



NON-GOVERNMENTAL UNION

FOUNDATION FOR SUPPORT OF REFORMS IN UKRAINE

ANNUAL REPORT

2018

CONTENTS

| | |
|--|-----------|
| 1. About Us | 3 |
| 2. Reforms Delivery Office of the Cabinet of Ministers of Ukraine | 5 |
| 3. Reform Support Teams | 7 |
| 3.1. Reform Support Team at Ministry of Ecology and Natural Resources | 8 |
| 3.2. Reform Support Team at Ministry of Finance | 9 |
| 3.3. Reform Support Team at Ministry of Infrastructure | 10 |
| 3.4. Reform Support Team at Ministry of Economic Development and Trade | 11 |
| 3.5. Reform Support Team at Ministry of Regional Development, Construction, Housing and Communal Services | 13 |
| 3.6. Reform Support Team at State Road Agency | 14 |
| 4. Project Management Offices for Financial Sector Reform in Ukraine | 15 |
| 5. Export Promotion Office | 17 |
| 6. Investment Promotion Office (UkraineInvest) | 21 |
| 7. Entrepreneur in Residence | 23 |
| 8. International Mayors Summit 2018 | 24 |
| 9. Reforms Project Office under the Ministry of Defense | 25 |
| 10. Professionals for Reform Support Mechanism | 27 |
| 10.1. ProZorro.Sale: Public Assets Sales Reform | 28 |
| 10.2. ProZorro.Sale: SOE Establishment | 29 |
| 10.3. Technical Regulation Reform: Enabling Impartial Market Surveillance System | 30 |
| 10.4. Technical Regulation Reform: Enabling Free Trade with EU | 31 |
| 10.5. Deregulation Office in Education of the Ministry of Education and Science | 32 |
| 10.6. Development of the System of Quality Assurance for School Education: Standards and Institutional Audit Procedure | 33 |
| 10.7. Development and Launch of the National Educational Digital Platform (e-Platform) | 34 |
| 10.8. Lviv PPP Project | 35 |
| 10.9. Administrative Services Reform Office | 36 |
| 10.10. Project Office of the Secretariat of the Cabinet of Ministers of Ukraine | 37 |
| 10.11. Project Office for Sectoral Decentralization | 38 |
| 10.12. National Office on Deinstitutionalization | 39 |
| 10.13. Project Office for Probation of the Ministry of Justice | 40 |
| 10.14. Project Office on IMO Audit | 42 |
| 10.15. State Fiscal Services Reform | 43 |
| 10.16. Anti-Corruption in the Health Sector | 44 |
| 10.17. e-Health | 45 |
| 11. Support to Infrastructure Sector Reforms | 46 |
| 12. Promotion of Ukraine in the United States of America | 47 |
| 13. Increasing Awareness about the Impact of the EU Association Agreement | 48 |
| 14. Development of Informational and Analytical System of Modular Type within the Implementation of the EU– Ukraine Association Agreement | 49 |
| 15. Promotion of a Supportive Framework for Trade in Ukraine | 50 |
| 16. Promoting Application of Prozorro.Sale in the Regions of Ukraine | 51 |



NON-GOVERNMENTAL UNION

FOUNDATION FOR SUPPORT OF REFORMS IN UKRAINE

ABOUT US

Our Objective: 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.

AREAS OF ACTIVITIES:

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

ACHIEVEMENTS IN 2018

35+

projects and initiatives

367

consultants

15

beneficiaries

20+

donors and sponsors

WE ARE SUPPORTED BY:



European Bank
for Reconstruction and Development



Western NIS
Enterprise Fund



Norway in Ukraine
Royal Norwegian Embassy in Kyiv

giz

Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



EDGE

agriteam
C A N A D A

INSTITUTE FOR
WAR & PEACE REPORTING



British Embassy
Kyiv

GFA
Consulting Group

VISA

UKRAINIAN
WEEK
IN LONDON



ОЩАДБАНК

МІЙ БАНК. МОЯ КРАЇНА

IBI

ИМПЕРИЯ ВОДЫ
АРХИТЕКТОР ВОДНОЙ СТИХИИ

Danfoss

DATA
GROUP

Reforms Delivery Office of the Cabinet of Ministers of Ukraine

 [www.fb.com/ReformsDeliveryOfficeCMU](https://www.facebook.com/ReformsDeliveryOfficeCMU)

 www.rdo.in.ua



 **27 consultants**

 **October 2016**

Project Objective: To secure organization and coordination of the implementation of reforms, planning of relevant events, as well as monitoring and analysis of reforms implementation.

KEY RESULTS

- The system of planning and monitoring of reform priorities for 2019 as a part of the implementation of the National Donor Coordination Forum «Partnership for Development» results was re-launched;
- Ukraine Reforms Conference «A Driver for Change» headed by Ukrainian and Danish Prime Ministers with the participation of the members of the Government of Ukraine and international delegations, including representatives of the EU, NATO, and G7, was organized and conducted in Copenhagen on 27.06.2018;
- A series of initial negotiations concerning preliminary planning of the Ukraine Reforms Conference 2019, which will take place in Canada, have been organized.
- **With Reforms Delivery Office direct support:**
 - Target structure of 10 pilot ministries was developed;
 - Conditions for Reform Staff Positions (RSP) vacancies and situational tasks for the RSP professional skills assessment were developed;
 - Several projects aimed at changing the existing civil service culture in the SCMU were launched;
 - Draft Public Administration Reform Strategy (PAR), its performance indicators, and Action Plan update for 2019-2021 were developed;
 - The draft law «On the Administrative Procedure» was developed;
 - E-platform for civil servants was launched (including PAR monitoring system);
 - More than 120 public e-services were launched;
 - New government web-portal was launched;
 - New supervisory boards of JSC «Ukrainian Railways», NPC «Ukrenergo», and PJSC «Ukrposhta» were established and started their work. Selections for SE «Ukrainian Sea Port Authority» and SE «International airport «Boryspil» have been announced;
 - The Main principles of ownership policy of the state-owned enterprises was developed and approved;

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

- Within the framework of the business climate improvement reform, namely deregulation, an extensive list of initiatives for processing and approval for the following sectors was elaborated: energy, price control and regulation, wood products electronic accounting, regulation of medicines prices, logistics and transportation, and agriculture;
- The National Innovation Development Council headed by the Prime Minister of Ukraine was launched;
- The draft of the methodology of Smart Specialization for the regions of Ukraine based on the Joint Research Center (JRC) guidance of Smart Specialization was developed;
- Within the framework of the decentralization reform, the long-term plans for the creation of capable communities in 23 oblasts covering 82% of Ukraine's territory were approved.
- Monitoring of the Government's Priority Action Plan 2018 through the web-based monitoring system was provided jointly with SCMU specialists;
- Proposals to the draft Annual Priority Action Plan of the Government for 2019 were provided.

Other achievements

- A launch of an e-platform for civil servants including PAR monitoring system;
- A launch of more than 120 public electronic services;
- Conduct of a functional review of 3 pilot ministries;
- The relaunch of Nomination Committee for the selection of state enterprises managers and members of supervisory boards;
- Supervisory Boards of NSC Naftogaz, Ukrzaliznytsya, Ukrenergo, and Ukrposhta formed;
- Within the decentralization reform, 874 amalgamated communities formed, covering 3999 territorial communities;
- In the framework of sectoral decentralization, 24 oblasts approved the Plans of Capable Networks of Primary Healthcare Provision.



REFORM SUPPORT TEAMS



European Bank
for Reconstruction and Development

 **108 consultants**

 **October 2016**

Reform Support Teams – are groups of Ukrainian professionals at ministries and state agencies that provide targeted technical support and assist in the design and implementation of sectoral strategies and priority reforms on a temporary basis.

Project Objective: To support the implementation of key reforms through capacity-building and better coordination between ministries and state agencies.

6 REFORM SUPPORT TEAMS:



Ministry of Ecology and Natural Resources



Ministry of Finance



Ministry of Infrastructure



Ministry of Economic Development and Trade



**Ministry of Regional Development,
Construction and Housing and Communal Services**



State Road Agency (Ukravtodor)

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

REFORM SUPPORT TEAM

Reform Support Team at the Ministry of Ecology and Natural Resources of Ukraine

 [www.fb.com/minpryrody](https://www.facebook.com/minpryrody)
 www.menr.gov.ua

Ministry of Ecology
and Natural Resources of Ukraine



KEY RESULTS

Reform of the Sustainable Use of Water Resources

- National Water Policy Dialogue was held;
- Strategy for Water Policy, Concept on water sector reform, and Strategy on irrigation and drainage;

Reform on Environment Control and Liability System and New Climate Policy

- Two Draft Laws «On the State Environmental Protection Service of Ukraine» and «On Amendments to the Budget Code of Ukraine regarding the functioning of the State Environmental Protection Service» (№ 9336, №9337 dated 23.11.2018);
- Low Carbon Development Strategy and a set of documents for the ratification of the Kigali amendment to the Montreal Protocol;
- Organizational support to the official visit of the Ukrainian delegation to the Global Climate Action Summit;
- Draft Law on Ozone Depleting Substances and other fluorinated gasses;
- Support with the signing of the Memorandum between the MENR and the project «Covenant of Mayors East»;

E-Governance and Anticorruption Reform

- Development of the Concept and technical requirements for the automated «Open environment» system;
- The launch of 2 public procurements for the creation of the system;
- Development of the functions of the Ministry's e-document flow system and the technical requirements for public procurement;

Waste Management Reform

- Conduct of the Conference on a new waste management policy;
- Developed draft documents: National Waste Management Plan, Guidelines of the Regional Waste Management Plan, and Framework Law on Waste Management;

Subsurface Sector Reform

- The drafts of Policy Paper and Concept on subsurface sector reform prepared, relevant calculations were made;
- The Concept for the IT instrument «Subsoil User Data Room»;

Public Administration Reform

- Draft Decree of the Ministry №403 on establishing a working group on Functional Review in the Ministry and accountable central executive authorities.



REFORM SUPPORT TEAM

Reform Support Team at the Ministry of Finance of Ukraine

 www.fb.com/RSTminfin
 www.minfin.gov.ua



MINISTRY OF
FINANCE OF
UKRAINE

KEY RESULTS

Public Finance Management Reform

- Within the pilot project on new healthcare funding mechanisms implementation, analytical support was provided to the MoF in analyzing the dataset on the tertiary healthcare capacity in 25 regions of Ukraine. The dataset included over 950 unique specialized healthcare service types;
- Assistance with an examination of a proposed formula approach for a new higher education funding mechanism;

Public Administration Reform and Capacity Building in the Ministry of Finance

- Assistance with the development of a new MoF Operational plan;
- Assistance in developing a new MoF Strategic plan for 2018-2021 and its visualization in line with OECD best practices;
- Assistance with the conduct of two semi-annual People surveys;
- Assistance in developing the concepts of a new MoF's website and Internal portal;
- Assistance with the electronic document management system implementation within the MoF;

Tax Reform

- Leading of the working group on the development of a draft law on the implementation of the BEPS Action Plan. Finalization of the draft law according to recommendations of Ukrainian and international experts;
- Preparation of the Protocol for Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting (MLI) (signed by the Minister on 23.07.2018 and ratified by the Parliament on 28.02.2019);
- Assistance with the preparation of the model on the implementation of exit capital tax for SME, updating the calculations of the effect of exit capital tax on the State budget, and the support of the MoF during negotiations with the IMF;
- Providing recommendations on the development of a concept of assets voluntary disclosure campaign and respective draft law preparation;
- Preparation of 15 tax clarifications to eliminate the inconsistencies in tax legislation;

Customs Reform

- Assistance in amending the Roadmap of Ukraine's accession to the EU/EFTA Common Transit Procedure;
- Development of the comprehensive draft law «On Integrated Transit Regime»;
- Assistance in updating the draft law on Authorized Economic Operator (AEO) No. 7473 of 27.12.2017, development of the assessment methodology for AEO applicants;
- Development of amendments to the draft law of Ukraine No. 4614 of 6.05.2016 to implement provisions of the EU Regulation concerning customs enforcement of Intellectual property rights;

- Assistance in introducing a «single window» mechanism for imported goods and harmonizing the non-tariff measures for imported/exported goods according to the Integrated tariff of the European Communities (TARIC);
- Assistance with the development of an Action Plan on Implementation of the Conceptual Directions of Reforming the System of Bodies implementing the State Tax and Customs Policy (approved by the CMU on 27.12.2018, No. 1101-p);

Optimization of the Social Security System

- Assistance in developing and tuning the Platform for verification of social payments;
- Assistance in drafting by-law «On recalculation of pensions for persons retired from military service, and some other categories of persons» and analytical support during the discussions with the IMF;

State-Owned Banks Reform

- Assistance with the development of the detailed roadmap for the law No. 8331-d (regarding changes in the Corporate Governance model in SOBs) implementation;
- Assistance in developing the regulation on recruiting company choosing for SoBs Supervisory board selection;
- Assistance with the elaboration of the requirements for members of the Selection Commission for the selection of Supervisory Boards members in SoBs;
- Assistance in developing the regulation on the Supervisory Board selection process in SoBs;

Improvement of International Financial Cooperation Process

- Assistance in upgrading an IT tool for monitoring of IMF task execution;
- Assistance with the preparation of the Concept Proposal on the improvement of IFI sovereign and sub-sovereign projects implementation (approved by CMU on 27.12.2018);
- Assistance in preparing a new action plan for the 2018-2020 SME Strategy;
- Analysis of legal changes needed to improve the level of disbursements and increase IFIs project utilization limits.



REFORM SUPPORT TEAM

Reform Support Team at the Ministry of Infrastructure of Ukraine



KEY RESULTS

Railway Sector Reform

- Assistance in drafting the Law of Ukraine «On Railway Transport of Ukraine» and its implementation was provided;
- Road map of secondary legislation, institutional and organizational actions for the implementation of the law «On Railway Transport of Ukraine» was developed;
- The infrastructure tariff methodology was drafted (together with Twinning);
- Assistance in implementing public service obligations model for passenger transportation in line with Regulation (EC) No 1370/2007 was provided;
- Assistance with the preparation of pre-feasibility and feasibility studies for the pilot projects of railway stations concession in line with NTSU 2030;

Road Sector Reform

- Assistance in drafting the Law «On Amendments to Certain Legislative Acts of Ukraine on Certain Issues of Implementation of Dimensional and Weight Control» (№ 9391);
- Assistance with comprehensive inspection of PJSC «Roads of Ukraine» activity was delivered aimed at its further reorganization;
- Assistance in drafting the law on independent engineering control in building, reconstruction and repair of objects of infrastructure was provided;
- Participation in the development of the mechanisms of building and operation of roads of state importance on the concession conditions (draft law № 6766);

Maritime and Inland Waterways Sectors Reform

- Assistance in creating State service for maritime and river transport of Ukraine;
- Support in the implementation of concession project in Yuzhny Seaport, i. e. the development of pre-feasibility study of the project;
- Assistance in passing the IMO audit procedure in June 2018, as well as in preparing the corrective action plan and its implementation after IMO audit;
- Support in the development of the Ministry's new draft Order «Methodology for calculation of port fees rates»;
- The draft Decree of CMU concerning procedure of compensation of investments in strategic objects in port's sphere was developed;
- Support in involving the US Coast Guard experts in undertaking a mission and evaluating the oil spill contingency plan on the Dnipro River was provided;

Aviation Sector Reform

- Assistance with the development of the draft of aviation strategy of Ukraine 2030;

- Assistance with the preparation of pre-feasibility study of multimodal cargo complex at Bila Tserkva Airport;
- Prioritization and estimated scenarios for regional airports development was carried out;
- Contribution to the low-cost model popularization in Ukraine;

SOEs and Corporate Governance Reform

- Grant funding of infrastructure projects from the EU funds was secured. Contribution to the signing of the agreement for «Transport Communication in Ukraine» project;
- Assistance with development of National Transport Strategy Action Plan was provided;
- Assistance in developing the Action plan for improving the infrastructure cycle management;
- Development of SOE «USPA» Corporate Governance Review and PJSC «Ukrposhta» corporate governance action plan was supported;
- Assistance in developing ownership policies for the SOEs under the Ministry, including SOE «USPA» and PJSC «Ukrposhta»;

E-Governance Reform

- Assistance with the introduction of an electronic ticket in Ukraine was provided;
- Creation of an «Open Budget» section on the Ministry's website was supported;
- Assistance in developing the carrier's e-cabinet;

Public Administration Reform

- Support to the Ministry's structural changes in accordance with the Public Administration Reform Strategy 2016-2020 was provided;
- The selection process of the reform specialists was supported according to the governmental Concept for the implementation of reform specialists positions up to 2020;
- Trainings for the Ministry's staff on the improvement of soft and technical skills were organized. Participation in the process of staff selection for state enterprises.



REFORM SUPPORT TEAM

Reform Support Team at the Ministry of Economic Development and Trade of Ukraine



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE

KEY RESULTS

SOE Governance Reform and Public-Private Partnership

- A draft Law of Ukraine «On privatization of state and communal property» and by-laws for the implementation of the law were developed;
- The list of small and large privatization objects that were subject to privatization in 2018 was prepared;
- The draft Law «The main principles of the implementation of property policy in relation to economic entities of the state sector of the economy» was developed (approved by the CMU on 10.10.18);
- A road map for the liquidation of MEDT non-operating enterprises was developed and the liquidation procedure was initiated;
- Amendments to the CMU Regulation No. 777 to improve the nomination process for CEOs and Supervisory Board members for the largest SOEs were developed;
- Analytical reports TOP-100 SOEs for 2017 and 6 months of 2018 were prepared;
- Over 800 amendments to Triage 1.0 were made and the work on Triage 2.0 was launched;

Public Procurement Reform (ProZorro)

- Concept and relevant amendments to the public procurement law were developed based on the «life cycle costing»;
- Draft of Public Procurement Law of Ukraine with provisions of life cycle procurement implementation was presented;
- Concept of online payment mechanism for appealing to Anti-Monopoly Committee of Ukraine was drafted;
- Improved and updated concept for Electronic Tender Documentation stage 2 of technical development was developed. Pilot fields were launched;
- Natural Gas Formula costing based on international quotations was finalized;
- Concept for Electronic Contracting technical development and implementation was developed and evaluated;

Corporate Governance Reform

- Provisions on the principles of formation of public joint stock companies' supervisory boards were developed;
- Project on the improvement of corporate governance in the USPA was launched;
- Preliminary report on the current status of the USPA corporate governance was presented to the general public. Next phase of the project was launched, and the draft of the company's ownership policy was developed;

Deregulation and Implementation of the SME Strategy 2020 / Business Environment

- 5th, 6th and 7th CMU Deregulation sessions were held;
- Assistance in developing the CMU Resolution «On Approval of the Action Plan on the implementation of a Strategy for SMEs Development in Ukraine for the period up to 2020» was provided;
- A new system of government oversight/control was introduced;
- Deregulation 2.0 system was introduced in the MEDT;
- 11 regional events were organized for the effective promotion of the private sector involvement in the COSME program;
- Support for the launch of SMEDO program (launched in October 2018) and SME Portal was provided;

Public Administration Reform

- The pilot project «Effective Governance» in the Regulatory Policy and SMEs Development Department was launched: Employee survey was conducted, training sessions in project management and communications were developed and organized, and Strategy sessions on defining key priorities and performance indicators were organized;
- Further extension of «Effective Governance» project to other 6 departments within the Ministry has been started;
- The Decree on the implementation of the pilot project «National internship program in central executive bodies» was developed and approved;
- Work with chosen departments on KPI and individual plans development was started;

Industry Development/Smart Specialization

- The draft of the Industrial Development Strategy was developed and the work on the draft Action Plan for the Strategy has been started;
- Draft of the Ministry's Order «On the creation of an interdepartmental working group on the Smart Specialization approach implementation» was developed;
- Preparatory work for the implementation of Smart Specialization approach in pilot regions together with the Joint Research Group of the European Commission was done, and the Smart Specialization approach was presented in pilot regions;
- The Cluster and Smart Specialization working group in the Council of Innovations was launched;
- Draft legislation of the CMU on the Coordination Center for the implementation of Smart Specialization approach was developed.



REFORM SUPPORT TEAM

Reform Support Team at the Ministry of Regional Development, Construction and Housing and Communal Services (MinRegion)



MINISTRY OF REGIONAL DEVELOPMENT
CONSTRUCTION AND HOUSING
AND COMMUNAL SERVICES OF UKRAINE



KEY RESULTS

Development and maintenance of draft laws, legal acts, and other documents

- 7 secondary legal acts pursuant to the Law of Ukraine «On Commercial Metering of Heat and Water Supply» (for the implementation of Article 9 of Energy Efficiency Directive 2012/27/EU), among them:
Order of the Minregion «On Approval of the Methodology for Distribution of Consumed Communal Services inside Building»;
- 14 secondary legal acts pursuant to the Law of Ukraine «On Energy Performance in Buildings» (for the implementation of Directive 2010/31/EU) among them:
Order of the Minregion «On Approval of the Procedure for Conducting the Certification of the Energy Efficiency and the Form of Energy Efficiency Certificate»;
CMU Resolution «On Approval of the Procedure for the Professional Certification of Persons Who Intend to Carry Out Performance (Services) in the Field of Energy Efficiency in Buildings»;
- Establishment of the State Institution «Energy Efficiency Fund» (implementation of Energy Efficiency Directive 2012/27/EU):**
Drafting and supporting 9 secondary legal acts during their adoption pursuant to the Law of Ukraine «On the Energy Efficiency Fund» and other documents necessary for the Fund's functioning;
Legal support for the Fund's state registration;
- 7 secondary legal acts pursuant to the Law of Ukraine «On Housing and Utility Services», among them:
Resolution of the CMU «On Approval of the Terms of Service for the Management of a Multi-Apartment House and the Model Agreement for the Management of a Multi-Apartment House»;
- The Ordinance of the Cabinet of Ministers of Ukraine «On Approval of the Action Plan for the Implementation of the Concept for Performing the Government Policy in the Field of Heat Supply»;
- Assistance in drafting the Law «On Energy Efficiency» (implementation of the Energy Efficiency Directive 2012/27/EU);

- Draft of the Law of Ukraine «On Water Sewerage»;
- Draft of the Order of the Minregion «On Approval of the Methodology for the Development of Heat Supply Plans in Settlements of Ukraine»;
- Participation in the development of regulations on directorates, expert groups, and job instructions for reform specialists;
- Revised 27 State Construction Norms (new State Construction Norms and changes to them) in order to exclude discretionary norms and to update them using world experience;
- Development of effective mechanisms for the implementation of priority projects of regional development and the creation of a comfortable living environment for the population.



REFORM SUPPORT TEAM

Reform Support Team at the State Road Agency (Ukravtodor)

 www.ukravtodor.gov.ua



KEY RESULTS

Expert and advisory support of Ukravtodor's activities

- A draft Law on amendments to the Budget Code was developed in order to improve the use of the State Road Fund;
- CMU draft resolutions on optimization of highways network of state importance and implementation of the European standards of maximum permitted dimensions and weights of vehicles were prepared;
- Support of Ukravtodor in matters relating to international cooperation with international financial organizations for the implementation of infrastructure projects in the road sector.



Project Management Offices for Financial Sector Reform in Ukraine

 www.fb.com/NationalBankOfUkraine

www.fb.com/nssmc.ukraine

 www.bank.gov.ua

www.nssmc.gov.ua



National Bank
of Ukraine



20 consultants



November 2016

Project Objective: Creation of a financial system that can secure sustainable economic development through the development of a fully competitive market environment that meets EU standards.

KEY RESULTS

A.10 Improvement of Corporate Governance in Financial Sector

- Improvement of corporate governance in joint-stock companies;

A.15 Financial Market Infrastructure Development

- Depository links creation between the international depository iCSD (Clearstream) and the National Bank of Ukraine (NBU);
- Draft Law on the transformation of the Settlement Center was updated on the basis of the IMF recommendations;
- Introduction of a CSD's new software;

A.21 Promotion of Tax Incentives and Harmonization of Taxation of Financial Instruments

- The Draft Law on the amendments to the Tax Code about contributory pension passed through the procedure of approval by ministries and departments;
- Approval of the Concept on the harmonization of taxation of financial instruments;

C.1 Financial Literacy Enhancement

- Comprehensive Program for Financial Literacy Enhancement in Ukraine was included in the Action Plan of Government for 2019;

A.6 Improvement of Systems of Regulation and Supervision of the Financial Sector

- Gap-analysis of the EU Directive PSD2 provisions (and other relevant EU documents) against current Ukrainian payment legislation in order to identify mismatches;

A.9 Ensuring Further Development of Non-Cash Circulation, Financial Market Infrastructure, and Oversight (ISO 20022 / ISO 13616)

- Adaptation of the world's best practices of ISO 20022 and ISO 13616 (IBAN) standards' implementation to Ukrainian market;

A.22 Banking System Efficiency Improvement

- Electronic identification of citizens through Ukrainian banks was introduced for the provision of administrative services through the Internet – BankID;

- The concept of expanding capabilities of remote channels and improving the electronic payment infrastructure for the development of transactions in electronic channels;

B.13 Facilitating the Use of Cutting-Edge IT-Technologies by Financial Sector Participants

- The generalization of the possibilities of SIEM systems was carried out using the examples of IBM Qradar, Splunk Enterprise Security, and Micro Focus ArcSight;
- Together with technical specialists of the Spets-Byte company and Information Security Division of the Security Department, a comprehensive plan was developed for the further technical support of the IAS and for the elimination of deficiencies that can be detected during the IAS pilot operation.

A.14 Development of Funded Pension Provision

- Approval of the Concept on Pillar II of the pension system and the development of a draft law;
- Basic calculations on the implementation of the system's Pillar II and Pillar III were made;

A.16 Encouraging the FinTech Market Development

- Approval of the future structure of the draft law; analysis of all relevant EU legal acts covering the UCITS activities;
- Translation and analysis of additional regulatory documents (MMF i MFF);

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

- HNSSMC finished amending the relevant procedures and secondary legislation to match the requirements of the adopted law №6141 (№735);
- Settlement Center launched an in-house developed OTC trading platform for government bonds that was beta-tested by market participants in 2018;
- IT-systems Clara, Millennium, and GMEX technologies were examined, and the new system CINNOBER was introduced;
- Amendments to the draft Law № 7055 were made and registered at the VRU;

B.1 Ensuring the Institutional and Financial Independence of Regulators and the DGF

- The Concept for ensuring the institutional and financial independence , of the NSSMC was approved;
- A draft Concept of the risk-based supervision system of the NSSMC was prepared;

B.4 Transformation of Regulators

- NSSMC internal regulatory documents about the system of internal risks, regulatory compliance, single window services for 8 pilot services, and NSSMC committees' activities were drafted;
- The new concept of the NSSMC functional model for the 2 stage targeted at the Commission's institutional independence was developed;
- Development of the new structure of NCSSM committees in accordance with the Concept on the NSSMC transformation;
- Development of the NSSMC new operational structure;
- New edition of the road map for the first stage of a split of functions performed by the National Commission for State Regulation of Financial Services Markets was drafted.

Export Promotion Office under the Ministry of Economic Development and Trade of Ukraine



 [www.fb.com/exportpromotionoffice](https://www.facebook.com/exportpromotionoffice)
 www.epo.org.ua

 **November 2016**

Project Objective: Facilitation of Ukrainian small and medium-sized businesses access to foreign markets.

KEY RESULTS

Export Consulting

- Creation of the EU Trade Helpdesk for exporters

Consulting services

- Provided:
 - 490** services to **424** companies
- 55** hours spent for raising awareness on export opportunities, channels, and tools, **23** events

EEN

327 companies registered in EEN
19 company profiles published in EEN

Sourcing Services

75 requests from importers processed
Contacts of **99** Ukrainian companies submitted to importers as per sourcing requests

International Government Procurement (GPA)

92 exporters consulted regarding GPA
For **25** companies GPA tenders were selected

Business Opportunities

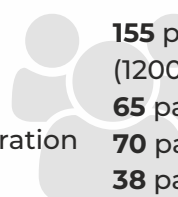
1600 B2B meetings between Ukrainian companies and foreign partners
170 Ukrainian companies took part in trade missions and export workshops

Export Education

- 2nd year of the Export Revolution Ukraine program
- A launch of the 1st sectoral program "Creative Export Ukraine"
- 2000 businesses** used the services
- Export Education Meet Up events:**



September 4, Kyiv, KlichkoExpo
September 13, Lviv, Lviv Oblast State Administration
September 5, Dnipro, Dnipropetrovsk Regional State Administration
September 14, Odesa, Odesa Regional State Administration



155 participants
(1200 online participants)
65 participants
70 participants
38 participants

1000 Ukrainian entrepreneurs and exporters participated in Export Revolution Ukraine and Creative Export Ukraine training programs

START

551 participants
Export Revolution
Ukraine

249 participants
Creative Export
Ukraine

8 webinars

PRO

380 applications
received for the participation in
7 educational modules

135 companies
Export Revolution
Ukraine

50 companies
Creative Export
Ukraine

- The Battle of Cities National Competition
Participants: local executive authorities from **17** regions of Ukraine
- Intensive Practicum «GO CHINA: New Opportunities at the Market of the People's Republic of China (PCR) for Ukrainian Exporters»
The number of participants: **48** (263 online)

B2G Platform

More than **850** participants were gathered together through the B2G platform instrument around the export-related topics

- 4 B2G regional meetings
- 4 sectoral meetings

Women's Economic Empowerment Program She Exports

- Public presentations, round tables, and conferences on the economic benefit of effective involvement of women in economy and educational events for women in business were held in **16** regions of Ukraine;
- Streaming of **19** webinars and on-site workshops with **6200** views was organized;
- Information and awareness-raising campaign with advice to women in business and economic benefits of effective involvement of women in business ensured **3699** on-line views;
- **55** Ukrainian women entrepreneurs became members of the SheTrades on-line community.

She
EXPORTS

Support of the Export Promotion Office Transformation into the State Institution

In December 2018 - State Institution «Export Promotion Office of Ukraine» became operational
In 2019 business will be receiving support within the project «Consolidation of SME Export Potential and Facilitation of Access to Foreign Markets» with the support of the EBRD as part of the EU4Business initiative and within the SheExports program with the support of the Government of Canada and EDGE technical aid project.



Western NIS
Enterprise Fund



EDGE

Canada

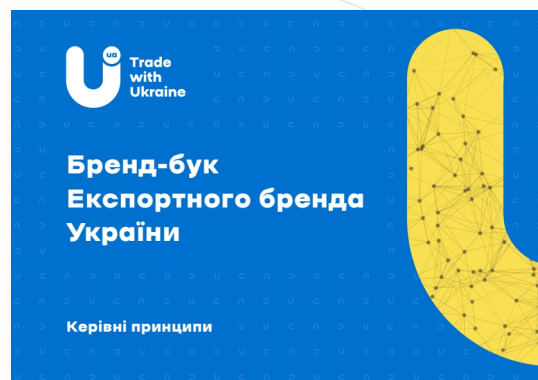
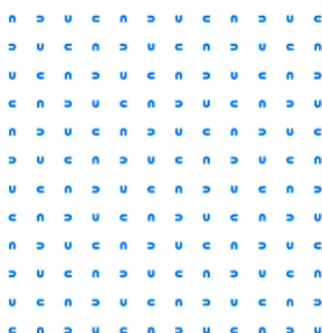
agriteam
CANADA

UKRAINIAN
WEEK
IN LONDON



Export Brand of Ukraine

On September 18, 2018 - **the Export Brand of Ukraine and the Brand Book of the Export Brand** were presented. They will help promote Ukrainian goods and services at international markets. The project is implemented with the support of the EBRD under the EU4Business Initiative of the European Union.



The Exhibition Brand Book is free for use for all Ukrainian companies and can be used for planning the branding of national, collective, and individual stands.

Експортуй!

The interface shows the 'Trade with Ukraine' logo at the top. Below it is a form with a text input field labeled 'Введіть назву', a color selection button, and a checkbox labeled 'Зображення у логотипі'. At the bottom, there are three checkboxes: 'Іконка', 'Зображення фону', and 'Колір фону'. A blue button labeled 'ЗАВАНТАЖИТИ' is on the right.

The Export Brand Constructor Due to a convenient software interface, companies can independently design and adapt the Export Brand to their sector and product.

National Stand of Ukraine at China International Import Expo (CIIE 2018)

- For the first time, the National Stand of Ukraine was presented using cutting-edge, creative and interactive solutions, VR technologies, eco-friendly materials, digital photo zones, creative show, and fashion show
- For the first time, the Export Brand based on Ukraine Now brand was presented

20+ public presentations, workshops

15+ representatives of state enterprises

125+ companies included in the Electronic catalog of exporters

17 unique products and services selected at the National shortlisting from over 100 candidates and 6 handmade products from Ukrainian SMEs

400 000+ visitors of CIIE 2018

4000+ accredited media representatives



European Bank
for Reconstruction and Development

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



**MOVING FORWARD
TOGETHER**

EU4Business



Project Objective: Promotion of foreign direct investments and improvement of Ukraine's image as an attractive state for investing.

KEY RESULTS

The opening of UkraineInvest Representative Offices

Southern Ukraine (Mykolaiv)

Eastern Ukraine (Zaporizhia)

Simplifying doing business

- Participation in the drafting of the Law on amendments to the current legislation: «On Mortgage», «On Securing Creditors' Claims and the Registration of Encumbrances», «On Limited Liability Companies», and the Civil Code of Ukraine that are targeted at protecting the rights of creditors and investors;
- Participation in the development of amendments to the Law «On Financial Restructuring».

UkraineInvest Communications

Developed:

- Investment booklet «Invest in Ukraine Now» about the benefits and opportunities in Ukraine for investors in English ([download](#))
- Booklet «Transformation Ukraine» in English and German;
- Presentations about investment opportunities in such sectors as: Agri-Processing, Waste Management, and Electric vehicles in Ukraine;
- Quarterly Reports: III-IV quarters of 2017 and I-II quarters of 2018 (in English and Ukrainian);
- The Business Week: a weekly online digest of major business news in Ukraine;
- Videos: Ukraine Now: Innovations and Opportunities (English, Ukrainian, German, and French versions) + Video about the success stories of German business in Ukraine.

Invest in
Ukraine **NOW**



Reports on opportunities in Ukraine (Opportunity Reports):
Infrastructure, IT, and Agro-industry (in English).



Regional component achievements

- 7 regional representatives are working across Ukraine (4 of them hired in 2018);
- A pilot project with U-Lead and Ternopil oblast state administration to increase investment capacity for attracting investments in the region;
- Co-operation with existing investors allowed the release of USD 200 million of investments in 2018;
- A series of training for Regional State Administrations and amalgamated communities were conducted;
- Support for the reform of vocational education was provided;
- Cluster concept launched by AHK Ukraine (German-Ukrainian Chamber of Commerce and Industry);
- The greenfield/brownfield investors' database was gathered;
- UkraineInvest actively participates in regional investment attraction activities.

Developed models and tools

- Western-Ukrainian automotive cluster;
- Investment teasers about 24 oblasts of Ukraine;
- Investment projects overview for China Import Expo 2018;
- The Concept of Business Services Centers.

Support for institutional development of Investment Promotion Office UkraineInvest state agency

- Transformation of the UkraineInvest project office into the state institution.



Entrepreneur in Residence

 www.42.unit.city/eir-ukraine

 March 2018

Project Objective: Attracting international expertise to the Ukrainian startup community, development of Ukrainian business ecosystem, and assistance to Ukrainian startups in entering the international markets.

KEY RESULTS

- Consulting of Ukrainian startups for improving their capacity building and getting knowledge on how to be competitive in international markets;
- Companies acquired new important contacts and skills for attracting investments and finding partners;
- Public meetings with the leaders of the TOP innovation companies were organized:**
 - 3 master classes (40, 45 and 30 participants);
 - 3 workshops (30, 30 and 20 participants);
 - 2 meetings:

EIR #2 Meetup Growing business from 0 to \$60M



 85 participants

 www.fb.com/events/1984474805196689

«UNIT.Saas Meetup #3 Growth in US. Strategies and Hacks»



 115 participants

 www.fb.com/events/170110166887665

- The open event for the ecosystem;

2 Mentorship Programs

Batch #1

Mentor: Edmundas Balcikonis, the founder of Lithuanian-Belarusian TrackDuck startup, a visual feedback tool for web development

44 application forms received
10 projects were selected for mentorship sessions
20 projects received consultations



Batch #2

Mentor: Neeraj Berry, the co-founder of Sprig, an app for delivering ready-to-eat organic meals



33 application forms received
8 were selected for mentorship sessions
30 projects received consultations



u.ventures

UNIT.City

International Mayors Summit 2018

 [www.fb.com/MayorsSummit.ua](https://www.facebook.com/MayorsSummit.ua)
 www.internationalmayorssummit.com



**INTERNATIONAL
MAYORS SUMMIT**

 **October 2018**

Project Objective: Exchange of experience and knowledge between local government leaders and local development experts at the international level.

Focus of the Summit: Cooperation as a tool of city transformation to respond to the needs of citizens.

KEY RESULTS

Three main directions of cooperation were discussed

- Cooperation between a city and a civil society and active citizens
- Cooperation between a city and a business
- Cooperation between twin cities

300 participants

150 mayors

Speakers from 10 countries

Experience of New York, Oslo, and Eindhoven was considered

Awards for 7 cities and 2 communities

**First business speed networking
(professional business meetings format)**

**Investment masterclass «How to compete in attracting investments:
Tips from all stakeholders»**



VISA



**DATA
GROUP**

Danfoss

ИМПЕРИЯ ВОДЫ
АРХИТЕКТОР ВОДНОЙ СТИХИИ

ОЩАДБАНК
МІЙ БАНК. МОЯ КРАЇНА

Reforms Project Office under the Ministry of Defense of Ukraine

 www.fb.com/reformsmod.UA
 www.defense-reforms.in.ua/reforms-office



Ministry of Defense of Ukraine
Reforms Project Office

 16 consultants

 August 2015

Project Objective: Implementation of systemic reforms of the Armed Forces of Ukraine.

KEY RESULTS

- Within the nutrition reform, by the end of 2018, 73 military units made the transition to the new nutrition system;
- Development of legislative acts regarding the direct procurement of imported products, works and services for defense purpose by the MoD and the draft Concept for the creation of a system of a state guarantee of quality of defense products in Ukraine, in particular:
 - Amendments to the Agreement on the establishment of relations in sales № UKR-04 on Random Brokerage Services Support to the Armed Forces of Ukraine
 - A draft Law «On the Amendments to Certain Legislative Acts of Ukraine Regarding the Procurement of Imported Products, Works and Services for Defense Purposes» was developed and submitted to the Verkhovna Rada of Ukraine №9122 (adopted by the VRU in December 2018)
 - Amendments to the Law of Ukraine «On Public Procurement», which were submitted to the Law of Ukraine «On the State Budget for 2019», were developed
 - A working group on the adaptation of Ukrainian legislation to the defense procurement rules was created and a draft law on the Law of Ukraine «On the Peculiarities of the Procurement of Goods, Works and Services for Military and Dual Use» was developed
- Within the military education and science reform, the project on enhancing military education system and the quality of military training in accordance with NATO standards was launched; an online course on strengthening the integrity and preventing corruption in the Armed Forces of Ukraine was developed, shot and mounted;
- The project on the creation of the Central Military Medical Department was finished;
- Within the implementation of project management, a modern methodology for the implementation of strategic goals was developed and tested on 15 priority projects identified by the MoD;
- For the purpose of non-commissioned officer corps development, the legal framework for the improvement of social security of non-commissioned and senior petty officers was improved;

Organized seminars



- Workshop on the use of the NATO Logistics Database (March 20-21, 2018);
- Workshop on defense procurements based on the Western standards targeted at the adaptation of Ukrainian legislation to the «EU Defence Procurement Directive 2009/81/EC» (11.09.2018);
- «Cooperation between the Ministry of Defense of Ukraine and the Ukrainian Defense Industry with the NATO Support and Supply Agency» workshop (24.09.2018);
- «Calculation of the expected value of procurement items and work with the market» seminar (18.10.2018).



British Embassy
Kyiv



Professionals for Reform Support Mechanism

 [www.fb.com/Professionals-for-Reform-Support-Mechanism-1602994490022764](https://www.facebook.com/Professionals-for-Reform-Support-Mechanism-1602994490022764)
 www.edge.in.ua



 134 consultants

 October 2015

Professionals for Reform Support Mechanism (PRSM) is a temporary mechanism to support reform initiatives in Ukraine which at the request of Ministries recruits Ukrainian experts to undertake assignments critical to reform implementation in Ukraine.

Platform Objective: Human resource support to critical reform initiatives undertaken by national governmental agencies.

To achieve the above-mentioned objective PRSM:

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



Norway in Ukraine
Royal Norwegian Embassy in Kyiv



EDGE



Canada

agriteam
CANADA



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

ProZorro.Sale: Public Assets Sales Reform

 [www.fb.com/Prozorro.sale](https://www.facebook.com/Prozorro.sale)
 www.prozorro.sale



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE



Initiative Objective: To develop an electronic trading system (ETS) and make it operational based on ProZorro principles and architecture in order to implement a robust and transparent IT system in the area of public asset sales.

KEY RESULTS

- Development of a public sales reform strategy for the period of 2017-2020;
- Support of the ProZorro.Sale reorganization into a separate state-owned legal entity;
- Development of a complete legal framework for successful reform implementation:
 - About **10** legal acts relating to the regulatory framework in the area of public assets sales were developed and approved;
- Increase in the number of SOEs and public entities selling through the ProZorro.Sale system in a pilot mode:
 - 170** auction organizing parties
Among them, **91** relate to the Deposit Guarantee Fund
 - 150 thousand +** of announced auctions
6.5 billion UAH - the aggregate volume of successful deals
 - About **37** local and municipal authorities joined the system
18 million UAH of successful deals
- Increase in the number of SOEs and communal public entities renting through the ProZorro.Sale:
 - 300+** cases of successful rent auctions
The total volume of sales about **1.5 million UAH**
Main lease providers are Ukrposhta and National Television and Radio Company
- Development of new procedures in the e-auction IT system suiting the needs of new participants: Implementation of the Dutch auction procedure.

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

ProZorro.Sale: SOE Establishment

 [www.fb.com/Prozorro.sale](https://www.facebook.com/Prozorro.sale)
 www.prozorro.sale



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE

Initiative Objective: To transfer the ProZorro.Sale system from a pilot mode into self-sustainable state-owned entity.

KEY RESULTS

- Technical advancement of the electronic auction system;
- Improvements and implementation of the new types of auctions was carried out;
- Improvement of technical and operating infrastructure for enabling easier access to the ETS by various participants;
- Ensuring the system's unification of the legal regulation of the field of public assets sales;
- The Prozorro.Sale Electronic trading system has become a compulsory tool for conducting the small-scale privatization;
- The conclusion of agreements with more than 30 commercial platforms;
- The State Entity «Prozorro.Sale» was established in April 2018.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Technical Regulation Reform:
Enabling Impartial Market Surveillance System



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE

Initiative Objective: To make the system of state market surveillance (MS) operational, based on the EU principles of technical regulation and consumer safety.

KEY RESULTS

- The developed map of the MS bodies' problems based on the implemented gap analysis with proposed solutions that were accepted by the Ministry for further improvement;
- 1st meeting of the market surveillance Coordination body, which was institutionalized by the Ministry for joining efforts of all stakeholders, was organized and conducted;
- Conduct of the enhanced research of the EU best practices in market surveillance;
- Development of recommendations regarding the support of the Ministry in approaching the Ukrainian system to the European model;
- The Launch of internal IT systems of market surveillance in a test mode;
- A training program for market surveillance inspectors was developed;
- Conduct of training for MS bodies employees on IT system use;
- Fundamental pre-work and holistic analysis for the creation of a new framework of consumer rights protection was made.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Technical Regulation Reform: Enabling Free Trade
with EU by Reforming the State Market Surveillance
System in Ukraine



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE

Initiative Objective: To develop roadmaps and new methodologies that improve the efficiency of market surveillance, to increase the institutional capacity of responsible state bodies, to promote awareness on product and consumer safety among consumers and business, and to start integration of Ukrainian market surveillance bodies to European communication on product safety.

KEY RESULTS

Developed:

- Communication strategy, action plan, and materials for awareness-raising on dangerous products and product safety requirements for the use of the Ministry;
- Roadmaps and guides on the adoption of the EU principles developed for the State Service of Ukraine on Medicines and Drugs Control and the State Emergency Service of Ukraine;
- Feasibility studies and best practice analysis supporting the Ministry in better policy-making in product safety and consumer safety domains;
- New risk assessment methodology essential for planning of MS activities for all MS bodies;
- Guides for business on compliance with product safety requirements and safe import;
- Concepts, plans, and technical orders for the development of e-tools facilitating consumers in the implementation of their right for safe products along with increasing capacity of market surveillance bodies to monitor market;
- Concepts and technical documentation for the improvement and new functionality of specialized MS IT systems;

Launch of MS IT-systems:

3 MS bodies were connected to the IT systems:

- 1 started to use systems in work (State Service of Ukraine for Food Safety and Consumer Protection)
- 2 others use IT systems in a test mode (State Service of Ukraine on Medicines and Drugs Control and State Labor Service of Ukraine)

Start of the negotiations on connecting to the official European channels of communication and databases on product safety and MS (RAPEX, ICSMS, EUDAMED).

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Deregulation Office in Education
of the Ministry of Education and Science of Ukraine



MINISTRY
OF EDUCATION AND SCIENCE
OF UKRAINE

Initiative Objective: To simplify document circulation in the system of general secondary education and to update normative acts regulating the organization of the learning environment in schools.

KEY RESULTS

- Conduct of an audit of the legal acts regulating the work of a school;
- On the basis of the analysis, such documentation was drafted:
- New Draft of the Instruction on School documentation;
- List of normative acts to be canceled/updated;
- Changes to procedures of competitions for pupils organized by NGOs with the support of MoES and regional educational departments;
- New instruction for school journals;
- Necessary amendments to the legislation that regulate the participation of schools in innovation activity;
- Draft of a new Sanitarian regulation for schools;
- Draft of a new Regulation on school study rooms organization.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Development of the System of Quality Assurance for School Education:
Standards and Institutional Audit Procedure



MINISTRY
OF EDUCATION AND SCIENCE
OF UKRAINE

Initiative Objective: To set the basis for quality assurance at the level of secondary education by developing standards and recommendations for internal quality assurance system and procedure for institutional audit (as a tool of external quality assurance).

KEY RESULTS

- Procedure for an institutional audit was developed and agreed with MoES;
- Standards and recommendations for schools on establishing a system of internal quality assurance was developed and presented by the State Agency for Quality of Education;
- Pilot testing in 12 schools (a process of agreeing with MoES will start after piloting and public discussion in February 2019);
- Procedure for education programs approval was developed.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Development and Launch of the National Educational Digital Platform (e-Platform)

 www.nus.inf.ua



MINISTRY
OF EDUCATION AND SCIENCE
OF UKRAINE

Initiative Objective: To fulfill a critical need in the development and launch of the e-Platform due to the absence of high-quality digital learning resources required by a new competency-oriented curriculum of New Ukrainian

KEY RESULTS

Developed:

- e-Platform Concept;
- e-Platform architecture;
- Comprehensive technical specifications of the e-Platform;
- e-Platform MVP launched;
- e-Platform Roadmap;
- Draft of e-Textbook expertise process Regulation;
- Policy overview of existing procedures of revision, selection, and procurement of digital learning resources;
- Tender documentation for e-Platform's phase I and phase 2 procurement;
- List of open educational resources compliant with proposed expertise requirements;
- Guidelines for teachers on how to use digital learning resources to improve their efficiency and professional skills;
- The list of the content that is recommended for upload and use according to the new expertise requirements and recommendations.

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Lviv PPP Project



Initiative Objective: To sign the contract between the Ministry of Justice and a Private Partner to execute the PPP project on construction of a new penitentiary facility (detention center and hospital) in Lviv.

Secondary Objective: To find a way to launch new Kyiv detention center construction.

KEY RESULTS

Main steps for the launch of the tender on Lviv PPP project were done

- Feasibility Study and Conclusion on the results of effectiveness analysis of PPP were approved with recommendations by MEDT, all the profile ministries, and state bodies:
 - Recommendations provided by MEDT were analyzed and systematized with further drafting objections to them;
 - Objections to recommendations were agreed with MEDT and CMU.
- Draft CMU decree to support and implement PPP project by CMU was developed and preliminary agreed.
- A minimum required number of tender participants were found:
 - Assurance of participation in the project tender by one of Chinese largest corporations was got during the meeting of MoJ with Chinese official delegation.

Facilitation to the start of the Kyiv PPP project

- The decision to make a reconstruction of Lukyanivske detention center by a private partner in exchange for the land plot was taken:
 - Calculations on Kyiv PPP project made by KCSA's investment agency were received and analyzed with further conclusions about the lack of interest for potential investors to participate in the project of constructing a new Kyiv detention center;
 - The request from the potential private partner (construction company JSC Atlant) was received by MoJ to reconstruct Lukyanivske detention center in exchange for the land plot of the prison №132 in Kotsyubynske.

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Administrative Services Reform Office

 www.fb.com/poslugy.reform
 www.cnap.in.ua



MINISTRY
OF ECONOMIC DEVELOPMENT
AND TRADE OF UKRAINE

Initiative Objective: Implementation of Strategy 2020 with the main emphasis on decentralization and public administration.

KEY RESULTS

Policy recommendations and draft legislative and regulatory acts

- Analytical report and proposals for simplification of 15 priority services approved by MEDT for further work for central executive bodies;
- 5 draft legislative acts and by-laws for respective implementation of services simplification are under consideration by CMU and the Verkhovna Rada;
- Administrative services simplified:
 - e-signature of a private entrepreneur adopted by the Order of the Ministry of Justice;
 - assignment of utility subsidies;

Administrative Services Centers (ASCs)

- Plan for the development of the geographic accessibility of ASC «+240» is developed and further adopted by the Ministry of Regional Development and MEDT;
- An online course on service delivery quality standards in ASC launched and passed by >3,000 of employees of the ASCs;
- ASC Popularization campaign «Everything will be ASC» developed and carried out in Kyiv;
- A methodology for assessing the quality of service provision at ASCs was developed. A pilot assessment was conducted in Kyiv;
- Master agreement between the ASC and the bank for making e-payments created, draft amendments to the CMU Resolutions regulating ASCs developed.

IT-sector

- Development plan and modernization roadmap for administrative services portal my.gov.ua developed;
- PDF online application form for private entrepreneur registration developed which can be filled in electronically on PC;
- All ACSs are applied to the Google map to simplify the search of a necessary ACS and provide feedback.

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Project Office of the Secretariat of the Cabinet of Ministers of Ukraine (SCMU)

Initiative Objective: To increase Government of Ukraine (GoU) capacity in strategic planning, to implement an improved planning methodology based on Result-Based Management (RBM) principles and a policy impact assessment, as well as to enhance reform progress monitoring.

KEY RESULTS

Implementation of the Strategic Planning Methodology in accordance with RBM principles

- Recommendations provided on Strategic Planning Methodology in accordance with RBM Principles;
- Developed methodological recommendations for the SCMU and the Ministries on the application of the RBM Principles in Strategic Planning and Monitoring («Methodological Recommendations for the Establishment and Monitoring of the Implementation of Documents on Government Policy Issues, in particular, Strategic and Program Decisions of the Government»);
- Developed the training program and conducted the trainings on the RBM methodology for SCMU and Ministries, including reform specialists, to enhance institutional capacity in terms of coordinating strategic planning in ministries and providing methodological support to Ministries;

Recommendations on the implementation of gender impact assessment methodology

- A training program developed and trainings on gender impact assessment for SCMU and Ministries, incl. for reform specialists conducted;

Management processes

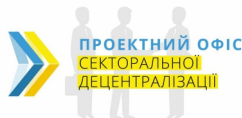
- Strategic sessions were held to develop a plan for the implementation of best practices in public administration at SCMU on the results of a study visit to the Government of Canada;
- Recommendations provided for SCMU on the development of the Employee Handbook;
- Recommendations provided for SCMU on the policy development (Policy Briefs).



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Project Office for Sectoral Decentralization

 [www.fb.com/officedecentralization](https://www.facebook.com/officedecentralization)



MINISTRY OF REGIONAL DEVELOPMENT
CONSTRUCTION AND HOUSING
AND COMMUNAL SERVICES OF UKRAINE



Initiative Objective: To formulate and coordinate the implementation of sectoral policy on decentralization in the relevant ministries and authorities.

KEY RESULTS

Healthcare decentralization

- Developed comments and proposals to the draft Procedure of forming a capable network of the primary medical care and proposals for the next steps on the implementation of telemedicine;
- A tool on financial planning of income and expenses of the primary medical care network developed (piloted on Komysh-Zoryanskyy and Rohatynskyy primary medical care centers);
- Proposals to the Main directions of the budget policy for 2019-2021, Law of Ukraine «On State budget for 2019» developed;
- Developed a Handbook for the heads of amalgamated communities (Healthcare decentralization);

Local budgets decentralization

- Preparation of the draft Law of Ukraine «On State budget for 2018» and amendments to the Budget Code;
- An issue of formation of budgets of newly established amalgamated communities and distribution of subventions between the local budgets regulated in the legislation;
- Proposals to the draft law of Ukraine №8044 in part of midterm planning implementation on the level of the local budgets developed;
- Developed a Handbook for the heads of amalgamated communities (Local budgets decentralization);

Education decentralization

- Draft methodology on the formation of the capable education network developed;
- Proposals to the Law of Ukraine «On General secondary education» and to the draft CMU Resolution «On amendments to the Provision on education district» developed;
- Proposals to the Action Plan of the Government of Ukraine for 2018 and 2019 introduced;
- Proposals for the improvement of the distribution formula of education subvention developed;
- Developed a Handbook for the heads of amalgamated communities (Education);
- Activities of international projects under the Ministry of Education coordinated;

Road infrastructure decentralization

- Developed a Handbook for the heads of amalgamated communities (Road infrastructure);
- Monitoring and preparation of information materials on construction works, reconstruction, repair, and maintenance of roads of state importance, local importance, communal property in localities at cost of subvention from the state budget of Ukraine;
- Developed criteria for monitoring the effectiveness of infrastructure decentralization reform implementation that became a part of CMU Instruction.

PROFESSIONALS FOR REFORM SUPPORT MECHANISM

National Office on Deinstitutionalization

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

 www.diplatform.org.ua



Initiative Objective: Assistance to the Government of Ukraine in the implementation of the National Strategy for the Reform of the Institutional Care and Upbringing of Children for 2017-2026 and support of national institutions in planning, implementing and communicating reform of the institutional care and upbringing of children taking into account international standards and best practices in this area.



KEY RESULTS

- Expert support provided for the creation of the DI platform - the Internet resource <http://diplatform.org.ua>, which collected indicators on monitoring the reform of the institutional care and upbringing of children;
- Developed a list of indicators for monitoring the reform of the institutional care and upbringing of children which is planned to be approved by the CMU;
- Developed the draft methodological recommendations for drafting a regional plan for reforming the institutional care and upbringing of children and sent to the regional state administrations by the letter of the Ministry of Social Policy on 04.05.2018;
- Drafted recommendation on the transformation of institutions for institutional care and upbringing of children and sent to the regional state administrations by a letter of the Ministry of Social Policy on 22.08.2018;
- Developed the Logic Model and a draft Action Plan for the implementation of the II stage of the National Strategy for the Reform of the Institutional Care and Upbringing of Children for 2017-2026;
- Developed a draft communication strategy for DI reform.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Project Office for Probation of the Ministry of Justice

 [www.fb.com/probation.ua](https://www.facebook.com/probation.ua)
 www.probation.gov.ua



Initiative Objective: Assistance to the Ministry in the implementation of key reforms and the introduction of probation in Ukraine.

KEY RESULTS

Development of the regulatory framework in accordance with international standards

- Methodical recommendations for assessing the risks of repeated criminal offenses by persons who committed criminal offenses at the age of 14-18 years old (Order of the Ministry of Justice of Ukraine 3787/5 dated 03.12.2018);
- Three probation programs for adults and three programs for juvenile probation subjects (Orders of the Ministry of Justice No. 1797/5 and 1798/5 dated 11.06.2018);
- Recommendations for the National Strategy for Reforming the Juvenile Justice System for the Period Up to 2023 (approved by the CMU dated December 18, 2018, No. 1027-p);

Development of gender-sensitive probation tools, methods, and programs

- Drafted algorithm for conducting social work with persons who are exempt from serving a sentence on probation;
- Requirements for the development of probation programs;
- Probation Programs «Overcoming Aggressive Behavior», «Prevention of the Use of Psychoactive Substances», «Change in Criminal Thinking», «Formation of Life Skills» for adults and juvenile probation subjects taking into account gender peculiarities;
- Assessment tools for probation programs, as well as relevant guidance;
- Forms of an individual work plan (separately for adults and minors of probation) and methodical recommendations for individual work planning;
- Tools for risk assessment and needs and individual planning of social work with convicted minors in educational colonies;

Strengthening professional level of probation personnel

- Developed:
 - A 2-week training program and methodical materials for teachers on training probation officers for the implementation of probation programs;
 - A 5-day basic training program for probation workers to develop skills for the implementation of probation programs;
- Conducted training seminars for representatives of the judiciary corps, probation, prosecutor's office on pre-trial and supervisory probation in pilot cities (9 events, covering 240 people);

Establishing cooperation with state institutions, local communities, and NGOs

- The Targeted Program «Recovery Crime and Offense Prevention Program in Lutsk for 2018-2020» was developed;
- Developed and distributed among probation bodies the Methodical recommendations for the development of local target programs to strengthen the practical component of the activity of probation bodies;

Creation of the system for informing on the activity and development of probation

- 8 social videos were created on the benefits of probation with examples of stories of adults and minors in conflict with the law;
- National photo project «Probation. Opportunities for change» was launched.

НАЦІОНАЛЬНА
ФОТОВИСТАВКА

ПРОБАЦІЯ

Можливості
для змін

Невигадані історії людей,
які отримали
шанс на виправлення



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Project Office on IMO Audit



Initiative Objective: To pass successfully the audit of the International Maritime Organization (IMO).

KEY RESULTS

- Assistance to the Ministry of Infrastructure to structure preparations for the IMO audit:
Translation of international conventions, development of legislation to implement them in Ukraine, revision of certain procedures in the selected sea port, training of Ukrainian officials and coordination of various stakeholders, including UkrTransBezpeka, the SOE Administration of Maritime Ports of Ukraine, and other state agencies;
- Development of the legal framework for the launch of the Maritime Administration which was created by the Resolution of the Cabinet of Ministers dated 06.09.2017 and started its work after the IMO audit – on August 22, 2018;
- Creation of a CMU roadmap to approximate Ukrainian maritime safety system to IMO standards;
- Development of regulatory acts, both ministerial and of UkrTransBezpeka, to improve the procedures for vessel accident investigations, vessel certification by recognized organizations, vessel inspection plans, all of which were important for strengthening flag state control and complying with IMO mandatory instruments;
- An action plan developed for correcting those deficiencies that were identified by auditors;
- The Ministry and other government stakeholders prepared and successfully passed the first IMO audit in the history of Ukraine.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

State Fiscal Services Reform



MINISTRY OF
FINANCE OF
UKRAINE

Initiative Objective: To strengthen the State Fiscal Service institutional framework and governance and restructure tax and customs processes.

KEY RESULTS

- Development of the new State Fiscal Services organizational structure (approved by the CMU Resolution on March 28, 2018);
- Drafting the Tax Reform Action Plan and Customs Reform Action Plan;
- Further development of electronic tax and customs services;
- Drafting a law on simplification of tax administration for large taxpayers.
- Conduct of a survey among business associations and industry experts on the existing issues in tax administration (658 responses received) and defined types of taxes where simplification is most needed;
- Participation in drafting the law on Single Window at Customs (approved by the Parliament in October 2018);
- Drafting a CMU resolution to complement the Single Window principle by further simplifying veterinary and ecological customs control;
- Supported implementation of the single account for customs payments;
- The team provided analysis and advocacy support to the draft law on financial police (Financial Investigation Agency).



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

Anti-Corruption in the Health Sector:
Piloting a Corruption-Related Complaints Handling System



Initiative Objective: To create the effective system on corruption reporting and protection of whistle-blowers, including the development of the website-integrated module for the corruption-related anonymous complaints submission on violation of anticorruption legislation.

KEY RESULTS

- Drafting a Ministry of Health (MoH) internal instruction on procedure for corruption-related complaints handling;
- Development of electronic channels to receive potential corruption-related complaints from whistleblowers through a web-interface: development of technical requirements for this software;
- Support to MoH in establishing a dedicated phone line on potential corruption-related complaints, where authorized staff takes calls.



PROFESSIONALS FOR REFORM SUPPORT MECHANISM

e-Health - Digitizing the Health System

 www.portal.ehealth.gov.ua



MINISTRY
OF HEALTH
OF UKRAINE

Initiative Objective: To establish a medical data system, which will maintain a pan-Ukrainian registry of patients, doctors and medical institutions, as well as possess data on contractual relations between them. The system will preclude healthcare actors from concluding fraudulent agreements, as well as provide invaluable statistics on diseases and prescribed treatment.

KEY RESULTS

Software development for SE «eHealth»

- Contribution to the preparation of the software development roadmap;
- Development of the requirements to the system;
- Supervision of software development on eHealth side;
- Ensuring quality assurance of the system;
- Provided support to Medical Information Service providers who implement respective changes into their hospital management systems;
- Development of the Communications strategy and organization of multiple events.

These activities contributed to:

- Launch of the Capitation payments to the health care providers by National Health System of Ukraine (NHSU) in July 2018;
- The readiness of the Central Component (database) for the launch of the Medical Events functionality which will store the patients' information about the visits, clinical tests, manipulations, and referrals;
- Medical Events data will be used by the NHSU to make subventions to participating hospitals and medical practitioners based on the actual volume of service provided.

Support to Infrastructure Sector Reforms

 **MINISTRY
OF INFRASTRUCTURE OF UKRAINE**

 **5 consultants**

 **September 2016 – March 2018**

Project Objective: Enhancement of effective decision-making capabilities that will boost reform processes by strengthening the capacity of the Ministry staff, as well as communication of the reform progress in the transport sector.

KEY RESULTS

- Printing of the book «State Enterprises Investment Projects in the Infrastructure Sector of Ukraine» in Ukrainian and English;
([download](#))
- Analysis of 25 + state enterprises.



 **Western NIS
Enterprise Fund**

Promotion of Ukraine in the United States of America



January-December 2017

Project Objective: Promotion of image of Ukraine in the United States of America.

KEY RESULTS

Lobbying the interests of Ukraine in the United States of America and Public Relations activities

- Facilitation of meetings for the representatives of the National Reforms Council with Members of the U.S. Congress and other key policymakers;
- Countering disinformation about Ukraine in the USA by disclosing disinformation campaigns, informing the media about the distribution of fake information, promoting the publication of materials with the refutation of fake information in the U.S. media;
- Contribution to enhancing the U.S.-Ukraine cyber relationship, including supporting the introduction of the bill H.R. 1997, the «Ukraine Cybersecurity Cooperation Act».



Increasing Awareness about the Impact of the EU Association Agreement

 www.eu-ua.org/syla-mozhlyvostei



 October 2018

Project Objective: To increase public support of the reform process and European integration of Ukraine by promoting «success stories» of ordinary Ukrainians who have taken advantage of the benefits provided by European integration.

The Project covers different sectors, such as education, science, innovation, business, and culture. Through this Project, Ukrainians will gain an opportunity to learn how they can take advantage of a number of projects and initiatives, namely: Erasmus+ program, eTwinning, Horizon 2020, Culture Bridges, Creative Europe, COSME, EU4Business, EU programs to support innovations, and others.

KEY RESULTS

- Distribution of messages about EU programs, achievements, and prospects of European integration for Ukraine through print and broadcast media, as well as through blogs, infographics, videos, and publications in social networks.



СИЛА МОЖЛИВОСТЕЙ!

Development of Informational and Analytical System of Modular Type within the Implementation of the EU– Ukraine Association Agreement

 www.eu-ua.org

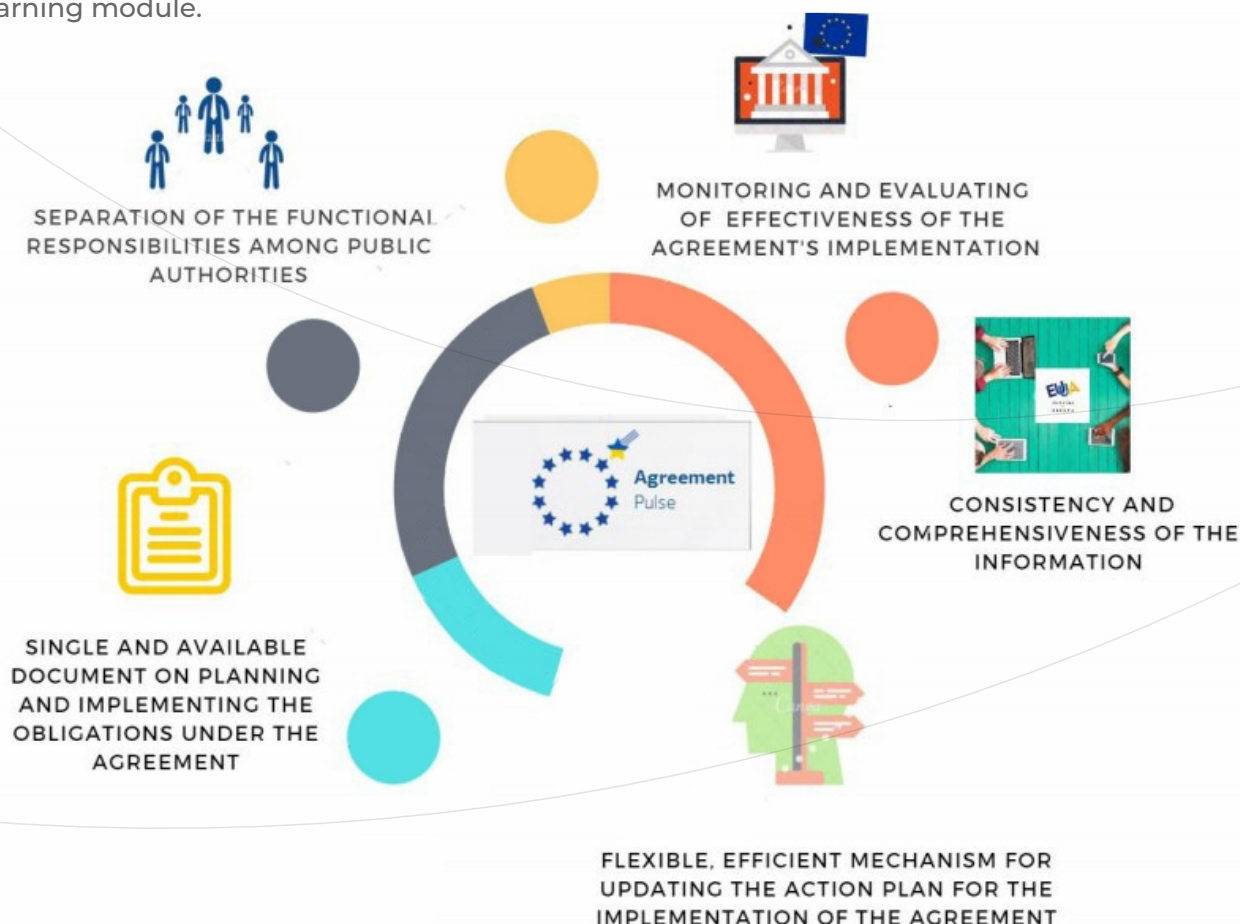


Project Objective: Experimental development of the informational and analytical system of a modular type for the implementation of the «Support to the Implementation of the European Union – Ukraine Association Agreement». Project designed to address and contribute towards Ukraine's progress in implementing the AA/DCFTA by means of reinforcing existing capacities and improving the performance of the Government Office for European & Euro-Atlantic Integration in its coordinated effort to implement economic and sector policies deriving from Ukraine's commitments under the Ukraine AA/DCFTA.

KEY RESULTS

Developed:

- Eurointegration portal - <https://eu-ua.org>
- Agreement Pulse – monitoring system for the implementation of the Association Agreement between Ukraine and the EU;
- Repository;
- e-Learning module.



Promoting Application of ProZorro. Sale in the Regions of Ukraine

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



 November 2018

Project Objective: To increase the number of public activists who know the capabilities of the ProZorro.Sale system and who are able to use the system and interact with local authorities.

KEY RESULTS

- Conduct of **4** two-hour workshops aimed at better understanding of the work of the electronic system ProZorro.Sale
- In **4** cities:
 - Kharkiv
 - Poltava
 - Lviv
 - Ivano-Frankivsk
- For **60** public activists
- Local activists got tools for monitoring the use of communal and public property (through an open system of e-auctions with a module of analytics);
- For the first time, a memorandum of cooperation with 2 regional non-governmental organizations was signed (Lviv Regulatory Hub and Center for Public Monitoring and Research);
- During seminars, participants:**
 - Were acquainted with the possibilities of the ProZorro.Sale systems and methods of informational advancement of the reform;
 - Received consultations and mentor support for the implementation of transparency and accountability instruments for communal property management and strengthening of public control over local authorities in the field of state and communal property management.

INSTITUTE FOR
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МАЙСТЕР-КЛАС
З ВИКОРИСТАННЯ СИСТЕМИ
PROZORRO.ПРОДАЖІ



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