

# UKRAINE'S REFORMS MATRIX REFORMS AND CONDITIONALITIES 2024

As of February 14, 2024

### SUMMARY



The presentation introduces an analytical framework (Part 1) that enables the conceptualization of the results chain, illustrating how the impact of reforms will influence growth.

- Through this framework, the presentation offers insights into **the cause-and-effect relationship** that needs to be implemented between the reforms and their ultimate influence on the overall growth trajectory.
- As Ukraine focuses on strengthening market institutions to facilitate growth, it is crucial to implement additional policy
  measures that target significant market distortions, particularly those related to security and economic bottlenecks. These
  measures aim to stimulate economic growth through various channels, including increasing labour (encouraging the return of
  Ukrainians), capital (attracting investments in energy projects, FDIs), and productivity (promoting productivity through the
  development and production of new and existing technologies in key sectors where Ukraine has a comparative advantage).

The presentation provides a comprehensive understanding of the reform matrix and its significance (Part 2).

As an analytical tool, the reform matrix facilitates effective decision-making and the management of reform
implementation processes. By providing a structured framework, it fosters dialogue to prioritize and sequence reforms,
effectively preventing overlaps and inconsistencies among various donor requirements.

Furthermore, the presentation offers a detailed overview of the conditionalities and recommendations outlined by donors and partners in 2024 across critical sectors (Part 3).

These sectors encompass areas such as rule of law, anti-corruption measures, governance and institutional reforms, financial
policy, sustainable development and environmental protection, human capital, and economic competitiveness. By exploring
these conditionalities and recommendations, the presentation sheds light on the specific requirements, expected results,
and accompanying documents that outline these requirements.

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## FRAMEWORK: A RESULTS MATRIX FOR ECONOMIC DEVELOPMENT

### UNLOCKING THE ECONOMIC GROWTH (1/3) | Cabinet of Ministers of Ukraine

Structural reforms that aim to enable private sector-led growth, self-sustainability and support economic growth are vital for Ukraine's development. These serve as the foundation for long-term resilience and recovery.

- The economic growth of Ukraine will depend on a continued alleviation of Ukraine's long-standing legacy. structural growth constraints.
- In the absence of a changed development strategy, Ukraine's long-term growth is likely to continue to stagnate, making it difficult to narrow the income gap with EU countries.
- To narrow the income per capita gap and achieve robust economic growth, it is crucial for Ukraine to prioritize addressing the most critical constraints that hinder its economic development. By focusing on the areas where the impact of reforms is most significant, Ukraine can maximize its efforts to stimulate growth effectively.
- By implementing growth-enhancing reforms that redefine the role of the state and address distortions in factor markets, Ukraine can unlock the potential for substantial private sector productivity growth.

While Ukraine will continue to strengthen market institutions to enable growth, additional policy measures are needed to address key market distortions related to security and other economic bottlenecks to ignite the economic growth.

- Expand opportunities for export of Ukrainian products and attract higher investment
- Expand energy capacities and strengthening of sustainability of the energy system
- Create incentives for the return of Ukrainians to Ukraine

### UNLOCKING THE ECONOMIC GROWTH (2/3) Cabinet of Ministers of Ukraine

The purpose of these immediate measures is to address key intermediary outcomes to unlock economic growth directly.

#### 1. Higher labor force participation, 2. Higher working age population, 3. Human Capital

Return of Ukrainians to Ukraine: Creation of incentives for the return of Ukrainians

Impact\*: Returning refugees could increase the labor force to 16.0-16.4 million people in 2026

#### 4. Higher investment

Expansion of energy capacities: Attracting investments in energy projects

Investments in Ukraine: Attracting foreign direct investment

- Protection of large industrial centers with anti-aircraft/anti-missile defense (Patriot, Iris-T + Gepard) Kharkiv, Kryvyi Rih, Zaporizhzhia, Dnipro, Mykolaiv, Kherson
- Attracting strategic investors for projects with a full cycle of battery production
- Insurance or guarantee coverage of invested capital and storage/export of goods is an additional unlocking for private investments in Ukraine

Increase in tax revenues to support productive public investment by introducing financing fintech solutions for Cashless, Customs reform.

Impact\*: PRIORITY MEASURES COULD ADD UP TO \$1.5 BILLION TO THE BUDGET IN 2024

### UNLOCKING THE ECONOMIC GROWTH (3/3) | Cabinet of Ministers of Ukraine

#### **5. Higher Total Factor Productivity**

Defense-industrial complex: Development of the Ukrainian defense industry
Increase of Ukraine's capacities in development and production of new and existing technologies
Joint ventures in Ukraine in cooperation with Western (primarily US) weapons manufacturers, technology transfer, and investment in technology development

Impact\*: PRIORITY MEASURES COULD ADD UP TO 3.6% TO GDP

#### 6. Closing output gap

Expansion of exports

- Southern sea ports
- Danube ports
- Aviation connection
- Export to the EU by land transport

#### Impact\*:

- unblocking ports could have the most significant impact on minerals extraction and metallurgy, + \$8.8 billion and will
  decrease the cost of logistics for the agriculture (reduce the average cost of logistics and increase the cost of agricultural
  products in the ports of Ukraine by at least \$30/t
- unblocking ports will reduce the cost of imports (for example, petroleum products for transport or coal for power plants), which will reduce domestic prices, slow down inflation and improve the competitiveness of Ukrainian business

### OVERVIEW OF THE FRAMEWORK



The government of Ukraine with the support of the World Bank propose an analytical framework that allows to conceptualize the results chain, illustrating how the impact of reforms will influence growth. The framework also enables to track the progress towards the ultimate objective of achieving economic convergence.

#### The aim

to help in underpinning a strategic planning process to serve as a living management tool for UA Gov

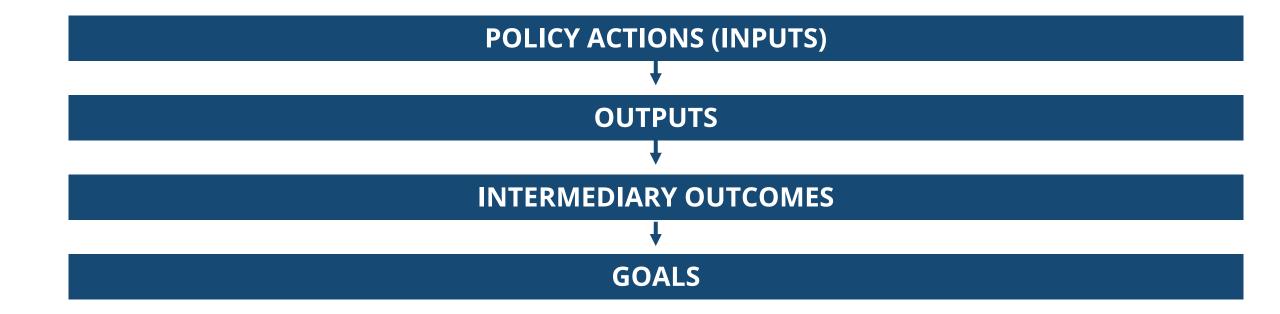
- guiding corrective actions
- facilitating the coordination of development efforts
- serving as a key accountability tool for achieving strategic objectives, and sequencing of reform implementation

#### The proposed methodology

- to develop a "top down" aggregate indicator-based approach building on
  - (i) a production-function decomposition of GDP per capita
  - (ii) macroeconomic stability
  - (iii) stronger economic institutions
  - (iv) targeted measures to address immediate market failures, including related to security and trade disruptions

## REFORMS MATRIX FOR ECONOMIC DEVELOPMENT (1/3)





## REFORMS MATRIX FOR ECONOMIC D



### FOR ECONOMIC DEVELOPMENT (2/3)

#### **POLICY ACTIONS (INPUTS)**

Macro stability: Monetary and Exchange Rate Policies, Fiscal Policy, Debt Policy and Management

Structural Reforms: Trade,
Financial sector, Business
Regulatory Environment, Social
Protection and Labor, Human
Capital, Green Transition, energy
sector, transport, agriculture

Public Sector Management and Institutions: Property Rights and rule-based governance, Quality of Public Administration, Transparency, accountability and corruption

National security, military

#### **OUTPUTS**

Stable inflation and exchange rate, fiscal and public debt sustainability, BOP and fiscal financing needs fully met, sufficient forex reserve buffers, interest rate environment conducive to growth

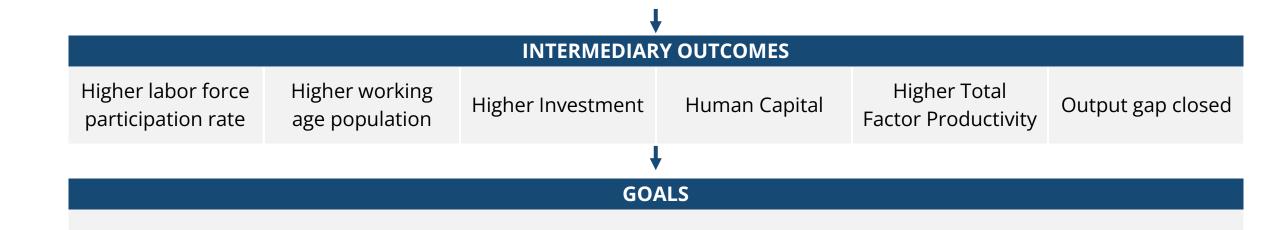
Stable financial sector, access to finance, improved allocation of capital, improved market contestability, informative price signals, trade facilitation measures in place, regulatory certainty, labor and tax regulations that encourage LFP while maintaining progressivity and social buffers, affordable and sustainable energy supply

Share of shadow economy decreases, limited regulatory discretion, reliable and dependable public services, reduced corruption, efficient public investment management, broad availability of information on government decisions and data

Securing property rights, limiting damages to productive factors of production

## REFORMS MATRIX FOR ECONOMIC DEVELOPMENT (3/3)





Income per capita reaches 30 percent of EU average by 2030; most vulnerable are socially protected

### FRAMEWORK: METHODOLOGY (1/2)



- 1. A starting point of this framework is clearly defining and quantifying economic development goals. Hence, the overall development goal could be reaching GDP per capita levels to 30 percent of EU average by 2033.
- 2. The next step is clearly <u>defining and quantifying desirable outcomes</u> that precede desired economic development goals.

For the case of GDP per capita growth, the framework thus needs to be built on reasonable assumptions about the supply side drivers (potential output), key demand side constraints (that result in the current output gap), and enabling factors that support economic growth in Ukraine.

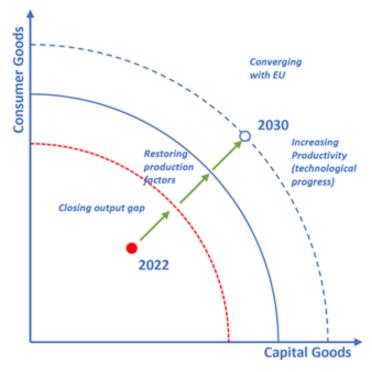
On the supply side (potential output), this gives first five key outcome indicators for policy actions of key structural reform areas:

- 1. Increasing labor force participation rate workers per capita
- 2. Increasing working age population net migration, demographics
- 3. Capital deepening investment, FDI
- 4. Growth of human capital education
- 5. Total Factor productivity growth, high value-added exports, export competitiveness, technology transfer (through FDI)

Due to demand side constraints Ukraine is experiencing a negative output gap when actual output is less than what an economy could produce at full capacity due to weak demand

6. Full utilization of capital and labor resources – closing output gap

Combining these six factors yields a set of intermediate outcomes that need to be achieved jointly as a precondition for sustained higher GDP per capita (Figure 1).



### FRAMEWORK: METHODOLOGY (2/2)



### 3. The next step then involves identifying the necessary outputs that policy actions need to generate to achieve these intermediate outcomes

Each policy commitment in the reforms matrix has a policy indicator related to the intended output of the policy. it is instructive to group policy actions into four distinct groups: those that (i) ensure macroeconomic stability, (ii) advance structural reforms, (iii) enable committed, credible, and capable government and strengthening rule of law, and (iv) ensure security.

#### 4. Each group translates into specific growth-relevant outputs

- Macroeconomic stability will involve, among others, managing stresses on public finances and large external imbalances to achieve maintained price and exchange rate stability (outputs).
- Ukraine's growth hinges on a resolution of structural shortfalls in the pre-war growth model to liberalize markets and strengthen competition.
- Reforms to strengthen Ukraine's governance institutions were implemented in recent years, but it is important to note that institutions change gradually, and many policy gaps remain in this area.

### IMPLEMENTING THIS FRAMEWORK WILL INVOLVE MEASURING RESULTS AT ALL STAGES.

- 1. This involves ensuring conditionality delivers policy actions
- 2. Keeping track of immediate outputs, achieved through the implementation of the policy actions will be key
- 3. In the medium-term the regular assessment of intermediate outcomes allows the government to keep track of progress before the final outcome can be assessed. It will also allow to flag potential imbalances in the results chain if, for instance, only a subset of outcome indicators is achieved.

Operationally, for each of policy category a clear outcome indicator should be set to characterize the current state (benchmark), relative to other relevant comparators (e.g. labor force participation, as a share of EU average) and the desirable target value to be achieved



## INTRODUCTION TO THE REFORMS MATRIX

### WHAT IS THE REFORMS MATRIX



### THE REFORMS MATRIX IS AN ANALYTICAL TOOL FOR EFFECTIVE DECISION-MAKING AND MANAGEMENT OF THE REFORM IMPLEMENTATION PROCESS

The Reforms Matrix will help **ORGANISE THE INTERNAL WORK** of the Ukrainian government:



to systematize all reforms and conditionalities



to analyze the necessary changes and plan their implementation



to carry out continuous monitoring
- to check the status of
implementation, recognise risks
of non-compliance at all stages for
timely response



to ensure accountability to the public and coordination with international partners, including MDCP

The matrix will help to **control the workload** of key actors to establish the sequence of reforms and avoid delays in implementation.

The reforms matrix is designed to **foster a dialogue about the prioritization and sequencing of reforms**. This approach aims to prevent overlaps and inconsistencies among various donor requirements.

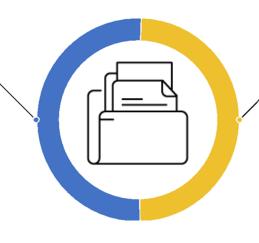
### SNAPSHOT ON THE REFORMS MATRIX



#### CA. 230 CONDITIONALITIES ENVISAGED IN THE KEY DOCUMENTS TO BE IMPLEMENTED BY UKRAINE IN 2024

#### **69%** are recommendations

There is a set of requirements related to EU accession (EU Commission's Recommendations for Ukraine's EU candidate status; EU Enlargement Report;) as well as recommendations by G7 ambassadors and US Priority Reform List \*



#### **31%** are conditionalities

There are conditionalities linked to **the receipt of budget support** (IMF EFF; draft Ukraine Plan under the EU Ukraine Facility \*\*; World Bank Growth DPL)



<sup>\*</sup> All references to the US Priority Reform List in this presentation should not be interpreted as final. Its content is subject to change

## NON-FINANCIAL CONDITIONALITIES: EU ENLARGEMENT REPORT





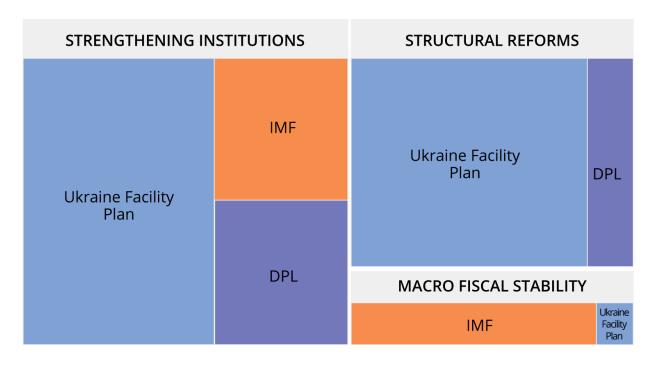
## OVER 100 RECOMMENDATIONS ARE ENVISAGED BY EU ENLARGEMENT REPORT \*

- 6 clusters
- 33 chapters

<sup>\*</sup> Please note that the steps mentioned above are not policy conditionality but rather a result of Ukraine's voluntary decision to pursue membership in the European Union

## FINANCIAL CONDITIONALITIES: POLICY CATEGORIES





ca.53%

reforms in the category of **Strengthening institutions** 

ca.36%

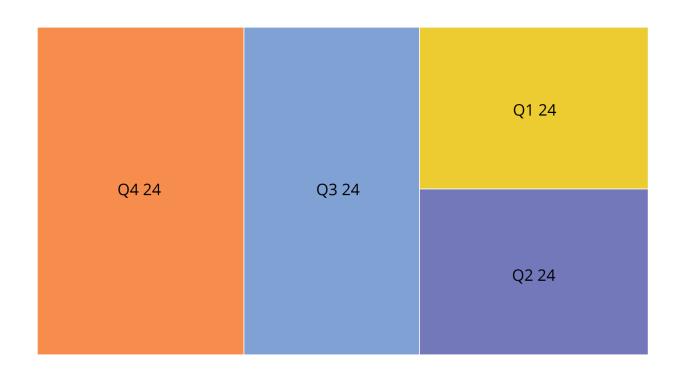
reforms in the category of **Structural reforms** 

ca. 11%

reforms aimed at achieving Macro-Fiscal Stability

## FINANCIAL CONDITIONALITIES: DEADLINES



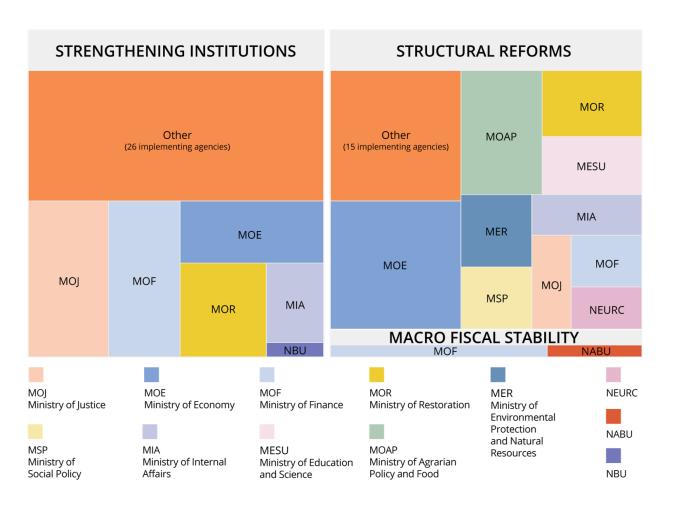


Heavy burden / concentration of reforms in Q3 2024 and Q4 2024

**63%** of total conditionalities

## REFORMS MATRIX: IMPLEMENTING AGENCIES



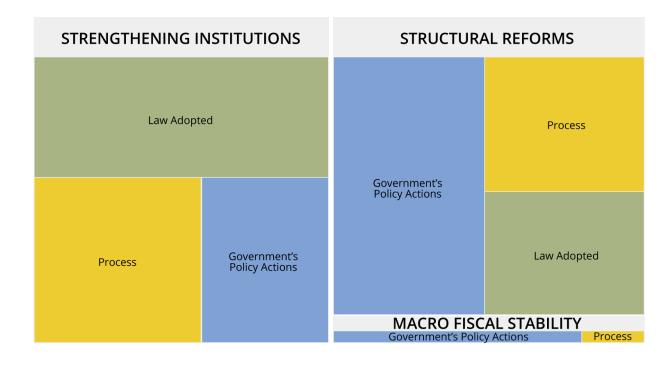


**40+** implementing agencies among the line ministries and other agencies

**23%** falls under the mandate of the Ministry of Economy and the Ministry of Restoration

### REFORMS MATRIX: RESULTS TYPE INDICATORS





**50+** laws to be adopted in order to meet all conditionalities and recommendations

Government's Policy Actions refer to the outcomes or results that are associated with the adoption of the regulatory acts at the government level and/or at the level of the central executive bodies

Process Indicators refer to capacity building; conducting audits, reviews, evaluations; etc.



## OVERVIEW OF CONDITIONALITIES AND RECOMMENDATIONS: SELECTED EXAMPLES



#### ANTI-CORRUPTION, JUDICIARY AND LAW ENFORCEMENT REFORMS

are the areas with the greatest number of conditionalities and recommendations

The commitment to a robust judiciary and anticorruption measures is a priority for Ukraine. The imperative for anti-corruption reform, particularly within the judiciary, is a key precondition for fostering economic growth, stability, and resilience. The donor community places paramount importance on the requirements pertaining to the fight against corruption and the establishment of a strong rule of law. By prioritizing these requirements, donors aim to foster a transparent and accountable system within Ukraine's governance framework.

### MORE THAN 60 CONDITIONALITIES AND RECOMMENDATIONS



#### **AREA: FIGHT AGAINST CORRUPTION (1/2)**



#### **PURPOSE**

to establish a comprehensive anti-corruption institutional framework

### 22 CONDITIONALITIES AND RECOMMENDATIONS

- National Agency for Corruption Prevention (NACP): Ensure an open, competitive, and merit-based selection of the new head of the NACP, including mandatory integrity checks
- National Anti-Corruption Bureau of Ukraine (NABU): complete an external audit of NABU's effectiveness with participation of three independent experts with international experience and publish its report
- High Anti-Corruption Court (HACC): amend legislation to allow certain cases to be adjudicated by a single judge rather than a panel of three judges; complete the selection process of new HACC first instance and appellate chamber judges; increase the number of judges by 50%

#### **KEY EXPECTED RESULTS (1/2)**

- A new head of the NACP is appointed.
- Audit of NABU is completed
- Competitions for HACC judges concluded
- Criminal proceedings procedures improved
- The number of HACC judges increased by 50%



#### **AREA: FIGHT AGAINST CORRUPTION (2/2)**

- Strengthen the Special Anti-Corruption Prosecutor's Office (SAPO):
  - improve the procedures for selecting the SAPO head and key officials
  - strengthen SAPO's capacity to regulate its organizational activities
  - establish mechanisms for discipline and accountability of SAPO leadership
  - grant SAPO to independently take relevant investigative and procedural actions against special entities
  - grant the Deputy Head of SAPO all the procedural powers as the Deputy Prosecutor General/Head of SAPO, in case of his/her absence
  - grant SAPO the power to manage extraditions and mutual legal assistance requests independently
  - establish an internal Control Unit within SAPO
  - to give an opportunity to increase its manpower from 10% to 15% of the manpower of the NABU
- Revise the Criminal Procedure Code and the Criminal Code to enable higher efficiency and outcomes in high-level corruption cases
- Enact a law regulating lobbying in line with European standards, as part of the antioligarch action plan

#### **KEY EXPECTED RESULTS (2/2)**

- New law enhancing SAPO's leadership selection, independence, procedural autonomy, and control mechanisms has come into effect
- The Specialised Anti-Corruption
   Prosecutor's Office can now expand its
   workforce from 10% to 15% of the
   National Anti-Corruption Bureau
   manpower
- The Criminal Procedure Code and the Criminal Code have been revised
- The law on lobbying is adopted



#### **AREA: JUDICIARY REFORM**



#### **PURPOSE**

to continue the judicial reform aimed at the restoration of public and business trust in the judiciary

#### **CONDITIONALITIES AND RECOMMENDATIONS**

- Resume the evaluation of the qualification of judges (vetting), which was suspended in 2019
- Implement newly enacted law #3277-IX by standing up the Advisory Group of Experts with the meaningful participation of Venice Commision, EU, and U.S. nominated experts and supporting the vetting process of Constitutional Court of Ukraine (CCU) judge candidates
- Establish the High Administrative Court of Ukraine (HACU) for administrative cases against national state agencies
- Supreme Court (SC): Adopt legislation establishing a legal framework for reviewing the integrity of sitting SC justices. Select new SC justices to fill vacant seats in due process. Take effective measures to address corruption risks in the SC
- Fill the open vacancies in the Constitutional Court of Ukraine in line with the adopted legislation
- Complete a comprehensive IT audit in the judiciary, including the development of the new case management system

- The provision outlines judge selection with clear criteria and methodology
- Disciplinary proceedings against judges are now handled by the Disciplinary Inspectors Service of the High Council of lustice
- The law to establish the High Administrative Court of Ukraine
- The pre-trial investigation into the alleged corruption crime in the SC is finished. Unscheduled verification of judges' declarations, including integrity, is conducted
- Selection of judges for the vacant position of the CCU is completed; selected judges are appointed



#### **AREA: ASSETS RECOVERY MANAGEMENT**



#### **PURPOSE**

to assure ARMA institutional capacities, effectiveness and transparency of the management of seized and confiscated assets

#### 6 CONDITIONALITIES AND RECOMMENDATIONS

- Amend the law on ARMA to allow an open, competitive, and merit-based selection of the leadership with required integrity checks
- Ensure new competition for ARMA leadership within one year
- Improve the effectiveness and transparency of the management and disposal of seized and confiscated assets
- The Law reforming ARMA enters into force with the following elements: (a) a
  transparent and merit-based selection procedure for the head of the agency, including
  a credible integrity and professionalism check; (b) an independent external
  performance assessment system; (c) transparent procedure for the management and
  sale of seized assets under the agency's control
- Adopt and start implementing a credible action plan for the implementation of the 2023-2025 asset recovery strategy; improve the legal framework and institutional capacities for financial investigations, asset recovery and management

- 2023-2025 Asset Recovery Strategy adopted
- Competition for new leadership of ARMA is launched in line with the newly adopted legislation
- Relevant legislation adopted and implemented



#### **AREA: LAW ENFORCEMENT**



#### **PURPOSE**

to enhance law enforcement authorities' capacity and transparency of work

#### **10** CONDITIONALITIES AND RECOMMENDATIONS

- adopt a time-bound and measurable action plan for the implementation of the overarching strategic plan on law enforcement reform
- develop and adopt the national SOCTA and strengthen the institutional capacities to implement it
- Bureau of Economic Security (ESBU): enact legislation enabling a competitive, transparent
  and merit-based selection, including a credible integrity check, of the new Head;
  strengthening requirements for the selection commission; introducing a contract system for
  employees; defining a clearer scope and a mandate; developing a mechanism of attestation
  of staff
- Security Service of Ukraine (SBU): to reform and restructure, including limiting the SBU's law
  enforcement authorities to those associated with counter-intelligence, counter-espionage,
  cybersecurity, and counterterrorism; complete ethical and professional attestations of those
  to be hired in; create credible disciplinary committee and replace staff who do not meet
  ethical and professional standards; enhance parliamentary and civilian oversight of SBU;
  eestructure process for requesting lawful intercept (wiretapping), and allow other institutions
  to conduct judicial intercept separate from SBU

- A plan to implement the Comprehensive Strategic Plan for Law and Order Bodies Reform is developed
- Law on amendments to the Criminal Procedure Code of Ukraine adopted
- Relevant law regarding SBU is adopted
- Attestation and re-attestation in the SBU are launched; disciplinary Committee in SBU is created
- The relevant legislation and mechanisms for ensuring supervision of the Security Service of Ukraine are in force



### AREA: FUNDAMENTAL RIGHTS; FREEDOM OF EXPRESSION; FIGHT AGAINST ORGANISED CRIME



#### **PURPOSE**

to guaranty human rights, law enforcement authorities' capacity and transparency of work

#### **10** CONDITIONALITIES AND RECOMMENDATIONS

- adopt legislation to transpose the provisions of the Istanbul Convention
- finalise the review of existing legislation on the rights of persons belonging to national minorities
- introduce annual public reporting to the Parliament on the work of the Prosecutor General's Office and the State Bureau of Investigation in investigating acts of torture and protecting victims
- ensure that restored and reconstructed infrastructure is compliant with barrier-free environment standards
- develop simplified rules for reporting from the combat zone and adjacent areas; ensure the independence of the national regulator by providing adequate funding; develop a roadmap to support the re-establishment of a pluralistic, transparent and independent post-war media landscape
- adopt and implement a context-adjusted migration policy strategy and revised integrated border management strategy
- continue improving the legal framework related to firearms and other small arms and light weapons (SALWs)

- Amendments to the legislation to transpose the provisions of the Istanbul Convention
- Legislation on minority rights is revised and adopted as recommended
- Consultations with the journalistic community on revising the rules
- Adequate funding for the national regulator is secured
- A roadmap for rebuilding a post-war media landscape is developed
- Laws amending firearm procedures and related legislation are adopted



#### **AREA: PUBLIC ADMINISTRATION REFORM**



#### **PURPOSE**

to assure resilience, institutional capacity and good governance

#### 3 CONDITIONALITIES AND RECOMMENDATIONS

- Ensure timely alignment of existing legislation with the Law on Administrative Procedures in all sectors covered by its scope
- Restore merit-based recruitment and the selection process, as well as implement job classification as a precondition for comprehensive salary reform
- Make progress in the country-wide roll-out of the Human Resources Management Information System

#### **KEY EXPECTED RESULTS**

- DL 10161 and corresponding Tax Code amendments are adopted, entering into force to cover all sectorial administrative procedures aligned with LAP
- Amendments aligning merit-based recruitment with OECD Sigma standards are prepared, set to take effect by Q3 2025
- HRMIS is used as the main HR system in ministries

3 laws to be adopted\*

<sup>\*</sup> Approximately, 176 legislative acts should be amended further to aligned current legislation with the Law 'On Administrative Procedures



### AREA: REGIONAL POLICY AND COORDINATION OF STRUCTURAL INSTRUMENTS



#### **PURPOSE**

- to establish the legal, regulatory, and financial basis required for regional and local government entities to take on the expected role in the recovery and reconstruction process and, simultaneously
- to strengthen the capacity of the organisational entities, systems and structures that will be used for the identification, prioritisation, implementation and evaluation of recovery and reconstruction projects

### 7 CONDITIONALITIES AND RECOMMENDATIONS

- Update the State Strategy for Regional Development
- Modernise the State Fund for Regional Development
- Establish procedures for maintaining the state-level urban planning cadastre, the Unified State Address Register, the Unified State Register of Buildings and Structures, the Unified State Register of Administrative Units
- Strength the coordination framework within regional policy to ensure systematic and inclusive engagement of regional and local stakeholders
- Increase the accountability, transparency, and responsibility of local governments to residents; promote engagement, inclusiveness, and cohesion in the development of community development programs

#### **KEY EXPECTED RESULTS**

- CMU Resolution "On Amendments to the State Strategy for Regional Development for 2021-2027 adopted
- CMU adopted resolutions for maintaining various state registers
- The Law of Ukraine "On Amendments to the Law of Ukraine "On Bodies of Self-Organisation of Population" entered into force
- The Law of Ukraine "On Public Consultations" entered into force

**2** laws to be adopted



#### **AREA: STATISTICS**



#### **PURPOSE**

to improve the quality of the data, transparency and accountability of state bodies involved in the statistic process

### 3 CONDITIONALITIES AND RECOMMENDATIONS

- Strengthen the institutional independence and administrative capacity of the State Statistics Service of Ukraine (SSSU) and the coordination among relevant bodies to improve the quality of statistics
- Adopt the National strategy for the development of Ukrainian statistics for 2024-2029
- Increase the production and transmission of high-quality and timely data to Eurostat

#### **KEY EXPECTED RESULTS**

- Draft Law of Ukraine "On Amendments to the Law of Ukraine "On Protection of the Interests of Subjects Submitting Reports and Other Documents During Martial Law or a State of War" approved by the CMU
- A working group of data administrators for statistical observations is established with an approved working plan
- National strategy for the development of Ukrainian statistics for 2024-2029 adopted by CMU

Bylaws to be adopted



#### **AREA: FREEDOM TO PROVIDE SERVICES**



#### **PURPOSE**

to remove barriers to service provision, to align legislation with the EU postal regulations

### 3 CONDITIONALITIES AND RECOMMENDATIONS

- Eliminate existing restrictions for the provision of services, using the possibilities provided by the Association Agreement
- Complete approximation with the EU postal acquis, including with the Regulation on cross-border parcel delivery services
- Continue the progress in aligning with the EU acquis on mutual recognition of professional qualifications

- The National Financial Regulatory
   Commission of Ukraine adopts
   regulatory acts to address issues
   concerning the licensing of foreign legal
   entities for professional activities on
   capital and commodity markets
- The draft Law of Ukraine introducing the amendments to the Law on Postal Communications approved by the CMU
- The draft Law on the National System of Qualifications approved by the CMU



#### AREA: PRIVATIZATION AND CORPORATE GOVERNANCE OF SOE



#### **PURPOSE**

- to improve functioning market economy
- to prepare for reconstruction efforts, in particular by reducing regulatory and administrative burden of business
- to address issues related to corruption and the rule of law, strengthening the accountability and independence of SOE supervisory boards.

#### **5** CONDITIONALITIES AND RECOMMENDATIONS

- to improve the business environment with a view to prepare for reconstruction efforts, in particular by reducing regulatory and administrative burden, addressing issues related to corruption and the rule of law
- to enhance the management of State-Owned Enterprises in line with OECD recommendations, while intensifying privatizations, encouraging long-term engagement of shareholders, and on takeover bids
- to reduce the distortionary impact of SOEs and advance their commercialization, the Verkhovna Rada has approved law #5593-d "On the Improvement of Corporate Governance of Legal Entities whose Shareholder is the State" that strengthens the accountability and independence of SOE supervisory boards
- to produce a SOE state ownership policy, dividend policy and privatization strategy
- to align national legislation with the acquis on cross-border operations (conversions, mergers and divisions) and on the use of digital tools and processes in company law

#### **KEY EXPECTED RESULTS**

- Ukraine's legislation on company and corporate governance aligned with EU standards is adopted
- The SOE state ownership policy and the 'triage' of SOEs, dividend policy and privatization strategy approved by the CMU
- Government adopts roadmap for mandatory structural separation of commercial and non-commercial activities for all SOEs involved in PSOs

law to be adopted



#### **AREA: PUBLIC PROCUREMENT**



#### **PURPOSE**

to improve the Mechanism for Attracting Private Investments Using the Public-Private Partnership Mechanism to Accelerate the Restoration of War-Destroyed Objects and the Construction of New Objects Associated with Post-War Reconstruction of the Economy of Ukraine

### 5 CONDITIONALITIES AND RECOMMENDATIONS

- Make progress in aligning the laws on public procurement with the EU acquis, including on concessions and PPPs
- Ensure that exceptions to the laws on public procurement are kept to the minimum required under martial law
- Proceed with the appointment of public procurement commissioners in the AntiMonopoly Committee of Ukraine
- Prevent corruption in public procurement, the Cabinet of Minister has issued decree, that adds indicators in the e-procurement system for detecting red flags in the process of public procurement and mandates the publication of data on process irregularities on a quarterly basis

#### **KEY EXPECTED RESULTS**

- The Law on Improving the Mechanism for Attracting Private Investments Using the PPP adopted
- The amendments to the public procurement law adopted
- Public procurement system reform strategy for 2023-2026 and its operational plan for 2023-2025 are adopted.
- The indicators in the e-procurement system for detecting red flags introduced
- Public procurement officers at the Antimonopoly Committee of Ukraine are appointed

**2** laws to be adopted



#### **AREA: FREE MOVEMENT OF GOODS**



#### **PURPOSE**

to improve the ongoing business operations and internal market

### 5 CONDITIONALITIES AND RECOMMENDATIONS

- Complete the alignment of its legislation with the acquis on quality infrastructure, in particular on market surveillance
- Further align its legislation with the acquis on harmonized sectoral legislation for 'new and global approach' product legislation.
- Re-establish the inspection and enforcement capacity of the market surveillance authorities
- Harmonize standards for 3 groups of industrial products (machines, electromagnetic compatibility of equipment, low-voltage electrical equipment) are adopted as national ones by translation method

#### **KEY EXPECTED RESULTS**

- The draft Law on market surveillance and product conformity approved by the CMU
- The draft Law on Amendments to the Law On Accreditation of Conformity Assessment Bodies" in order to bring it into line with EU Regulations approved by the CMU
- CMU adopts normative act restoring state market supervision and control of non-food products

#### Bylaws to be adopted

# 2 GOVERNANCE AND INSTITUTIONAL REFORMS



#### **AREA: EXTERNAL RELATIONS**



#### **PURPOSE**

to align Ukraine trade policy with international and EU-Ukraine obligations while ensuring bilateral trade initiatives take into account commitments associated with candidate status

### 2 CONDITIONALITIES AND RECOMMENDATIONS

- Ensure that Ukraine's trade policy is in compliance with World Trade Organization (WTO) and Association Agreement rules
- Before any new bilateral trade agreement, asses its impact, in light of candidate status and forthcoming accession

- Bilateral trade agreements aligned with WTO and Association Agreement rules.
- Impact assessment of bilateral trade agreements on the Ukraine's accession to the EU conducted

# 2 GOVERNANCE AND INSTITUTIONAL REFORMS



### **AREA: FOREIGN, SECURITY AND DEFENCE POLICY**



#### **PURPOSE**

to streamline the foreign, security and defence policy (FSP)) with the international practices to align with NATO principles and transparency, accountability, efficiency standards and improve CSP coordination with EU

### 8 CONDITIONALITIES AND RECOMMENDATIONS

- Re-design military armament, public procurement processes and procedures reflecting NATO standards
- Adopt amendment to Law 4210 to strengthens democratic civilian control and oversight of the military, modernizes command and control architecture in line with NATO principles; transforms governance and defense planning to increase interoperability with NATO
- Transform defense planning and resource management systems to increase transparency, reduce corruption and increase interoperability with NATO
- Modernize defense HR management and military education systems to align with and reflect NATO principles, standards, and doctrine
- Invest in Women, Peace, and Security (WPS) initiatives
- Work towards the ratification of the Rome Statute of the International Criminal Court (ICC)
- Further maximise alignment with Statements by the EU High Representative (Official EU Council positions and actions in the area of common foreign and security policy (CFSP)
- Pursue and further enhance political dialogue on foreign and security policy with the EU

#### **KEY EXPECTED RESULTS**

- The Rome Statute of the International Criminal Court (ICC) ratified
- Re-design both military armament and public procurement processes and procedures provided
- Law 4210 adopted, enhancing democratic civilian control over the Armed Forces and improving joint command and planning in national security and defense



#### **AREA: FISCAL AND MONETARY POLICY**



#### **PURPOSE**

to maintain macroeconomic and financial stability

### 11 CONDITIONALITIES AND RECOMMENDATIONS

- Renewal of medium-term budget planning at central level; preparation of the return to inflation targeting and the flexible exchange rate regime
- Development of a proposal to amend 5-7-9 program to support SMEs
- Preparation of short-term revenue measures (tax and non-tax) with a target yield of at least 0.5 percent of GDP for potential inclusion in the upcoming budget
- Assessment of the effectiveness and budgetary impact of tax privileges to establish a unified reform approach
- Diagnostic review of pre-war MTBF policies and practices
- Evaluation of the potential fiscal and quasi-fiscal costs associated with major public companies affected by the war
- Action Plan and timeline for PIM roadmap implementation

- The Budget Declaration for 2025-2027 approved
- PIM Action Plan developed
- Measures to enhance budget revenues identified
- Strengthening of the strategic budgeting



#### **AREA: TAXATION AND CUSTOMS**



#### **PURPOSE**

to enhance revenue generation, modernize tax and customs administration through digitalization, align tax and customs legislation with EU legislation, improve cooperation in tax information exchange

### 16 CONDITIONALITIES AND RECOMMENDATIONS

- Adoption of the strategic plan for digitalisation of the State Tax Service and the State Customs Service
- Progress in terms of aligning legislation on VAT and excise duties (to increase the excise tax on fuel, equate tax rates on intermediate alcoholic products, and meet EU excise tax standards; To broaden the domestic income or value-added tax bases)
- Implementation of the automatic exchange of tax information with EU Member States in line with the OECD Global Standards
- Progress in areas related to customs procedures, customs debt and the application of guarantees as well as simplification of customs formalities, and with the development of a new Customs Code
- Timely implementation of NCTS Phase 5
- Adoption of the legislation criminalising large-scale smuggling of all goods

#### **KEY EXPECTED RESULTS**

- Proposals for tax legislation amendments in line with EU requirements are developed.
- Amendments to the laws to align legislation on VAT and excise duties adopted.
- Amendments to the current Customs Code of Ukraine and drafting of the new Customs Code of Ukraine adopted.
- Legislation criminalising large-scale smuggling of all goods adopted.



#### **AREA: FINANCIAL CONTROL**



#### **PURPOSE**

- to promote transparency, accountability, and effective oversight in postwar reconstruction efforts;
- to enhance connectivity between financial control reforms, bolstering parliamentary oversight, and implementing a roadmap for public investment management reform

### 7 CONDITIONALITIES AND RECOMMENDATIONS

- Amend legislation to facilitate greater transparency and accountability during postwar reconstruction of Ukraine through strengthening the independence and professionalism of the Accounting Chamber of Ukraine (ACU) and State Audit Service of Ukraine (SAS)
- Ensure independent, transparent, competitive, and timely selection of ACU board members with vetting of independence, competence, and integrity
- Ensure tighter connectivity between public internal financial control (PIFC) reform and the Central Harmonisation Unit (CHU), and strengthen the CHU's role in enforcing delegated managerial accountability.
- Increase cooperation between the ACU and Parliament to strengthen oversight of the state budget and its implementation.
- Action plan for the implementation of the Roadmap for reforming public investment management

#### **KEY EXPECTED RESULTS**

- Laws regarding the status, operation principles, independence guarantees, and powers of the ACU and the SAS are adopted
- Voluntary national certification of employees of internal audit units of state bodies conducted
- Action plan for implementing public investment management reform roadmap adopted



#### **AREA: FINANCIAL SERVICES**



#### **PURPOSE**

to enhance regulatory alignment, improve financial sector practices, and promote transparency and market efficiency

### 10 CONDITIONALITIES AND RECOMMENDATIONS

- Continue preparations to apply for the Single Euro Payments Area (SEPA)
- Continue the alignment of Ukrainian legislation and institutional practices with the FATF standards
- Take steps to establish the Register for holders and beneficial owners of bank accounts, payment accounts and safe-deposit boxes
- Prepare an asset quality assessment of the banking sector
- Strengthen the regulatory powers of the National Securities and Stock Market Commission
- Continue efforts in alignment with the EU acquis, related to the regulation of banking and insurance sectors
- Adoption of the legislation on the sale of SOBs
- Adoption of the legislation to reduce NPLs that enables the market-based valuation and subsequent trading of NPLs

#### **KEY EXPECTED RESULTS**

- The official application for accession to SEPA is submitted
- The law on the State Regulation of Capital Markets adopted
- The law on Appraisal of Property adopted
- NBU regulatory acts adopted
- Bank's sustainability assessment, incl. an asset quality review provided



#### **AREA: AGRI-FOOD**



#### **PURPOSE**

- to revitalize Ukraine's agri-food sector through EU integration, modernization, land reform, enhanced regulatory frameworks, development of sustainable value chains, demining, and digitalization
- to boost productivity, ensuring the growth of the sector, particularly benefiting small and family farms, and contributing to rural socio-economic development

## 14 CONDITIONALITIES AND RECOMMENDATIONS

- 2030 Agriculture and Rural Development Strategy Adopted with focus on EU alignment, land reform, irrigation, war recovery
- State Agrarian Register Law: Official electronic register established for agrarian policy and all types of financial support, financial institution access for mortgage lending
- Digital Loan Access: Law #9266 for Electronic Crop Receipts approved
- Enhance State Land Cadastre and Property Rights Register data integration
- EU Acquis Implementation: Focus on animal health, phytosanitary measures
- EU Market Integration: Pilot EU trade control system (TRACES) project
- Food Safety Enhancement: Reform food safety bodies and strengthen controls
- Fishing Management Capacity: Develop capacity and establish independent control agency

#### **KEY EXPECTED RESULTS**

- State Agrarian Register Law adopted
- · Electronic Crop Receipts Law adopted
- 2030 Agriculture and Rural Development Strategy adopted by the Government
- Over 115,000 farms in State Agrarian Register
- EU TRACES Trade System operational.
- Reference labs designated; staff training and testing methods improved
- Enhanced interaction between State Land Cadastre and Property Rights Register
- Digital Fisheries Permits implemented



#### **AREA: ENERGY**



#### **PURPOSE**

to replace part of the destroyed capacity, strengthen and improve competition in the sector, attract investment, ensure market coupling with the EU

### 19 CONDITIONALITIES AND RECOMMENDATIONS

- Development and approval of the National Energy and Climate Plan
- Development of legal, organizational and technical conditions for the sustainable development of renewable energy, including the auctions model and market premium mechanisms, increasing the flexibility of the energy system by increasing capacities for peak and semi-peak generation, as well as building energy conservation systems
- Liberalization of energy markets, market integration and capacity increase with ENTSO-E, including due to the transposition of the regulations of the Clean Energy package and the full implementation of the REMIT law
- Ensuring energy-efficient consumption by increasing the efficiency of the district heating sector and construction (implementation of the thermal modernization strategy)
- Determine the stock of arrears and assess financial conditions of District Heating Companies (DHCs) through a desk review by a reputable audit firm, including by separating arrears until and after February 2022

#### **KEY EXPECTED RESULTS**

- The Law on the transposition Clean Energy Package developed and adopted.
- National Energy and Climate Plan adopted
- The Law on Green transformation of the energy system of Ukraine secondary legislation adopted
- Secondary legislation on REMIT law enters into force
- Amendments to Law On law-making activity enter into force (NEURC independence)
- Strategy for Thermal Modernization of Buildings until 2050 adopted



# AREA: GREEN TRANSITION AND ENVIRONMENTAL PROTECTION, CRITICAL RAW MATERIALS



#### **PURPOSE**

The integration of build-back-greener and no one left behind principles in all sectors, to decarbonize the main carbon-intensive sectors of the economy and build climate change- adapted infrastructure in the course of reconstruction, aligned with EU standards, to accelerate sustainable development, spread of circular economy practices and stimulate economic growth

### 8 CONDITIONALITIES AND RECOMMENDATIONS

- Ensuring climate policy in accordance with the Paris Agreement and the UN SDGs, preparation and adoption of the Climate Law
- Adopt the law on environmental control and the legislation harmonising with the industrial emissions acquis
- Support for nature restoration measures aimed at protecting biodiversity, preserving ecosystems, ensuring sustainable forestry, reducing water pollution
- Adopt primary and secondary legislation to continue the reforms initiated in water.
- Implementation of circular economy principles: approval and implementation of the Strategy and the corresponding action plan, adopt primary and secondary legislation to continue reforms initiated in the field of waste management
- An upgraded e-cabinet of subsoil users with additional functionalities of access to national register of special permits for subsoil use allowing requesting and obtaining e-licences and providing access to digital geological data is operational

#### **KEY EXPECTED RESULTS**

- The Law of Ukraine "On the Basic Principles of State Climate Policy" adopted.
- The Law on environmental control adopted
- The Law on Prevention, Reduction and Control of Industrial Pollution adopted
- Laws and CMU acts adopted to continue waste management reforms
- Law adopted amending the national program for Ukraine's mineral resource development until 2030



#### **AREA: TRANSPORT AND TRANS-EUROPEAN NETWORKS**



#### **PURPOSE**

to improve the ongoing business operations and internal market environment and international cooperation

### 7 CONDITIONALITIES AND RECOMMENDATIONS

- Further align and effectively implement of the EU rail and road acquis and set up the appropriate administrative structures for rail transport, in particular the regulatory body
- Strengthen administrative capacity to enforce measures on road safety and establish inspection and investigation bodies for rail and inland waterways transport
- Develop administrative capacities and scale up project preparation in order to ensure that transport and energy infrastructure projects can be implemented in line with EU standards
- Adopt the Strategy for Developing and Expanding the Border Infrastructure with EU Member States and the Republic of Moldova until 2030

#### **KEY EXPECTED RESULTS**

- Railway Transport and Transport Regulation Laws adopted
- The draft Law of Ukraine On the National Bureau of Investigation of Accidents in Transport approved by CMU
- Ukraine's National Transport Strategy for 2030 adopted



## AREA: EMPLOYMENT POLICY. FREEDOM OF MOVEMENT FOR WORKERS



#### **PURPOSE**

to provide employees with working conditions, payment of remuneration and dismissal terms as well as the opportunities for mobility of workforce in accordance to legal rules which are similar to EU

### **6** CONDITIONALITIES AND RECOMMENDATIONS

- Strategy to attract and reintegrate displaced persons in the Ukrainian labour market and those whose participation has been disrupted by the war as well as to address structural labour market issues and, take steps to tackle informal employment, and increase labour market participation
- Work on Social security coordination agreements conclusion, notably with EU member-states
- Work on preparing to join the EURES (European Network of Public Employment Services)

#### **KEY EXPECTED RESULTS**

- The new Labour Code adopted
- The Law of Ukraine "On occupational safety and health for employees" adopted
- The Small and Medium enterprises development Strategy and Action Plan for 2024-2027 adopted
- Negotiating with Hungary and Romania of conclusion of social security system's coordination agreements launched
- Action Plan of integration of Ukraine's PES to EURES developed
- Ukraine analyzed legislation on labor and employment to enhance harmonization with EU acquis, drafting new laws as necessary



#### **AREA: SOCIAL POLICY**



#### **PURPOSE**

to provide a comprehensive level of social protection

### **6** CONDITIONALITIES AND RECOMMENDATIONS

- Ensure application of the legislation on persons with disabilities' rights
- Comprehensive de-institutionalisation reform of childcare and launch its implementation, considering the situation of displaced children
- Establishment of the procurement of social services system at centralized level for co-financing the most needed services to vulnerable groups of population.
- Comprehensive demographic strategy
- Strategy for Reforming Psychoneurological and Other Residential Institutions and De-institutionalisation of Care for Children, Persons with Disabilities and the Elderly
- Pilot project to provide social services to socially vulnerable groups of the population, which aims to develop the social services market and support local communities in improving access to social services and improving their quality

#### **KEY EXPECTED RESULTS**

- The Law amending certain Ukrainian laws to enhance the social services provision system and introduce a new financing model is adopted
- The Law on amendments to some laws of Ukraine on ensuring right to work for persons with disabilities adopted
- Strategy for demography development adopted.
- Ukraine legislation of rights for persons with disabilities analysed to further harmonization of legislation
- Amendments to National Strategy of system of the institutionalised care for children for 2017-2026 regarding ensure the right to grow in family environment adopted
- Strategy for Reforming Psychoneurological and Other Residential Institutions and deinstitutionalisation of care for children, persons with disabilities and the elderly adopted



#### **AREA: EDUCATION**



#### **PURPOSE**

to enhance the quality of education and skills development system in order to meet the needs of the labour market

### 5 CONDITIONALITIES AND RECOMMENDATIONS

- Quality of education and professional training system to prove the correspondence of the study results to the needs of the labour market including follow the skills are necessary for recovery
- Reliable mechanism for acquisition, analysis and sharing of statistics data on education and professional training
- Start of implementation of the plan to optimize the education institutions network
- Legislation to modernise and regulate professional education (vocational education and training)
- The Law of Ukraine "On preschool education"

#### **KEY EXPECTED RESULTS**

- The Law on preschool education adopted
- The Law on amendments to some laws regarding financing of getting of higher education and provision of state targeted support for education seekers is adopted
- The Law on amendments to some laws regarding establishment of conditions for modernization of the education institutions network adopted
- Recognition of learning outcomes, including those from professional pre-higher and higher education programs, academic mobility, and non-formal/informal education, is improved through legislative amendments
- Methodological recommendations on establishment of the professional and vocational training institutions network issued



#### **AREA: HEALTH AND CONSUMER PROTECTION**



#### **PURPOSE**

to adopt the quality of health protection to modern public health risks and threats

### **3** CONDITIONALITIES AND RECOMMENDATIONS

- Further align national legislation with the EU consumer protection acquis
- Adopt a health information system strategy
- Adopt the national health security action plan to address threats of biological, chemical, environmental and unknown origin; approve and start implementing the 2023-2025 national action plan on antimicrobial resistance

- National legislation regarding consumer protection continues to be aligned with the EU acquis
- Health information system strategy adopted
- The national health security action plan to address threats of biological, chemical, environmental and unknown origin adopted; the 2023-2025 national action plan on antimicrobial resistance approved



#### **AREA: BUSINESS ENVIRONMENT**



#### **PURPOSE**

to improve the ongoing business and investment operations and internal market environment

### 5 CONDITIONALITIES AND RECOMMENDATIONS

- Develop mid-term priorities for SME development and take measures for improving the business environment and investment climate
- Adopt necessary legislation to align with Directive 2011/7/EU on combating late payment in commercial transactions
- Approve the Action Plan on deregulation
- Approve the procedure for using budget program funds for the introduction of industrial parks support as a tool for attracting investments in the de-occupied areas

#### **KEY EXPECTED RESULTS**

- The Law on alignment with EU legislation regarding overdue payments in commercial transactions adopted
- The SME Strategy for 2024-2027 developed and approved by the CMU
- The resolution of the CMU on approving the procedure for using budget program funds for the introduction of industrial parks support adopted
- The strategic document on Mine Action for 2024-2033 adopted



#### **AREA: DIGITAL TRANSFORMATION**



#### **PURPOSE**

- · to integrate digital solutions in different sectors, align with EU standards,
- to accelerate sustainable development, spread of circular economy practices and stimulate economic growth
- to promote inclusion and ensure equal access to digital opportunities

### 5 CONDITIONALITIES AND RECOMMENDATIONS

- Achieve full alignment with EU roaming legislation
- Ensure the necessary financing and human resources for enacting the legal rules on expansion of the Regulator's competencies (both telecommunications and media regulator) and for the performance of the central executive bodies in the area of electronic communications
- Further align with the EU Directive on security of network and information systems (NIS)
- Adoption of a revised Plan for allocation and use of the radio spectrum in Ukraine
- Entry into force of the legislation on strengthening the cyber security capabilities of state information resources and critical information infrastructure

#### **KEY EXPECTED RESULTS**

- Established necessary conditions for implementing advanced technologies in Ukraine's radio frequency bands, aligning with EU legislation
- The functioning of the Regulator ensured
- Legislation to enhance cyber security for state information resources and critical information infrastructure implemented
- Ukraine's law amends certain statutes for urgent enhancement of cyber security in alignment with the NIS and NIS2 framework



#### **AREA: COMPETITION POLICY**



#### **PURPOSE**

to bring Ukraine's legislative framework regarding competitive policy in line with EU standards

### 2 CONDITIONALITIES AND RECOMMENDATIONS

- Align the legislative framework in the area of competition and State aid with the EU acquis, including by modifying the law on State aid to cover under its scope services of general economic interest (SGEIs)
- Compile a reliable and comprehensive inventory of State aid schemes instituted before the establishment of the authority responsible for State aid control in Ukraine

#### **KEY EXPECTED RESULTS**

- The Law on state aid to economic entities adopted
- Resolution "On approval of criteria for assessing the admissibility of state aid to business entities for the provision of services of general economic interest" adopted by the CMU



#### **AREA: INTELLECTUAL PROPERTY LAW**



#### **PURPOSE**

- to align domestic IP legislation with EU acquis
- to improve IPR enforcement system
- to improve the functioning of collective management organisations

### 3 RECOMMENDATIONS

- Continue alignment with the EU acquis on copyright and industrial property rights, as well as on trade secrets
- Continue improving the functioning of collective management organisations and the payment of royalties to right holders
- Further improve the IPR enforcement system, in particular by combating piracy and counterfeit products and establishing an intellectual property court and leverage the collaboration with the European Union Intellectual Property Office

- The legal acts amending the legal framework for copyright and related rights, inventions and utility models, industrial designs, trade secrets and effective management of IPR adopted
- Track record in combating piracy and counterfeit improved
- The specialized intellectual property court is operational
- Effective collaboration with the EUIPO achieved





#### **AREA: SCIENCE AND RESEARCH**



#### **PURPOSE**

- to continue alignment with the EU acquis
- to continue integration into the European Research Area and the New European Innovation Agenda

### 3 RECOMMENDATIONS

- Intensify effort to integrate into Horizon Europe, by taking steps to establish an office in Ukraine, appointing national contact points and taking part in the relevant governance structures
- Adopt the strategy for scientific and technological development
- Develop regional smart specialisation strategies

#### **KEY EXPECTED RESULTS**

- Strengthened Ukraine's participation in Horizon Europe by appointing national contact points and delegates to program committees
- Strategic and operational goals, tasks and indicators in "Science and innovation" priority area approved
- The methodology for regional smart specialization is approved, guiding the update of regional development strategies and action plans

