamentary oversight in legislative and institutional reform, concentrating its efforts on the defense resource management reform, with a focus on the institution of greater transparency and accountability across the sector, and public oversight and democratic control.

Key deliverables

Enhancing Efficiency of Ukraine's Defense Resource Management and Transparency

- In cooperation with the working group, developed the draft of the Defence Resource Management Concept on the need for a coherent defence resource management system and a cost-effective allocation of resources and presented it Parliament's Defence Committee.
- Conducted analysis and drafted recommendations on amendments to the Law of Ukraine on innovations.
- Drafted proposals with the risk assessment of the Regulation on the Centre for defence innovation and submitted to the leadership of the Ministry.
- Provided analysis and comments on the Strategy of development of the defense industry of Ukraine.
- Developed recommendations on the automated combat control system and raised some red flags before stakeholders.
- Designed concepts for a series of events on innovations to facilitate discussion and exchange of experience between Ukrainian and international experts and organized the event "Procurement of the innovations and R&D".
- Developed materials on the Ukrainian automated system "Delta" as an information platform for situational awareness and provided support for stakeholders for the international exercises Sea Breeze 2021.
- Provided support to the General Staff S on the organisation of the joint cyber training with the Canadian UNIFIER held in March 2021.

Legislative Expertise of the Defense and Security Sector Reform & Civilian Oversight

- Provided analytical and expert support to the development of the Territorial Defense Model (the draft Law on Territorial Defense of Ukraine) to the Joint Working Group on Territorial Defense in the Office of the President of Ukraine.

- Upon request of the Parliament's Committee, developed analytical materials on the Joint International Trainings, which facilitated Committee's discussion to mitigate the risk of failure of the Joint International Trainings.
- Drafted recommendations to the Parliament's Committee on the current state of the implementation of new military ranks of non-commissioned officers (NCO) (STANAG 2116).
- Provided analytical materials on the amendment to the draft Law on National Security and proposals to the agenda for Parliament's Committee group meetings on Territorial defense.
- Developed materials on Military Duty and Military Service.
- Provided consultations to the Ukrainian Parliament members, namely, the Foreign Policy Committee, Ministry for Foreign Affairs, and other state entities of Ukraine on increasing Ukrainian maritime capability to stabilize the situation in the region, using the support of NATO and partner nations.
- Ensured major role in the establishment of the Security and Defense Stream of the Crimean Platform aimed to elaborate practical approaches to achieve de-occupation of Crimea and to synchronize all the actors and develop joint forceful afford to the de-occupation of Crimea.
- Provided support to the veterans' associations, namely, made legislative analysis and assisted in drafting organizational structure and charter documents for the establishment of the NCO association for the purpose of legal and social protection of NCO and supporting experienced retired servicemen in their further involvement with development of the security and defense sector.

7.5 Defence Procurement Reform

Start Date – April 2020



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Defence Procurement Reform is the project established under the Ministry of Defence of Ukraine and financially supported by the British Embassy in Kyiv with main objective to set up a new defense procurement system based on the Law on Defense Procurement, which initiated a whole sequence of change of Defense procurement regulations.

Key deliverables The Year 2020

Harmonization of Ukrainian legislation with Directive on Defence procurement 2009/81/EC

A series of meetings with the stakeholders were organized and held to support the adoption of the Law.

- Assessed and submitted risks of failure to implement the Law on Defense Procurement.
- Three roundtables and workshops held on defense procurement reform with involvement of international experts. Materials and a summary of previous events with recommendations were forwarded to stakeholders.
- Proposals and recommendations for by-laws on defense procurement legislation developed.
- Upon request of the National Agency on Corruption Prevention, a draft anti-corruption expertise of draft by-laws developed.
- Held the 4th workshop on a life cycle costing for the Law on Defense Procurement implementation. Jointly with the National Defense University (NDU), a conference on defense procurement related issues was cohosted.
- and the 5th workshop on defining needs for goods and services for defense purposes.
- Draft programs on the educational course on defense procurement and quality life cycle management developed and submitted to the NDU.
- Written and published an article about the situation with state defense order for 2021.
- 6th workshop conducted on quality management and government quality assurance process.

7.6 Defence Procurement Reform

Start Date – April 2021

End Date – March 2022



Ministry of Defense of Ukraine
Reforms Project Office



British Embassy
Kyiv



Defence Procurement Reform is the project established under the Ministry of Defence of Ukraine and financially supported by the British Embassy in Kyiv with main objective to set up a new defense procurement system based on the Law on Defense Procurement, which initiated a whole sequence of change of Defense procurement regulations.

Key deliverables

Defense Procurement Reform

- Conducted workshops on risk management and project management in defense procurement.
- Consolidated and designed recommendations on risk management upon completion of 5 workshops.
- Developed and ensured advocacy of the draft amendments to the Law on Defense Procurement in the Parliament.
- Prepared a package of documents with discrepancies protocol on the GQA concept for the Cabinet of Ministers.
- Ensured support of the Ministry with establishing procurement through the NATO Support and Procurement Agency (NSPA).
- Developed and submitted draft amendments to the Tax and Customs Codes to ensure enhancing of defense procurement by exempting defense products from VAT and tariffs.
- Drafted comments and recommendations regarding the concept of Ukroboronprom transformation.
- Analyzed the draft Order of the President on the defense industry development.
- Developed and advocated draft amendments to the Law on defense procurement and state secrets to repel additional secrecy and overlap with the law on state secrets.
- Ensured regular defense procurement monitoring. Results were published and submitted to stakeholders.
- Conducted monitoring of annual plans of the Ministry for 2022 and results presented to the respective Parliament's Committee.
- Developed draft regulations on Armament Procurement Commission and Interagency Commission on procurement from a sole source.

- Prepared analytical materials on the implementation of the Law on Defense Procurement and analytics on intelligence procurement for the Parliament's Defense Committee.
- Made analysis of the implementation of the Annual National Program under the auspices of NATO.
- In cooperation with the Ministry of Economy, a draft Law of Ukraine "On Amendments to the Law of Ukraine "On Public Procurement" and other laws on Improving Public Procurement" was prepared.
- Drafted a protocol of amendments to the Agreement between the Ministry and the NSPA.

Defense Innovations Stream

- Conducted study on technical interoperability of information systems with NATO member states.
- Developed proposals regarding an online seminar on policy formulation.
- Conducted the workshop on the defense innovations procurement. Results and recommendations prepared and shared with stakeholders.

Defense Procurement Education

- Facilitated preparation and launch of the Defense Procurement course at the National Defense University (NDU), Quality and Life Cycle Management course and for the course for Armaments Procurement department.
- Developed a concept on life-cycle management within the NDU.
- Prepared and conducted the seminar on capability costing at the NDU.
- Organized a series of educational seminars to prepare authorized procurement officers for testing for the Medical Forces Command and the NDU.
- For the National Defense University, prepared and conducted training courses for military representatives in the field of quality assurance and defense products life cycle management.

8.1 National Export Strategy of Ukraine and Sectoral and Cross-Sectoral Strategies

Start Date – 2020

End Date – June 2020



National Export Strategy of Ukraine (NES) and sectoral and cross-sectoral strategies is the project funded by the GIZ Ukraine and launched to support the Ministry of Economic Development and Trade of Ukraine (MEDT) to help Ukrainian SMEs improve their export capacities, ensure trade facilitation, and raise capacities to implement the National Economic Strategy Plan of Actions and sectoral/cross-sectoral strategies.

Key deliverables

Implementation of sectoral and cross-sectoral strategies and respective action plans

- Prepared information materials, brochures, and presentations for each sectoral and cross-sectoral strategy.
- Finalized draft resolutions on the sectoral and cross-sectoral strategies together with action plans.
- Completed The Location Guide on creative industries of Ukraine.
- Led and supervised a study trip of the Ministry to WebSummit as part of knowledge exchange in relation to the strategy.
- Communicated Export Strategy for Ukraine on a few events, incl. the meet-up at Lviv IT Arena and an official start of TechUkraine portal.

e-Commerce Policy Development

- Did legal research and analysis of online dispute resolution in the EU system and in Ukraine and on the legal framework and practical implications of e-commerce disputes in Ukraine.
- Developed gap-analysis with the harmonization plan.

Establishment of Trade Support Institutions network

- Conducted legal research and analysis of the leading trade jurisdictions. Elaborated possible scenarios for Ukrainian trade support institutions (TSIs) and prepared recommendations on further steps.
- Prepared a draft overview of the current TSIs state along with the recommendations on their reorganization and enhancement.

Support of International Trade Council

- Developed a draft agenda 2020 for the International Trade Council.

- Prepared a final version of the Transportation and Trade Facilitation Strategy and related draft legal acts.

Support of Trade Facilitation Working Group through improvement

- Conducted research on the current non-tariff regulations. Developed a paper with comparison study of non-tariff regulations and practices on selected goods in certain EU states in comparison with Ukraine.
- Performed a study on WTO tariff aspects of trade and research on provisions of the WTO Association Agreement to be implemented by Ukraine.
- Finalized research on 20 tariffs that require action for trade facilitation.
- Prepared the analytical report on current government trade policies in Ukraine.
- Developed economic study with the ranking of 20 key commodities that are given preference in tariff negotiation policy of Ukraine.

Support of MEDT Technical Regulation Department

- Provided support with organization of The Fifth International Forum on technical regulation held in Dnipro on September 9-10, 2019.

Raising Awareness of Ukrainian business on export strategies, international trade and access to the global and EU markets

- Provided consultations on informing business and key target audience on the Export Strategy of Ukraine, its subprojects (Sectoral and Cross-Sectoral Export Strategies, TechUkraine, etc.) and International Trade Council under the Cabinet of Ministers of Ukraine.

IT Tool Use

- Provided support to the Ministry with updating of the IT tool, new functionalities were developed.
- Ensured regular monitoring of the 2020 international exhibitions.

8.2 National Export Strategy of Ukraine and Sectoral and Cross-Sectoral Strategies

Start Date – August 2020

End Date – January 2021



National Export Strategy of Ukraine (NES) and Sectoral and Cross-Sectoral Strategies is the project funded by the GIZ Ukraine and launched to support the Ministry of Economic Development and Trade of Ukraine (MEDT) to help improve trade conditions in Ukraine, particularly the country's SMEs, with a view to better integrating Ukraine into the multilateral trading system, strengthening Ukrainian SMEs competitiveness and allowing them to take full advantage of new preferential markets access, in particular to the EU.

Key deliverables

Support in preparation, adoption, and implementation of sectoral and cross-sectoral resolutions under the Export Strategy of Ukraine

- The following promo-materials developed and updated:
 - Brochure and presentation on creative industries sector in Ukraine.
 - Brochure and presentation on development of skills in Ukraine.
 - Brochure and presentation on trade information and export promotion in Ukraine.
 - Brochure and presentation on transportation and trade facilitation in Ukraine.
 - Brochure and presentation on innovations for export in Ukraine.
 - Exhibitions 2021 Worldwide in English (27 countries).
 - Exhibitions 2021 in Ukraine in Ukrainian (24 oblasts).
 - Exhibitions 2021 in Ukraine in English (24 oblasts).
 - Manual of procedures for exporters.
 - Digest on key sectors and main tasks of the project.
 - Database with relevant materials on promising sectors.
 - Key data on the ICT sector.
- Developed draft resolution on the Export Strategy for the creative industries sector in Ukraine for 2021-2025 with an Action Plan.

IT-tool update & data monitoring

- Updated the Guide on IT tool considering the latest developments.

- IT tool on monitoring of the Export Strategy of Ukraine for 2020 updated and placed at the Ministry's official website.

Monetarization of Innovation Products and Services

- Drafted recommendations on monetarization of innovation products.
- Organized survey of the SMEs on innovation activities in Ukraine.

Establishment of online platform for alternative dispute resolution

- Developed a memorandum on the best practices of existing online platforms for alternative dispute resolution of consumer complaints.
- Researched alternative dispute resolution the UK, Germany, and Poland.

Development of TSIs capacities

- Prepared the overview of implemented tasks of the Export Strategy of Ukraine related to trade support institutions (TSIs).
- Developed the working paper on development of TSIs capacities.

International Trade Council

- Developed the Brochure on Ukrainian innovative products (3rd edition).

9. Implementation of the EU-Ukraine Association Agreement in the field of trade

“Implementation of the EU-Ukraine Association Agreement in the field of trade” project is the continuation of the project National Export Strategy of Ukraine and Sectoral and Cross-Sectoral Strategies funded by the GIZ Ukraine and launched to support the Ministry of Economic Development and Trade of Ukraine (MEDT) to develop institutional and regulatory conditions that will improve competitive environment for small and medium enterprises (“SMEs”) and benefit from economic perspectives that follow from Association Agreement with EU, namely with regard to Deep and Comprehensive Free Trade Area and reforms related to it.

Key deliverables

Update of current Export Strategy of Ukraine

- Elaborated the report based on the survey of the Ukrainian SMEs on update of the Export Strategy of Ukraine and the overview report on problems and trends of export policy in Ukraine and worldwide and transferred them to the Ministry of Economy of Ukraine.
- The Interim Report on Implementation of the Export Strategy of Ukraine developed and presented at the quarterly meeting of the International Trade Council.
- Prepared 2 brochures on Ukrainian innovative products.

Support in preparation, adoption, and implementation of sectoral and cross-sectoral resolutions under the Export Strategy of Ukraine

- The draft Resolution on Export Strategy for Creative Industries Sector, including Action Plan, elaborated and transferred to the Ministry of Economy.
- The Presentation Material about ITC Sector in Ukrainian and Guidelines “How to Use IT Tool” prepared.
- Ensured regular updating of the IT Tool.

Monetization of innovative products and services

- Elaborated 3 reports on best practices and assessment of effects of monetization of innovative products, and participation of governments in the monetization of innovations.
- Drafted recommendations to the Ukrainian Government on its participation in the monetization of innovations and to Ukrainian Companies how to monetize their innovations.
- Developed 3 Guidelines for different audiences on monetizing potential and how to monetize innovations.
- Made data analysis and developed the econometric model for assessing the potential to monetize innovations.
- Prepared 6 presentation materials on monetization of innovations, its financial support, tools, grant proposals, obstacles and opportunities, etc. and demonstrated them at different events, incl. workshops.
- Drafted 2 analytical brochures on success stories in monetization of innovations.

Online platform for the alternative dispute resolution of consumer complaints in e-Commerce

- “Overview of best practices of development of the online platforms of consumer dispute resolutions arising from e-commerce” elaborated.
- Co-drafted the concept “e-Consumer”.

Intellectual property reform

- Developed a model concept on informational and educational campaign on intellectual property rights.
- Elaborated the Guidelines for SMEs “How to conduct audit of the objects of intellectual property at the companies”.
- Prepared analysis of intellectual property disputes resolution in court considering the establishment of the high court of intellectual property.

International Trade Council

- An Annual Report on International Trade of Ukraine 2020 and The Brochure on Free Trade Agreements 2021 prepared and presented on the quarterly meeting of the International Trade Council.
- Provided support in organizing and holding the quarterly meeting of the International Trade Council on March 21, 2021.

10.IT Babushka

Start Date – February 2021

End Date – March 2021

IT Babushka is a platform increasing computer literacy for elderly people, developed in the framework of Technovation Girls competition in the context of girls leadership development and IT entrepreneurship stimulation. The main objective is to promote IT education among elderly people and decrease gap between younger and older generations, making the second ones more adapted to the modern world full of technologies and to the online way of speaking to be well-protected in Corona times.

Key deliverables

- Attracted new users to the website <https://www.itbabushka.com/>
- During February-March 12 video lessons created.
- Created a promo video of the courses.
- Courses were placed in online stores.
- Organized the advertising campaign supplementing the profile with posts and advertising creatives.
- Organized and launched targeted advertising.
- Generated acceptance of payments through the website.
- Ensured sales of the Basic IT Babushka courses. 2 courses were sold.
- Developed and made a free Zero course of 5 lessons.

11.1 USAID Supports Creative Industries Strategy Development in Ukraine

Start Date – November 2020

End Date – June 2021

USAID Supports Creative Industries Strategy Development in Ukraine is the project launched with the aim to support the Ministry of Culture and Information Policy of Ukraine (MCIP) with the Creative Industries Strategy Development in Ukraine. The project is financed by the United States Agency for International Development (USAID) and administered by Chemonics International Inc.

Key deliverables

MCIP's institutional capacity assessment

- Prepared a draft order of the Ministry of Culture and Information Policy of Ukraine “On the establishment of the Office of development of creative industries under the Ministry of Culture and Information Policy of Ukraine”.
- Prepared a draft Regulation on the Office of Development of creative industries under the MCIP. Office of development of creative industries under the MCIP was established by the MCIP's order № 44 dated January 28, 2021.

Strategic Council for the Creative economy development

- Prepared a draft resolution of the Cabinet of Ministers of Ukraine and accompanying documents on the establishment of the Council for the Creative Economy Development.
- Prepared a draft of Regulation on the Council for the Creative Economy Development.
- Developed the presentation materials on the establishment of the Council for the Creative Economy Development for the Prime Minister of Ukraine.
- Ensure comprehensive support for the establishment of the Council for the Creative Economy Development (established by the resolution of Cabinet of Ministers of Ukraine № 501 dated May 19, 2021).
- Facilitated the first session of the Council, the first session of the working group on fashion, followed-up by a series of sessions of the fashion working subgroups, the launch of the 3 working groups of the Council (fashion, entertainment arts and crafts). Relevant documentation developed, databases on each of the groups prepared, working groups created.
- Facilitated the first session of the working group on entertainment arts (in Lviv). The needs and proposals for the sector's development compiled and processed.

Carrying out due diligence for investment projects in the Creative Industries sector

- Prepared legal analyses and organizational activities for creation investment projects on development of tourist directions of the biosphere reserve “Askania-Nova”, the National Museum of Folk Architecture and Life of Ukraine, the National reserve “Khortytsia”, SI “All-Ukrainian Center of Embroidery and

Carpet Making”, the Zhovkva castle under Borys Voznytsky Lviv National Gallery of Arts, and for launching Dnipro River touristic water routes.

- Analyzed the current legal situation related to the establishment and implementation of investment projects in the sphere of culture and cultural heritage, particularly related to the development of creative industries.
- Developed proposals in the form of draft amendments to the laws and by-laws on the establishment and implementation of investment projects in the sphere of culture and cultural heritage.

Investment promotion

- Prepared pre-feasibility studies for tourism investment projects at the biosphere reserve “Askania-Nova” and the National reserve “Khortytsia”.
- Prepared 5 investment teasers for realization of development projects for the SI “All-Ukrainian Center of Embroidery and Carpet Making”, Zhovkva castle under Borys Voznytsky Lviv National Gallery of Arts, the National reserve “Khortytsia”, the National Museum of Folk Architecture and Life of Ukraine and for launching Dnipro River touristic water routes.
- Prepared a draft Memorandum of Cooperation between the MCIP and PJSC “MHP” on consolidation of efforts for the revival of the National Museum of Folk Architecture and Life of Ukraine.

Creative Industries roadmap 2021-2023

- Prepared the Strategy of Creative Hubs development in Ukraine.

11.2 USAID Supports the IT Export Training Program

Start Date – April 2021

End Date – December 2021

USAID Supports the IT Export Training Program - the program provides for the creation of the Training Course for participants of the IT sector of Ukraine to facilitate access to foreign markets with the help of an international mentor and/or self-paced study.

Key deliverables

Creation of the Program & Communication Support

- Based on the results of analysis, the Training Plan with description of 3 modules was developed.
- International trainers selected to be mentors and trainers of the Program.
- Communication strategy and visual identity developed to ensure the target audience.
- To promote the program, the concept for the IT Day, the promotional online event, planned and developed.
- Created partnerships and communication activities implemented.
- Major players and IT sector organizations were partnered and involved in the Program promotion.
- Presentation of the Program conducted with the top management of the leading Ukrainian IT education projects to build partnerships and build communication among their alumni.

IT Day Promo Event

- On August 26, 2021, IT DAY, an online event, was held.
- A separate promo campaign to support IT DAY was carried out.
- Key stakeholders of Ukrainian IT sector, mentors and trainers of the Program participated in the event.
- 100+ participants representing major IT sectors from different regions of Ukraine attended the event.

Recruitment and selection of participants

- 192 companies submitted applications to the Training Program.
- Representatives of 41 companies selected to participate for the mentor-led format. The same number of businesses confirmed for the self-paced format of learning.
- As a result of promotional activities during the second wave of the recruitment process 101 new applications were submitted.

Opening Event

- On September 21, the Opening event of the Export Evolution IT Program was held.

107 representatives of the selected companies attended the Event.

Learning process in Modules

- Access to the educational platform opened on September 28,2021 ; the learning process started and developed.
- Participants passed three Modules: “Understanding Export Markets”, “Selecting Export Business Model”, “Marketing and Sales”.
- 180 participants representing 117 Ukrainian IT companies were selected for the participation in the Program.
- 58 companies participated the Mentor-led format, and 59 enterprises – in the self-paced format.
- As a result of promotional activities during the second wave of the recruitment process 101 new applications were submitted.

12. Expert Support for the Transformation of the Defence Procurement and Capability Development System of the Ministry of Defence and Defence Sector of Ukraine

Start Date — 01 July 2022

Report time: July – December 2022



Expert Support for the Transformation of the Defence Procurement and Capability Development System of the Ministry of Defence and Defence Sector of Ukraine - the program, comprising two main pillars and funded by Ukraine Conflict Stability and Security Fund, that provides for the implementation of the NATO standards in defence procurement and related legislation and regulation, strengthening the management culture to adjust the Future Capability Development System, facilitating the launch of the Strategic Defence Bulletin Plan 2021 projects and ensuring the stable work on Quick Defence Review, consultations and assistance to the relevant stakeholders in order to reform the defence management and procurement systems, overcome existing bureaucratic, managerial and technological gaps and bringing processes closer to NATO standards and principles.

Key deliverables Pillar 1

Legislation and regulation

- The draft decree of the Cabinet of Ministers of Ukraine "On the approval of the specifics of defence procurement during the period of the legal regime of martial law", which was developed by the Ministry of Economy of Ukraine with the participation of Project experts, was adopted by the Cabinet of Ministers of Ukraine on November 11, 2022 (No. 1275);
- The draft decree of the Cabinet of Ministers of Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine dated September 10, 2022 No. 1006", which was developed by the Ministry of Defence together with experts of the Project, was adopted by the Cabinet of Ministers of Ukraine on December 20, 2022. The adopted decree of the Cabinet of Ministers of Ukraine provides during the period of martial law, the Ministry of Defence and the Main Intelligence Directorate of the Ministry of Defence can postpone for a period of 180 calendar days the payment of customs payments upon importation of defence goods into the customs territory of Ukraine, which

are not currently covered by the provisions of the Tax and Customs Codes of Ukraine regarding exemption from import duty and tax for added value;

- Consulting MOD and structures regarding legal issues on import and advance payments.

Procurement Agency support:

- Procurement Agency established. Consulting the newly created on legal issues;
- Developing the initial launching regulation for Agency to operate with budgetary financing and walking it through the rounds of interagency approval;
- Assisting in development of cooperation with DE&S, Norwegian defence materiel Agency;

International procurement:

- Assisting MOD with joining the NSPA's Amunition support partnership;
- Problematic issues with NSPA procurement, Liaison officer' to NSPA issue, reported to the Mission of Ukraine to NATO and to MOD leadership, VR Committee - and suggestion on solving;
- Consulting Armaments procurement department on international procurement
- Reporting on improvement of international procurement to MOD;

Quality Assurance:

- The CMU approved the Concept of creating a system of government quality Assurance of defence products (Order of November 1, 2022 No. 976). Proposals for the implementation plan of the Concept of creating a system of government quality assurance of defence products prepared and submitted to the Department of Government Quality Assurance of the U-MoD.
- Introducing GQA in procurement courses of the project. 3 educational courses on life cycle management and quality assurance of defence products, which were attended by 18 people.
- An agreement was reached with the Department of Government Quality Assurance of the U-MoD and DK "Ükroboronprom" regarding further cooperation on the creation of a system of government quality assurance of defence products.
- 20 NATO standards (AQAPs and related standards and documents) have been translated, technically edited and transferred to the relevant structural unit of MOD. Translations of 6 NATO documents were finalised and submitted to the U-MoD for use during the creation of a system of government quality assurance of defence products.

Education:

- In total, in addition to regular consultations, 13 educational events were held, in which more than 800 representatives of the military procurement community took part.; Development, organisation and conduct of courses for procurement officers of the Armed Forces of Ukraine, development and implementation of short thematic seminars for security and defence forces continued.
- New community for procurement officers were formed, where we provide constant real-time consultations. Administration of professional groups in social networks. There are currently 3 such groups: Group of the Armed Forces of Ukraine, Group of the Territorial Defense Forces and the recently created group of the National Guard of Ukraine
- Ongoing consultations for procurement officers

Anti-corruption:

- Cooperation with the Committee on Anti-corruption Issues of the Verkhovna Rada of Ukraine regarding the prevention of corruption risks in the field of defense procurement ;
- Project representatives participated as speakers in the development of new procurement procedures (tenders with limited participation) and webinars in the field of procurement ;
- Online consultations for defense purchasing authorities.
- Prepared and submitted by the National Agency for the Prevention of Corruption, comments and proposals for the State Anti-Corruption Program 2023 - 2025 "Defence Sector". Participation in public hearings organised by the National Agency for the Prevention of Corruption.
- A conference was held on the basis of the National Defence University, with the involvement of foreign experts. Constant consultations are held online with our partners from Norway, USA, Canada, as well as partner organizations such as CIDS, NAKO, IDA

Key deliverables Pillar 2

Optimisations of the current MOD supply projects:

- Development of the recommendations on formalisation and automation of the execution processes of state and commercial contracts for the supply (procurement) of military equipment.
- Document presented to the MOD Defence Policy and Strategic Planning Department, Defence Digital Transformation Directorate

Methodological support for the Quick Defence Review:

- Methodological support of the implementation of MOD's project on Quick Defence Review - advisory support to 5 Project Teams. Quick Defence Review Calendar Plan - updated

- Advisory Assistance provided to the Strategic Policy and Planning Department of the MOD. Projects Charters and Calendar Plans updated.
- Charter of the Subprogramme for the development of the capabilities of the Logistics Forces Command, Project's Documentation Package developed (Charter "Review of the Capabilities of the Defence Forces of Ukraine" approved by The Minister; Calendar and Resource Plan, Communication Management Plan, The Stakeholder Management Plan and Risk Management Plan approved by the First Deputy Minister).
- Methodological support of the implementation of MOD's project "Review of the Capabilities of the Defence Forces of Ukraine" (Project's calendar management) – provided. Provided advisory Assistance to the coordination-analytical subgroup in the analysis of the current reporting format

Advisory support for the Complex of Capability Development Projects of the AFU:

- The experts contributed to the project management part of the Methodological recommendations to the Defence Forces Capabilities Review – approved by the Minister.
- Continued advisory support and consultations to the Program and Project Coordination Unit of the MOD and project managers.
- Advisory support and consultations to the Program and Project Coordination Unit of the MOD
- Series of thematic workshops on improving defence planning processes

Education:

- The team delivered a 3 Training Courses on Project Management to launch 18 projects from the SDB Implementation Plan, approved in 2021; in total - 26 participants in the Courses
- Series of working sessions held with the Leadership of the Territorial Defence Forces. The Team delivered a Training Course for the Territorial Defence Forces (2 groups – 2 weeks)
- The development of sections of the training manual on Project and Program Management for the Defence Management Centre of the NDU

Automatization of capability development project management processes

- the Advisory Assistance to the implementation of MS Project Server in the MOD. MOD representatives informed that MS Project Server would be implemented, and licenses purchased for MOD

- Methodological support of the monitoring and control processes - participation in implementation of MS Project Server in the MOD:
- Training Course on MS Project Server for the MOD - Assistance and expertise on developing the Monitoring and Control System for implementing the Programmes/Projects provided. Three experts connected to the Current MOD MS Project System.
- Seven Chapters of the handbook "Using MS Project" were developed. The next Chapter of the handbook launched