Ukraine's National Recovery Plan

National Recovery Council

July 2022



Context and objectives for Ukraine National Recovery Plan

Context

The Russian invasion of Ukraine has caused **massive disruption of economic activity** in Ukraine and **damage** to infrastructure, environment and livelihoods of Ukrainian people; current estimate of damages is ~$100bn and growing

Historically, **Ukraine has been lagging Central European** peers in terms of economic performance; Ukrainian GDP over the last 20y has been growing <2% p.a. vs. ~3.5% for Poland

Target Economic Recovery Plan is a unique opportunity not just to **recover war-related damages**, but to **leap-frog economic growth and quality of living in Ukraine**

Objectives for National Recovery Plan



Resilience

Provide economic, social and environmental resilience in the marathon to victory



Recovery

Find efficient solutions for the soonest recovery of the crucial economic and social processes, and natural ecosystems



Modernization and growth

Develop a modernization plan to ensure expedited sustainable economic growth and wellbeing of the people

Key guiding principles and implementation approach

Guiding principles	Comments
Start now, ramp up gradually	Need to **start recovery initiatives asap to build resilience and agility for the economy** to function under continuous security threats and provide the foundation to win the war. **Plan for gradual ramp-up of activities, with gradual increase of risk appetite,** as unlikely to have “clean victory” and “clean peace”, or clear milestones to transition from “recovery” to “modernization”.
Grow prosperity in equitable way	**Ukrainian people are the ultimate beneficiaries** of the Recovery Plan. Objective of the plan is to **grow GDP, and ensure equitable distribution of wealth, and overall wellbeing**
Integrate into EU	Overarching strategic imperative defining the **institutional and regulatory framework** Integration of Ukrainian economy into European **value chains**, incl. “green” ones, and **knowledge/information networks**
Build back better (for the future)	**Build back for better quality and more advanced and sustainable technologies** than the damaged/destroyed assets Align Ukraine's recovery and modernization with **EU principles: Green Transition and Digital Transformation**
Enable private investment & entrepreneurship	Recovery should enable Ukraine’s **private investment and boost nation-wide entrepreneurship** Support **SMEs as an important pillar** of the new economic model

Implementation approach

Region focused
Recovery projects to be localized in specific regions and supported by specific international partners

Parameter-based approach
The National Recovery Plan to provide overall guiding framework for the regional recovery plans and projects

The National Recovery Council was set-up by the President of Ukraine to coordinate Recovery Plan development

The President of Ukraine

National Recovery Council

Co-head: Head of the OPU

Co-head: Head of the Parliament

Co-head: Prime Minister

Secretary of the National Recovery Council

Secretariat of Cabinet of Ministers and Reforms Delivery Office – technical, organizational, analytical and information support

Advisory Board (reputable international experts)

- Verifying and discuss working hypotheses
- Providing experts support on selected priority topics
- Endorsing key decisions

Ministers and Deputy Ministers

Parliament Representative

OPU Representative

24 Working Groups

- Coordinating content development for respective programs
- Aligning the programs with the priorities of branches of power
- Synthesizing final program blueprint

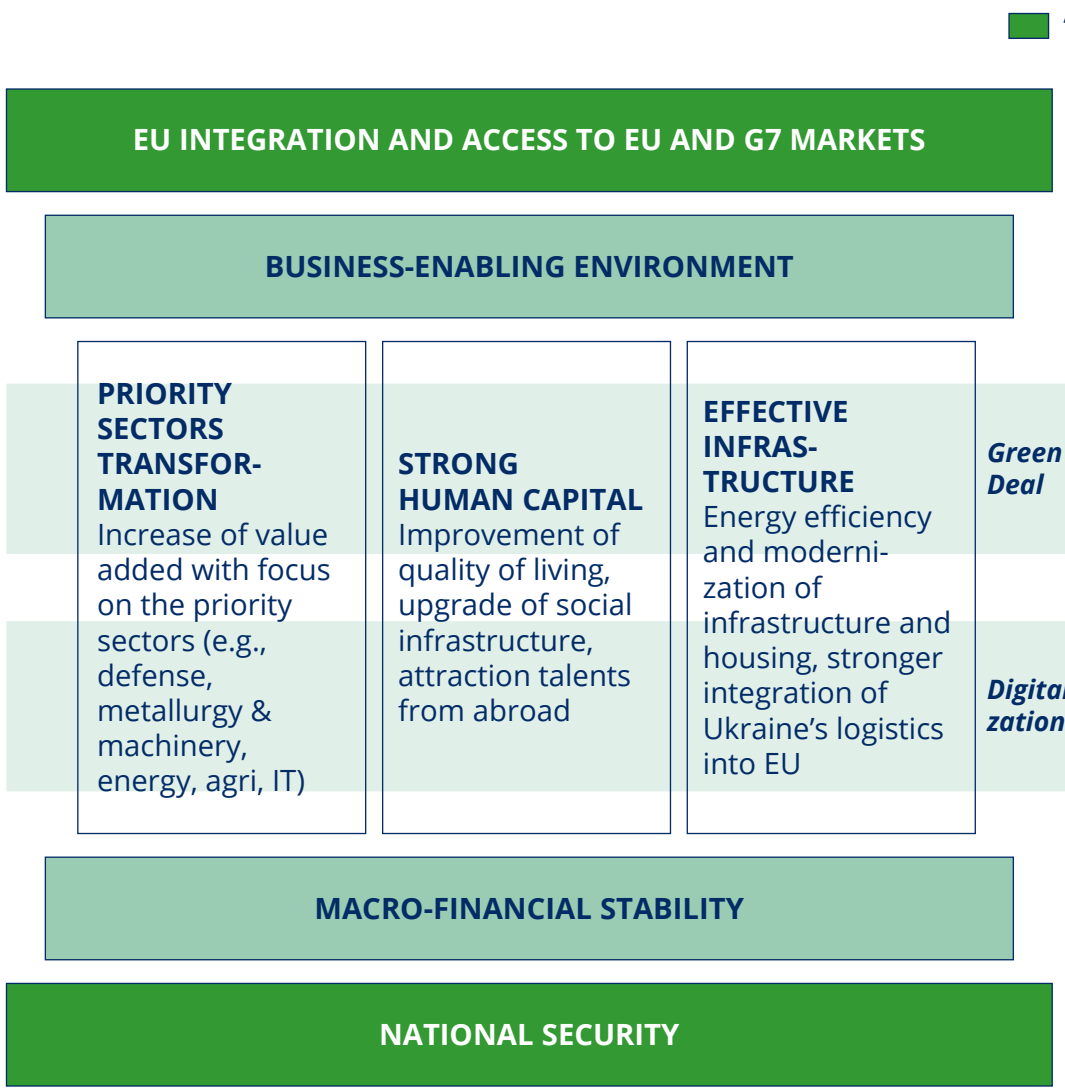
>2.500 experts, business and civil society representatives

- Providing inputs for respective working groups
- Validating hypothesis based on practical experience

Agenda

- **Recovery priorities**
- National programs – priority projects
- National programs – overview

Ukraine Recovery Vision: «Strong European Ukraine is a "magnet" for international investment»[1]



EU INTEGRATION AND ACCESS TO EU AND G7 MARKETS

- Fulfillment of **Copenhagen criteria**
- **Strengthening of institutional capacity**
- **Supportive trade regimes** with the key exports markets
- Synchronization with the **European Green Deal**

BUSINESS-ENABLING ENVIRONMENT

- **Investment attractiveness** (rule of law, tackling corruption)
- **Streamlined regulation and growth-promoting fiscal system**
- **Efficient and effective labor market (incl. reskilling programs)**
- **Entrepreneurship** development and **SME support**
- **Access to capital**

PRIORITY SECTORS TRANSFORMATION

- **Sectors' prioritization** in the context of economic opportunity, Ukraine's competitive advantage, global trends and Green Deal
- **"Catalyst projects"** to unlock private investment into priority sectors
- **Competitive cost of capital** (esp. in context of military risks)

STRONG HUMAN CAPITAL

- **Increased quality of life** (education, social protection, health care, environment, culture, sport) **and strong identity**
- **Proactive and efficient immigration policy,** aimed at brining Ukrainians back to Ukraine as soon as possible

EFFECTIVE INFRASTRUCTURE

- **Debottlenecking of logistics to reroute sea exports**
- Upgraded physical infrastructure to ensure **quick logistics between Ukraine and Europe**
- **Modernized and energy efficient housing** and urban design
- Developing **digital infrastructure** (inc. 5G) to transform Ukraine to a digital hub for European and Asian traffic

MACRO-FINANCIAL STABILITY

- **Fiscal stability** (incl. growth-promoting taxation and customs system, budget and debt policy)
- Effective **banking system and financial markets**
- Effective **public wealth** management

NATIONAL SECURITY

- Adequate level of **defense spending, self-sufficient military industrial complex** able to produce weapons for self-defense
- **Energy security**
- **Ecosafety**

1. «Сильна європейська Україна – магніт для іноземних інвестицій»

Ukraine's Recovery Plan also offers potential synergies for EU integration

Potential European Union synergy areas

- **Supporting EU's economic growth and resilience** thanks to market expansion, more compact and resilient supply chains and nearshoring, and access to cost-competitive critical resources
- **Strengthening security, incl. cybersecurity, energy security** through Ukraine's defense sector and strong energy sources and infrastructure
- **Contributing to implementation of EU Green Deal** thanks to the vast Ukrainian low-carbon energy resources, incl. RES, and existing energy infrastructure
- **Contributing to innovation,** on the back of strong talent pool, entrepreneurial track record and already high innovativeness position (3rd in Global Innovation Index among lower-middle income group)

Ukraine's Recovery ambition is to accelerate sustainable economic growth

2032 targets

>7%

Annual GDP growth rate

>$750 bn

Accumulated investment

TOP 25

Economic Complexity Index[1]

TOP 25

World Bank Human Capital Index[1]

-65%[2]

CO2 reduction from 1990

1. Current positions: WB HCI – 53 (2020), ECI – 47 (2019)
2 According to current NDC-2

Strengthening institutional capacity and "de-oligarchization" are fundamental pre-requisites of the Recovery Plan

	Priority initiatives (non-exhaustive)
Public data transparency	• **Centralization and digitalization of public registers**, ensuring physical and cyber protection • Providing restricted access to digital registers to **strengthen transparency and accountability**
Rule of law reform	• **Finalizing anti-corruption system** relaunch (SAP, NABU, ARMA) • **Implementing legislature** re High Qualification Commission of Judges of Ukraine and Supreme Council of Justice • **Implementing law-enforcement agencies reform** (e.g., reducing punitory function of Security Service of Ukraine, strengthening independence of Economic Security Bureau of Ukraine)
Corporate governance	• Implementing **new corporate governance legislation** (expanding authority of the Supervisory Board, incl. appointment of the CEO, approval of the financial plan) • **Finalization of corporatization** of SOEs (e.g., EnergoAtom) • Centralization of public wealth management function, setting-up **National Wealth Fund** • **Privatization of non-critical enterprises**
Anti-trust	• **Synchronization with European best practices** (e.g., introduce mechanism to detect cartels, review merger threshold definition, review of concentration in key industries) • **Professionalization** of the anti-trust organization
Public service reform	• Streamlining of the **public services organizational structure** • **Digitization of all key public services**, with supportive infrastructure measures to provide equal access • Development of **architecture for climate governance** (e.g. creation of coordinating agency ensuring sustainability strategy implementation across ministries, alignment of sustainability performance with budget, creation of accountability institutions) • **Professionalization of the public service** (incl. market level compensation level)

National Recovery Council have identified 15 “National Programs” to boost Ukraine’s Recovery and achieve growth targets

Ukraine’s National programs (see program details and priority projects in the Annex)

	“War time economy” (2022)	“Post-war recovery” (2023-2025)	“New economy” (2026-2032)
“Strategic imperative”	1 **Strengthen defense and security:** secure defense sector modernization, build-up of the defense industry		
	2 **Strive for EU integration**, incl. ensure synchronization of Ukraine regulation with Copenhagen criteria, secure access to markets		
	3 **Re-build clean and safe environment** and ensure sustainable development in line with the EU Green Deal		
	4A **Strengthen integrated energy system resilience:** increase ENTSO-E interconnects, link EU oil refineries with the storages in Western Ukraine, build-up gas storage	4B **Support EU’s zero-carbon energy transition:** develop zero-carbon power generation (nuclear and RES), increase gas and biofuels production, develop H2 ecosystem linked with EU	
Enablers	5 **Boost business environment:** streamline regulation, transform Tax and Customs services into service and compliance-focused, develop effective labor market and at-scale reskilling program, strengthen Investment Promotion Agency to attract FIDs		
	6A **Ensure emergency funding** (grants, guarantees, interest rate compensation	6B **Ensure competitive access to funding: provide access to funding with competitive cost of capital by** support growth of loans, establish targeted state/donors guarantees, introduce war insurance	
	7 **Secure macro-financial stability:** ensure stability of budget deficit and banking system while maintain healthy debt level		
Transformation engines	8 **Grow value adding sectors of economy** on the back of global trends, Green Deal and Ukraine’s competitive position: incl. steel, machine building (incl. defense and aerospace), agri and wood processing, construction sector, and IT		
	9A **Logistics de-bottleneck and integration with EU: de-bottleneck logistics with EU** for supply chains resilience, incl. in railway, river and roads	9B **Logistics de-bottleneck and integration with EU: strengthen interconnectivity of Ukraine by** develop 1435 gauge, re-build roads and bridges, expand corridor to EU	
	10A **Recovery and upgrade of housing and regions infrastructure: launch housing upgrade program** with priority focus on at scale Energy Efficiency program and new urban planning pilots (e.g., Bucha, Chernihiv)	10B **Recovery and upgrade of housing and regions infrastructure: ramp-up housing new-build and infrastructure upgrade** in line with the urban planning and sustainability best practices (incl. transport), upgrade utilities, incl. electrification, heating and water systems, digital	
	11 **Recovery and modernization of social infrastructure:** re-build destroyed social objects (education, healthcare, culture, sport), ramp-up PPP projects in social infrastructure in line with system reforms of education, health care, culture and sport		
	12 **Improve Education system** with focus on key competencies and innovation**:** NUS and core school reform, universities standards harmonization with EU, develop R&D at universities, reform vocational education, boost IT education, create science parks		
	13 **Upgrade HealthCare system:** advance on universal health coverage and financing reform, develop efficient health care network, develop and promote digital health, conduct targeted interventions campaigns		
	14 **Develop Culture and Sport systems** to enable human capital growth		
	15 **Secure targeted and effective social policy:** upgrade targeted subsidies system, introduce 2nd level (accumulative) of pensions system, develop comprehensive ecosystem for children protection, develop support programs for refugees and veterans integration, streamline immigration regulation		

Assistance, needed from Partners

- Support on the way towards EU integration and unlocking access to markets
- Assistance in strengthening mutual defense and security system
- Financial support, incl. facilitation of private investment

Funding analysis of the immediate priorities estimated at ~$60-65bn (excl. Security and Defense)

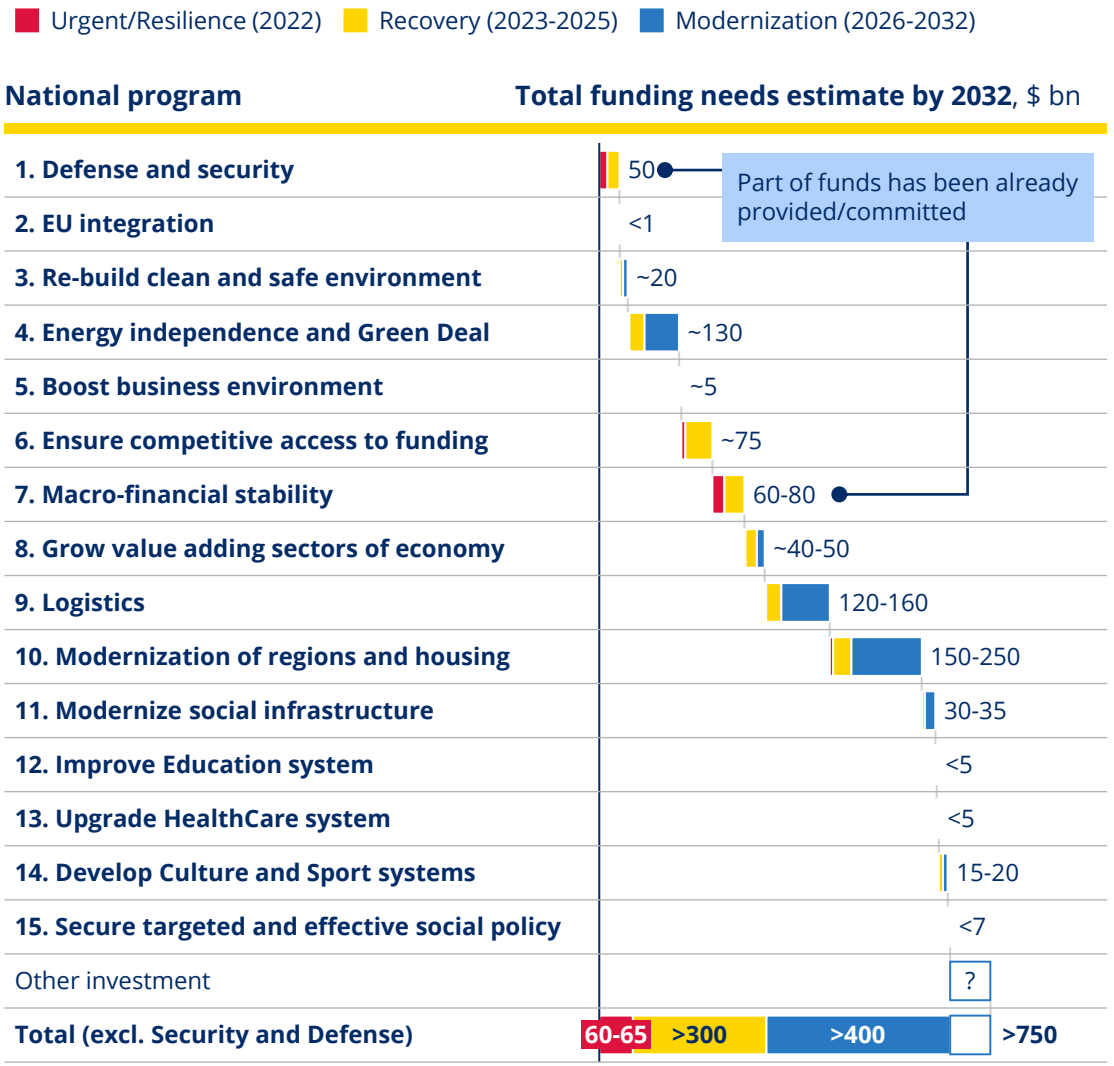
Immediate priorities for Ukraine

- Ensure military security
- Ensure macro-financial stability
- Support business and employment (incl. state supported work opportunities)
- Strengthen energy sector and logistics resilience
- Provide social support to IDPs and war affected population
- Minimize negative impact on environment

National programs	Critical projects	Funding needs, $bn
1. Defense and security	• Secure critical military supplies and needs	15-20[4]
2. EU integration	• Continue systematic effort on synchronization of Ukraine's legislation with Copenhagen criteria	<0.1
3. Re-build clean and safe environment	• Launch massive demining effort (up to 5% of UA territory in 2022) • Secure military waste utilization	1-2
4. Energy independence and Green Deal	• Power: prepare blocks for max. availability during winter, incl. mothballed gas blocks • Switch to biomass and biogas for district heating, where possible • Launch Energy Efficiency program (see Program #10) • Push work on interconnect extension (power, oil products) • Build-up gas reserves in storages (working capital)	~5-10
5. Boost business environment	• Improve ease of doing business via a deregulation crowd-sourcing initiative • Set-up PPP re-employment platform with short-term reskilling program (up to 700 thsd people coverage)	<0.1 ~0.5
6. Ensure competitive access to funding	• Provide wartime emergency financing for SMEs affected by war • Introduce mechanism of guarantees / "war insurance" for targeted investments (e.g. infrastructure, construction, agri processing)	~3-10[1] <0.5
7. Macro-financial stability	• Secure sources of financing for the state budget	~30-35[4]
8. Grow value adding sectors of economy	• Agri: provide low-cost financing of liquidity, storage, destroyed equipment; unlock quick processing expansion • Construction: launch investment into supply chains for key rebuilding and energy efficiency materials (e.g., glass, windows, insulation)[3] • Other low capex: unlock new investment into wood processing, textile, IT[3]	~1-2
9. Logistics	• De-bottleneck rail, road and Danube exports to/thru EU, secure 2x export volumes compared to April-May	~2-3
10. Modernization of regions and housing	• Roll-out at-scale energy efficiency ("EE") and prepare housing (incl. IDPs) for winter; >20k housing units thermo modernized in 2022, >100k new housing units constructed (finishing construction started before war)	~2-3
11. Modernize social infrastructure	• Launch program to re-build destroyed social infrastructure (educational, healthcare, culture, sport)	~1
12. Improve Education system	• Introduce mobile education & science facilities, scale up tutoring programs to address learning losses	0.1
13. Upgrade HealthCare system	• Launch psychological rehabilitation program, incl. through telemedicine • Start preparing for e-Health: expand healthcare data, create specialized modules, medicines register and strengthen IT infrastructure	0.1
14. Develop Culture and Sport systems	• Support national and international UA media	0.1
15. Secure targeted and effective social policy	• Launch transformation of complex social benefits system • Introduce communication and incentives[2] campaign to attract back Ukrainian refugees to target positive balance of migration of >1 million people in H2 2022	~2
	TOTAL:	**60-65** (excl. Security and Defense)

1. Broad range explained by different types of funding mechanism – interest rate compensation vs. grants
2. Incl. housing support, reskilling program subsidy, add. social support subsidy
3. Conditional to war insurance
4. Incl. provided commitments

Total funding needs are >$750 bn; ~2/3 will require support from partners (grants, debt and equity)



Potential structure of funds (illustrative), bn USD
(numbers excl. Security and Defense)

	2022	2023-2025	2026-2032	TOTAL
Partner grants, e.g.:	**~60-65**	**~100-150[1]**	**~100-150[2]**	**~250-300**
Defense				
Emergency budget financing				
Rebuilding of destroyed housing/infrastructure				
Enablement/de-risking of private investment (incl. "war insurance" subsidy)				
Infrastructure development as part of EU Structural Funds (when eligible)				
Partner debt/ equity, e.g.:	**-**	**~100-150[3]**	**~100-150[4]**	**~200-300**
Infrastructure/housing modernization				
Large-scale energy projects				
Financial system support				
Co-financing of private investment				
Private investment	**-**	**>50**	**>200**	**>250**
Co-financing into infrastructure projects (incl. PPP)				
Value-adding sectors				
Other commercially viable investments				
			TOTAL:	**>750**

Cost of recovery of damaged assets currently estimated at ~$165bn

1. Damaged infrastructure
2. Potentially financed via EU Structural Funds, based on CE countries benchmarks
3. Non-damaged infrastructure assumed, banking system support
4. Infrastructure needs, not covered by EU Structural Funds

Recovery Plan next steps

Stage #1 (ongoing)

Recovery Plan blueprint

- Defining top-down development targets
- Collecting development projects and initiatives via inclusive process
- Prioritization of projects and initiatives, identifying “catalyst” projects
- Consolidation of the priority initiatives into a holistic Recovery Plan Blueprint

Stage #2

Recovery Plan drill down and road-map

- Specification and elaboration of the Recovery Plan with the local stakeholders and international partners
- Setting-up Recovery governance structure to support implementation
- Synchronization of the Recovery Plan with the Government Program
- Preparing a detailed implementation road-map, defining clear deadlines and responsible
- Launching immediate priorities projects

Jul 4th-5th
Lugano Conference

Stage #3

Implementation

- Launching Recovery Plan implementation
- Regular monitoring of results and adjusting the program as needed

Agenda

- Recovery priorities
- **National programs – priority projects**
- National programs – overview

Data provided by the Working Group, The Ministry of Defense of Ukraine

Programs deep-dive (1/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 **"Strategic imperative"**	**1A. Defense Modernization and Development**	1A.1 Professional Armed Forces of Ukraine, other components of the defense forces 1A.2 Comprehensive rearmament of the defense forces 1A.2 Solving the housing problem and infrastructure development	~To be determined by the results of the Government's capabilities review	Savings in terms of training costs for staff and departments Percentage of new (modernized) armament	Restoration of military infrastructure New system of military education	2022-2025	Overall economy Investments Light industry Construction
	1B. Development of the Defense Industry	1B.1. State target program for the development of the aviation industry 1B.2. Establishment of the Defense Technology Agency and Defense accelerator (Diia Tech & Defense) 1B.3. State target defense program for the implementation of projects for the development of new technologies 1B.4 State target program of reform and development of the defense-industrial complex. 1B.5. State Targeted Defense Program for Missile Weapons Development.	~0.5 <0.5 ~0.1 0.5 5	Creation of jobs Increase of production Increase of export Investment into defense industry	Launch of public-private partnership projects Development of armored vehicles production Development of radar production Development of shipbuilding Development of exhibition activities to promote exports	2022-2030	Defense industry Steel Machinery

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (2/13)



"Strategic imperative"

Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
3. Re-build clean and safe environment **Funding: ~20 $ bn**	**3A. Ecological safety**	**~18.4**	Reduction of greenhouse gas emissions compared to 1990 Improving environmental safety Reduction of environmental pollution	Restoration of scientific and research infrastructure within the "Chornobyl Scientific Hub"		Economy in general
	3A. 1. Creation of an ecological web portal "EcoSystem"	<0.1			2026-2032	
	3A. 2. Assessment of damage and damage to the environment and the need to restore the environment as a result of Russian armed aggression	<0.1			2022	
	3A. 3. Ecological restoration of the territory of the Radical plant	<0.1			2023-2025	
	3A. 4. Ecological restoration of salt mines Solotvino	<0.1			2026-2032	
	3A. 5. Taking fire safety measures in the exclusion zone	<0.1			2023-2025	
	3A. 6. Transformation of the Shelter object into an ecologically safe system	<0.1			2026-2032	
	3A. 7. Modernization of the radiological monitoring and dosimetry system in the exclusion zone	<0.1			2026-2032	
	3A. 8. Creating a network of enterprises for processing pneumatic tires	<0.1			2023-2025	
	3A. 9. Restoration and development of waste management infrastructure	~8			2023-2025	
	3A. 10. Ecomodernisation of industrial enterprises	~10			2026-2032	
	3A. 11. Restoration of radwaste management infrastructure and its development	<0.1			2026-2032	
	3B. Balanced use of natural resources	**~0.2**				
	3B. 1. Construction of 7.5 km of forest roads	<0.1			2023-2032	
	3B. 2. Increasing the mineral resource base of Ukraine	0.2			2026-2032	
	3C. Preservation of natural ecosystems	**~1**				
	3C. 1. WOW-nature: national parks for people	0.7			2023-2025	
	3C. 2. Creation of a network of regional centers for rehabilitation and rescue of wild animals in Ukraine	<0.1			2023-2026	
	3C. 3. Restoration of wildlife in Ukraine	0.3			2026-2032	
	3C. 4. Creating a network of 15 ecoducs in Ukraine	<0.1			2026-2032	
	3D. Other	**N/A**				
	TOTAL	**~20**				

Note: Some projects are included in other national programs

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (3/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 "Strategic imperative"	**4A. Strengthen integrated energy system resilience** **Funding: ~14 $ bn**	4A.1 Expanding interconnect with ENTSO-E	~0.6	Decrease % of primary energy imports from Russia and Belarus Investments into infrastructure	Agreement with EU, development of network in Poland Anti-missile security of assets in Ukraine, war-proof design	2022-2025	Energy Construction Infrastructure
		4A.2 Oil, oil products emergency stock for 30+ days	1.2+				
		4A.3 Natural gas stock replenishment	5				
		4A.4 Securing gas supplies/storage for EU and Ukraine (e.g., extension of Świnoujście/Gdansk LNG and/or interconnect or import from Turkey/Italy/Germany)	0.7[1]				
		4A.5 Expanding oil refining capacity post-war (rebuild Kremenchuk refinery, building/modernizing +1 plant) + oil pipeline Brody-Adamova Zastava	~2.5				
		4A.6 Oil products infrastructure linked to EU and secure oil products storage hub in Western Ukraine	0.7				
		4A.7 Modernizing gas transmission and distribution networks	2.5				
		4A.8 Re-build damaged energy objects, including Kremenchuk, Chernihiv, Okhtyrka CHPs)	0.6				
	4B. Support EU's zero-carbon energy transition **Funding: ~114 $ bn**	4B.1. Build out 5-10 GW RES and ~3.5 GW hydro and pumped hydro capacities (can be more if export opportunity secured)	15	Decrease % of primary energy imports from Russia and Belarus Decrease CO2 emissions Investments into infrastructure	Deoccupation / derisking of southern regions Green tariff regulation IAEA licensing of Ukraine's new and existing nuclear blocks H2 regulations Collaboration with Western partners (incl. potential offtakers and TSOs)	2024-2032	Energy Construction Infrastructure
		4B.2. Increasing nuclear capacity (prolongation, safety, higher utilization of existing capacities, and 2 GW new blocks at Khmelnytskyi NPP)[2]	~14				
		4B.3. Developing biofuels (bioethanol, biodiesel, biomethane) production from agri produce, residues and waste	~4.2				
		4B.4. Localizing nuclear value chain (sustainable uranium mining, plant for fuel production, waste storage)	1.3				
		4B.5 Increase gas production from existing fields, develop tight gas fields (not including Black Sea shelf ~$11 bn)	~18				
		4B.6. Build 1.5–2 GW peaker and 0.7–1 GW of storage	~2.8				
		4B.7. Localize RES equipment production (towers, transformers, cables, electrolyzers, Li batteries…)	~2				
		4B.8. Build out ~15 GW electrolyzer capacities	~7				
		4B.9. Develop H2 transport infrastructure to connect H2 production sites with consumers in Ukraine and abroad	2				
		4B.10. Build 30+ GW RES for H2 production	38				
		4B.11. Build smart grids	5-10				

1. Not including cost of LNG terminal expansion (~$0.6 bn/2.5 bcm of gasification capacity)
2. Extra blocks (up to 7) require additional cost-benefit consideration due to significant CAPEX and limited baseload requirements (i.e. likely export-oriented). Memorandum with Westinghouse is non-binding

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (4/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 Enablers	**5. Boost business environment** **Funding:** **~5 $ bn**	**Deregulation**		Rank in business environment rankings Time to get electricity	Urban master planning alignment with energy needs Land use regulations Tariffs adjustment to charge for unused capacities	2023-2025	Overall economy
		5.1. Assess scope for deregulation through (a) running Red Tape reduction program with crowdsourcing of ideas and optimized process of regulations review, (b) establishing systematic regulatory burden measurement and regulatory impact analysis of draft laws and regulations	<0.1				
		5.2 Review concentration degree in the priority industries	<0.1				
		Tax and Customs transformation					
		5.3. Transform Tax service to compliance and service-oriented organization; resolve immediate blockers in tax administration	<0.1				
		5.4. Review potential for decreasing the share of tax revenue in GDP	<0.1				
		5.5. Transform Customs services to security and trade-facilitation focused organization	~0.1-0.5				
		Business support					
		5.6. Further develop Diia.Business as a one-stop-shop and key repository of information for SMEs	<0.1				
		5.7. Expand the functions and mandate of Investment Promotion Agency to proactively solicit FDIs for Reconstruction investment projects	<0.1				
		Infrastructure					
		5.8. Facilitate access to electricity for businesses	<0.1				
		Reconstruction procurement					
		5.9. Establish procurement practices for Reconstruction projects in line with EIB guidelines	<0.1				

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (5/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 Enablers	**5. Boost business environment** **Funding: ~5 $ bn**	**Labor market**		Unemployment reduction	Harmonization of labor market legislation with the EU Building collaborative links with labor agencies of EU countries for info and vacancies sharing	2023-2025	Overall economy
		5.10. Establish a program aimed at incentivizing new business creation (e.g., financing to start a business, etc.)	2				
		5.11. Increase labor mobility through (a) funding the transfer to other regions for job purposes, (b) simplifying regulations for foreigners' employment in Ukraine and Ukrainians' employment abroad	~0.1-0.5				
		5.12. Launch PPP re-employment program with reskilling part (physical and financial infrastructure, employers funding matching), up to 1 mn people coverage	~1-2				
		5.13. Transform Employment agency to re-employment focused organization, matching supply and demand (e.g., provide career advisory services, advanced demand planning model for skills)	<0.1				
	6A. Provide access to emergency funding **Funding: ~10 $ bn**	6A.1. Introduce wartime government grants, loan guarantees and interest rate reduction	~10	Share of businesses paying their workers and suppliers	Expansion of 5-7-9 program	2022	Overall economy

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (6/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 Enablers	**6B. Provide access to funding with competitive cost of capital** **Funding: ~65 $ bn**	6B.1. Fine tune "5-7-9" program to target borrowers in priority sectors	~4	Loans / GDP SME loans / GDP Mortgages / GDP Deposits / GDP NPLs / total loans Capital adequacy ratio	Legal framework for covered mortgage financing Law on deposit guarantees Legal framework on pension funds Legal framework on a systemic NPL solution Legal framework for compensation for destroyed or damaged property	2023-2032	Overall economy
		6B.2. Introduce war insurance for investment projects in priority sectors	<3				
		6B.3. Develop covered financing to encourage mortgage lending (supported by IFIs with funding from institutional investors)	~40				
		6B.4. Strengthen banking capital (post war recapitalization and post-war capital increase to sustain lending growth)	~15-20				
		6B.5. Consider a possibility to establish a development bank	n/a				
		6B.6. Adopt regulatory measures to attract deposits (e.g., raise deposit guarantee ceiling, Introduce pension accounts)	n/a				
		6B.7. Consider a systemic solution to clean up banks' balance sheets and resolve non-performing loans (incl. "Bad Bank" option)	n/a				
	7. Secure macro-financial stability **Funding: ~60-80 $ bn**	7.1. Secure sources of financing for the state budget until Ukraine regains market access (2022-2025 time horizon, preliminary)	~60-80	Government debt to GDP	-	2022-2025	Overall economy Government Banking

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (7/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
Transformation engines	**8. Grow value adding sectors of economy** **Funding: ~50 $ bn**	8.1. **Agri:** Develop agri processing (starch, corn syrup, gluten, lecithin, protein) in alignment with EU Green Deal principles	~10.2	Investments into priority sectors Increase economic complexity Growth of exports New jobs created	H2 regulations Collaboration with Western partners (incl. potential offtakers) Deoccupation and protecting of eastern regions Reskilling program for employees with technical background Harmonize data management legislation with EU Develop attractive business environment for start-ups and R7D FDI (e.d. taxation)	2023-2032	Energy Steel Machinery Construction IT
		8.2. **Agri:** Build 1 mha irrigation system in compliance with EU directives	~4				
		8.3. **Agri:** Develop high-value-add agri produce (vegetables, fruits, berries, seeds)	~7.7				
		8.4. **Agri:** Recultivation of damaged land	1.6				
		8.5. **Agri:** Increase meat and milk production and processing	~5.5				
		8.6. **Agri:** Promoting the transition of the agri-food sector to "green" growth (by enabling precision farming)	~1.1				
		8.7. **Agri:** Fast restoration after the war of 10.5k agricultural enterprises	~6.5				
		8.8. **Furniture:** Development of production clusters	~0.8				
		8.9. **Machine building:** create automotive component hub, incl. production of automotive components (e.g., wiring sets, tires, glass, seats) for automotive clusters in CE and development of production of batteries for EVs	~3				
		8.10. **Machine building:** Grow agri machinery	~0.2				
		8.11. **Metallurgy**: Localize finished rolling production in the context of reconstruction: coated steel, plates, rails and beams (up to 5 Mt), imported steel articles	~2.6				
		8.12. **Metallurgy**: Build/modernize iron ore beneficiation (floatation) and build new pelletizing capacity to produce 7 Mt of DR-grade pellets	~0.7				
		8.13. **Metallurgy**: Build H2-compatible DRI/HBI modules to produce 5 Mt of DRI/HBI	~1.5				
		8.14. **Metallurgy**: Build 2,5-5 Mt EAF for green steel	~1				
		8.15. **IT:** Attract R&D companies	~0.5				
		8.16. **IT:** Develop start-up ecosystem (innovation hubs, accelerators , incubators, platform)	~0.5				
		8.17. **IT:** Support start-ups through grant funding, VC development, matching programs	~0.6				
		8.18. **IT:** Development of Open Data platform	<0.01				

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (8/13)

Transformation engines

Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
9A. De-bottleneck logistics with EU **Funding: >2,4 $ bn**	**9A.1 Extending throughput capacity on the border with the EU**	**>2.4**	Growth of exports to/through EU Investments into infrastructure Capacity of export routes to EU	Simplified/ streamlined process (single check on border, acceptance of veterinary certificates) EU railroad/rolling stock capacity	2022-2025	Infrastructure Construction Machinery Steel Agri
	9A.1.1. Construction of ~200 km of 1435 rail and ~330 km of 1520 rail to the EU border and Danube	~1.4				
	9A.1.2. Construction of EU cross-border agri. storages and terminals	~0.2[1]				
	9A.1.3. Reparation and modernisation of sorting stations on key routes (particularly export ones)	~0.2				
	9A.1.4. Maintenance of 20+ freight car relocation equipment from 1520 to 1435 mm rail track	~0.0				
	9A.1.5. Modernisation of 12 existing EU road border points and construction of 3 additional ones	~0.1				
	9A.1.6. Expansion of throughput of Danube port infrastructure (incl. agri)	~0.5[1,2]			2026-2032	
9B. Strengthen interconnectivity of Ukraine by upgrading logistics **Funding: >114 $ bn**	**9B.1 Short-term reconstruction and modernisation of infrastructure**	**>35.4**	Growth of exports to/through EU Investments into infrastructure Growth of economic complexity Capacity of export routes to EU	Attraction of foreign locomotives technologies with possibility of high degree of localization Monetisation of the road infrastructure for trucks with a full weight of >12 t Implementation of road maintenance contracts	2022-2025	Infrastructure Construction Machinery Steel
	9B.1.1. Construction, reconstruction and modernisation of rail tracks and bridges (incl. war damages)	~N/A[3]				
	9B.1.2. Reconstruction of 293 km of rail tracks, 95 turnouts, supporting stations	~0.2				
	9B.1.3. Renewal of ~5,800 railcars and ~190 locomotives	~0.1[4]				
	9B.1.4. Construction, reconstruction and modernisation of 24,900 km of roads and 1,750 bridges (incl. War damages)	~33.9				
	9B.1.5. Reconstruction of 5-7 damaged by war airports	~1.2				
	9B.2 Long-term reconstruction and modernisation of infrastructure	**>75.7**			2026-2032	
	9B.2.1. Construction, reconstruction and modernisation of rail tracks and bridges	~N/A[3]				
	9B.2.2. Electrification of rail tracks	~N/A[3]				
	9B.2.3. Renewal of railcars and locomotives	~N/A[4]				
	9B.2.4. Construction, reconstruction and modernisation of 27,200 km of roads and 3,000 bridges	~75.7				
	9B.2.5. Construction of public green charging power stations (incl. grid update)	~N/A[3]				
	9B.3 Construction of high-speed rail Kyiv–Warsaw	**~1.2**				
	Other	**~1.5**			2022-2032	

1. Including agriculture working group suggestions for infrastructure estimated at ~$0.5 bn in total 2. Construction of the Danube-Black Sea deep navigation to be estimated when Romanian authorisation is obtained 3. To be estimated when war outcomes are more clear 4. Before the war plan was to renew 46,000 freight railcars by 2024; >90% of ~3,600 locomotives are outdated 5. Converted to USD based on 1:29.25 exchange rate

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (9/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
Transformation engines	**10a. Modernize regions: launch housing upgrade program** **Funding: ~70-150 $ bn**	**Rolling-out energy efficiency and securing supply chain**		Decrease % of primary energy imports Reduce annual gas consumption Decrease unemployment	Regulation: Require higher energy efficiency in DBN Set-up Energy Efficiency fund (e.g. ESCO) to subsidize switching-cost Develop communication program Secure materials availability Simplify the administrative process for funding	2022-2025	Construction Energy Infrastructure
		10a.1. At-scale residential energy efficiency program	~59				
		10a.2. Develop communication program	<0.1				
		10a.3. Launch reskilling program for 150-200K employees[1]					
		10a.4. Localize insulation materials production (~13 mln m^3 p.a.)	~0.6				
		10a.5. Localize glass production (300 k t p.a.)	~0.4				
		10a.6. Localize windows production (5-6 mn units p.a.)	~0.1				
		Modernizing district and individual heating					
		10a.7. Modernize district heating (incl. installation of heat pumps, biomass)	~11				
		10a.8. At-scale installation of heat pumps to replace gas boilers in individual heating	~18				
		Providing temporary and re-building damaged housing[2]					
		10a.9. Temporary housing (converting non-residential buildings, social rent), financing (mortgages, compensation)	~10				
		10a.10. Build new housing infrastructure in line with the urban planning best practices (starting with high-visibility pilots, e.g. Bucha, Irpen, Chernihiv)	~31				
	10b. Ramp-up housing new-build and infrastructure upgrade **Funding: ~80-100 $ bn**	**Modernizing infrastructure and housing**		Decrease % of primary energy imports Reduce annual gas consumption Decrease unemployment	Regulation: Require higher energy efficiency in DBN Regulation: Require adherence to best practices in urban planning norms (e.g. population density, # of stores, …)	2023-2032	Construction Energy Infrastructure Steel Machine building
		10b.1. Modernize water and wastewater management system	up to ~42				
		10b.2. Current and capital repairs of existing building stock	~45				
		10b.3. Pilot projects for near-zero energy buildings (NZEB)	~1.4				
		10a.4. Pilot district cooling systems	~1.5				
		10b.5. Upgrade and electrify city transport based on local production of buses/trolleybuses, suburban rail e.g. in Kyiv	~1.5				
		Other priorites					
		10b.6. Diversification of economy and improvement of infrastructure of coal mining "monocities"	~1.7				
		10b.7. Other development programs and enabling projects	~6				

1. Funding included in other programs
2. There is partial overlap with mortgage program. Includes shorter-term (re-build damaged) and longer-term (build new) construction

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (10/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
Transfomation engines	**11. Modernize social infrastructure** **Funding: ~30-35 $ bn**	**Rebuilding social infrastructure:**		Number of objects restored / built Implementation of effective PPP mechanism			
		11.1. Restore destroyed or damaged infrastructure	~3.7			**2022-2023**	Education
		11.2. Modernize social infrastructure in accordance with principles of energy efficiency and accessibility	~28.7			**2022-2023**	HealthCare
		11.3. Build spaces for youth development	~0.6			**2022-2023**	Culture
		11.4. Building of industrial parks	~0.6				
		11.5. Develop special PPP program at government level with respective advantages for private investors					
	12. Improve education with focus on key competences and innovation **Funding: <5 $ bn**	**A. Primary and secondary education**		Grow in Human Capital Index and Global Innovation Index to TOP-25 countries	Enable continuation of education in Ukraine Review schools footprint to address displacement and demographic change		Overall economy
		12.A1. Short-term response: introduce mobile education facilities and programs for learning gaps compensations	<0,5			**2022-2025**	Education
		12.A2. Increase quality of education (including NUS reform roll-out and programs on performance improvement of the lagging schools)	<0,5			2023-2025	IT
		12.A3. Together with partners build / modernize / finalize flagship schools in regions (in line with education reforms in terms of content and format)	~1-2			2023-2032	
		12.A4. Project for new quality of teachers: teachers professional development , along with model of financial compensation, career path and growth programs	<0,5			2023-2025	
		B. Higher and vocational education			Overarching Digital Education Passport (covering all stages of education)		
		12.B1. Universities quality assurance - harmonization with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)	<0,1			2023-2025	
		12.B2. Investing in R&D through grants for researchers, private co-investment in researchers and think-tanks creation on a base of key universities	<0,5			2023-2032	
		12.B3. Updating IT programs for TOP-5 universities together with private sector	<0,1			2023-2025	
		12.B4. Reform of vocational education with private sector engagement, including integration to IT innovation hubs	<0,5			2023-2025	
		C. Science			Approve incentives for private sector for science investments (e.g. tax deductions)		Overall economy
		12.C1. Performance based grants system for researchers	<0,1			2023-2025	
		12.C2. Creation of Centers of Excellence (science parks) in cooperation with TOP international center	<0,1			2023-2032	

Programs deep-dive (11/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 **Transfor-mation engines**	**13. Upgrade Health Care system to enable human capital growth** **Funding: <5 $ bn**	13.1. Launch war-time and post-war mental health and well-being program "National program of mental health and psychological support "	<0,5	Grow in Human Capital Index from 53 rank to TOP-25 countries Increase Life expectancy from birth to EU avg level	Finalize reform of financing system in HealthCare (focusing state funding on critical and primary services), subsidize voluntary insurance for specific groups *(*with prior VHI model design and appropriate accompanying regulation to be approved)*	**2022-2023**	Overall economy HealthCare
		13.2. Rehabilitation services improvement program	<0,1			2023-2032	
		13.3. Strengthening primary healthcare to addressing the rising burden of non-communicable diseases (including promoting and increasing quality of family doctors service)	<0,1			2023-2032	
		13.4. Bring investments into and develop healthcare facility network (regional facilities with focus on primary care, heart diseases, cancer hospitals)	~3-3.5			2023-2032	
		13.5. Expand health care data, create specialized modules, medicines register and strengthen IT infrastructure	<0,1			**2022-2025**	
		13.6. Enhance digital health (e.g. patient cabinets, teleconsultations)	<0,5			**2022-2025**	
		13.7. Develop the mechanism for health workforce planning based on the needs, Improve leadership and management skills of hospital managers	<0,1			2023-2025	
		13.8. Develop and implement emergency and response plans: including launch national-wide campaign to address cardiovascular diseases	<0,5			2023-2025	

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (12/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 **Transfor-mation engines**	**14. Modernize Culture and Sport systems** **Funding: ~15-20 $ bn**	**A. Culture and Information Policy**					
		14.A1. Support international, national, regional and local media to enforce freedom of information, provide media literacy education	~3.4	Increase of culture infrastructure coverage	Develop financial (grants) and institutional (governance, education) capabilities of culture system	2023-2032	Culture and Information Policy Media
		14.A2. Develop physical culture infrastructure to promote national identity and cultural diversity (museums, memorials, centers of cultural services etc.)	~5.8			2023-2032	
		14.A3. Restore cultural heritage and infrastructure to promote national identity, access to culture	~0.7			**2022-2032**	
		14.A4. Develop digital culture (e.g. national e-library, e-services, e-archive, e-management)	1.1			2023-2032	
		14.A5. Develop Ecosystem for culture, history, memory, heritage and creative industries with focus on identity, arts, arts education	2.9			2023-2032	
		14.A6. Develop cinema and audio-visual production industry, creative industries infrastructure by granting financing, transformation of education system to make it more practical	~3.7			2023-2032	
		B. Youth and sport		Grow in National Exercise Level from current 105 rank	Targeted Ukraine learning programs for youth	**2022-2025**	Youth and Sport
		14.B1. Massive communication campaign to promote physical activity, Active parks development in Ukraine	<0,1				
		14.B2. Launch of «club system» of mass sport financing	<0,1	TOP-20 at Olympic games	Develop institutional capability in sport and youth management	**2022-2025**	
		14.B3. Reconstruction of 18 sports boarding schools and 100 CYSS	<0,5			2023-2025	
		14.B4. Realize Presidential “25 sport magnets”	<0,5			2023-2025	
		14.B5. Open 5+ flagship top-class sport objects that will ensure Ukraine’s ability to conduct world and regional level competitions, prepare athletes to Paralympic, Deaflympic, World Games	~2-3			2023-2032	

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Programs deep-dive (13/13)

	Program	Projects	Funding needs, $ bn	KPI	Other initiatives	Time horizon	Addressed sectors
 **Transfor-mation engines**	**15. Secure social support and attractive migration policy** **Funding:** **<7 $ bn**	15.1. Special support program covering access to housing, financial compensation and social services;	~2	Ensure positive balance of immigration (at first stage bring back refugees)	Develop institutional capability for refugees return and reintegration Approve social incentives for returnees Streamline immigration regulation	**2022-2025**	Social, Refugees, IDPs. Veterans
		15.2. Targeted national wide “Return talents back” program for entrepreneurs in specific sectors, including for creative industry (grants, education, supporting export, opening creative hubs, “Diia City” for creative industry)	~0,5			**2022-2025**	
		15.3. Information campaigns aimed to create positive image of returnees	<0,1			**2022-2025**	
		15.4. Short-term job programs on temporary projects	<0,1			**2022-2023**	
		15.5. Developing regional network for local management of veterans’ programs	<0,1			**2022-2023**	
		15.6. Veterans integration programs including educational, employment, and recreation initiatives; creation of transparent system for transition from military to civil life	~0,5			2023-2025	
		15.7. Develop digital platform for return and reintegration	<0,1			**2022-2023**	
		15.8. Transformation of current complex social benefit system to targeted social help	n/a[1]	Increase social safety level and pension replacement level		**2022-2025**	Social
		15.9. Introduction of 2nd level of the pension system	n/a[1]			2023-2025	
		15.10. Developing network of social service providers: secure transparent reporting and “money follows people” financing principle	<3[1]			2023-2025	
		15.11. Implementing Unified Social Information System (EISS) a comprehensive digital tool for all components of the social protection system	<0,1			2023-2025	

'Part of the budget costs within micro-financial stability block

Source: based on extensive discussions with government and industry experts within NRC Working Groups

Agenda

- Recovery priorities
- National programs – priority projects
- **National programs – overview**

National program #3: Re-build clean and safe environment

Position in the world

55
The Environmental Performance Index

46
Pollution Index for Country

Basic systemic challenges

- Low adaptive capacity to climate change
- Critical level of environmental safety
- Depletion of natural resources
- Critical loss of biodiversity

Effects of war

48 459
Movable assets seized, destroyed or damaged

1 334
Real estate seized, destroyed or damaged

20 %
Protected areas affected by the war

17
(627,3 k ha)
Ramsar sites in danger of extinction

160
(2,9 mln ha)
Territories of the Emerald Network in danger of extinction

4
Biosphere reserves in danger of extinction

Climate neutrality

- Adaptation to climate change

Ecological safety

- Creating an ecological web portal "Ecosystem“
- Fixation and calculation of losses of war consequences
- Ecological restoration of the territory of the Radical plant
- Ecological restoration of Solotvino salt mines
- Revitalization of the exclusion zone, reduction from 30 to 15 kilometers of zone
- Construction of about 130 modern waste processing complexes
- Ensuring the proper functioning of radioactive waste management facilities

Balanced use of natural resources

- Construction of 9 selection complexes for growing tree seedlings
- Increase of forest cover, renewal and improvement of forests (20% of the country's area)
- Creation of 170 recreational facilities
- Revitalization of 10 thousand km of rivers and reduction of losses from destruction of flood protection structures by 20%
- Increasing the mineral resource base of Ukraine

Effective public administration in the industry

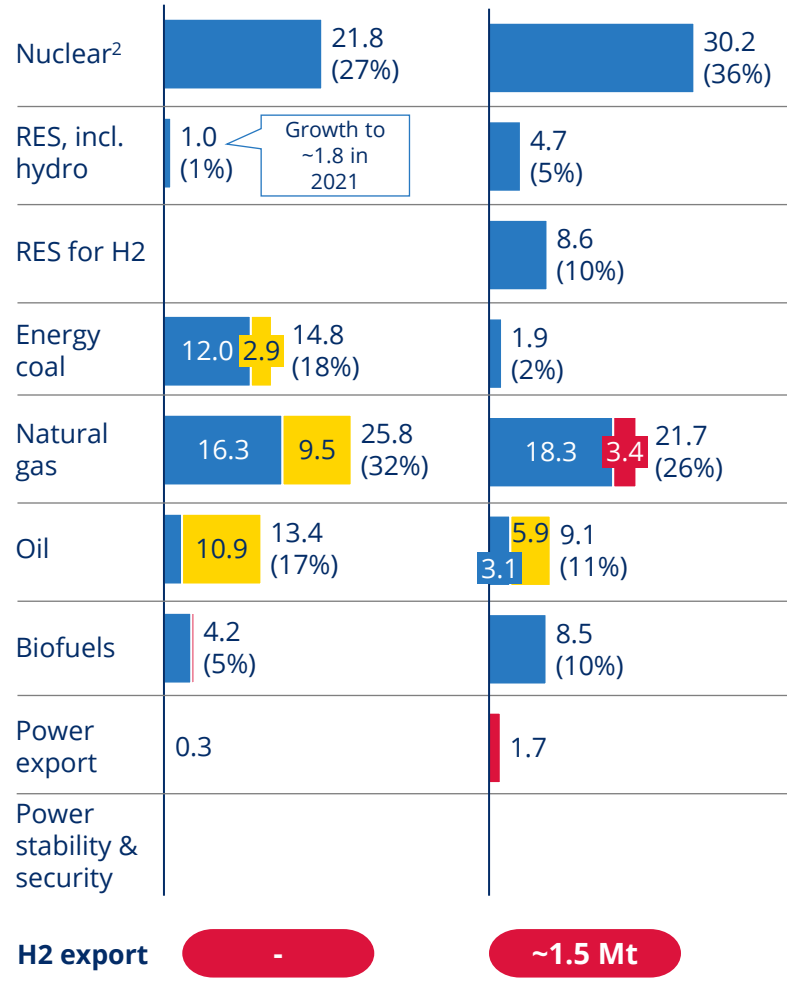
- Reboot of the environmental control body

Preservation of natural ecosystems

- Construction of 10 European nature parks
- Construction of a network of ecoduks (15)
- Construction of 10 centers for rehabilitation and rescue of wild animals
- Increasing the area of protected areas up to 30%

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #4: Ukraine will support Europe's energy security and zero-carbon transition



Current challenges

- **Lifetime extension** required for 8 blocks by 2030
- **Decreasing capacity factor** (КВВП) of blocks
- **Dependence on Russian** fuel and waste processing

- **Fast growing sector with vast capital needs** and not-fully-resolved feed-in tariff and debts
- Increasing **balancing needs** for the energy system

- To avoid need for balancing, this part is not necessarily connected to energy system, but **directly to electrolyzers;** in case of grid connection, electrolyzers are providing balancing services

- **~46% imported,** both thermal and coking coal
- Ukraine made a commitment to **stop coal power generation by 2035**

- **Import accounts for ~30%** of gas consumption
- Low energy efficiency in mostly gas-based **house heating**
- **Depletion** of largest gas fields **exceeds 80%**

- Significant **imports from Russia and Belarus**
- **Refineries damaged** during the war
- Most oil fields are **80+% depleted**

- **Large resources, but lack of systemic push** for various kinds of biofuel production (biomethane, biomass, bioethanol, biomethanol, biodiesel)

- **Fast growing RES require balancing capacities** to maintain security and stability of the system

Key developments included in National Program

Short-term

- Roll-out **energy efficiency** at scale
- Replenish **natural gas stock in storages**

- **Expand oil product interconnector** w/ EU
- Build **strategic oil product reserve**

- Installation of STATCOM 4 x 50 MVA
- Reconfiguration of power system stabilizers at TPPs and HPPs, excitation systems of NPP units

Long-term

- **Extend lifetime, increase availability** of existing blocks
- **Build 2 new blocks**[3] at Khmelnytskyy NPP (more – in case long-term export agreements/low-cost financing secured)
- Build **fuel fabrication** and expand **waste storages** to stop reliance on Russia

- **Increasing RES capacity** (5-10 GW) as power source with the lowest LCOE (no green tariff for new build)

- **Vast buildup of RES** (up to 30 GW) **and Integration in EU's low-carbon H_2** value chain (pilot and then build-up up to 15 GW of electrolyzers) – volume may be higher depending on EU "appetite" for H2

- **Thermal:** phase out coal generation after the war ends and once extra capacity is secured from nuclear and/or gas/biomethane ramp up

- **Ramp up gas production** from existing fields, develop unconventional gas fields (e.g. in Poltava region) [4]
- **Expand gas interconnector with EU LNG terminals**
- **Energy efficiency** and **district heating** modernization

- **Expand refining capacities** (rebuilding Kremenchuk refinery and building/modernizing additional refinery)
- **Decrease reliance** on oil due to push towards electrification, H2 and biofuels (below)

- **Development of biofuels production and use:**
- Biomethane/biogas/waste gas (2 bcm – but higher potential exists with up to 5 bcm) and biomass for district heating and industrial use; bioethanol and biodiesel from agri produce

- Expanding **interconnector with ENTSO-E** (~7 GW) to potentially reach export of **~20 TWh**

- Build up **hydro accumulating** power plants (3.2 GW)
- Development of **peaker capacities / batteries** to balance additional RES capacities
- Development of **storage capacities** (e.g., lithium batteries) with **potential localization**
- Modernizing and expanding **power network**

1. Base year is 2019, in order to conduct analysis without consideration of COVID lock-down disruptions
2. Nuclear energy is produced domestically; however, nuclear fuel is imported. Power output is 33% of input fuel
3. Extra blocks (up to 7) require additional cost-benefit consideration due to significant CAPEX, limited baseload requirements, and potential new blocks in CE countries
4. Extra upside (not included in base scenario): Black Sea shelf development
5. Conversion: 1 million toe = 11.6 TWh = 1.1 bcm of natural gas

Source: based on extensive discussions with government and industry experts within NRC Working Groups; Ukrenergo, Ukrstat, Powering Past Coal, Ukrgasvydobuvannya, A-95

National program #5: Boost business environment with aim to increase number of new businesses in Ukraine

Dimension	Blockers		Initiatives
Deregulation	**Ease of doing business 2020,** rank 	**Monopolization of the markets and cumbersome and frequently changing legislation** are considered respectively 3rd and 4th key obstacles to investment in Ukrainian assets[1]	**Assess scope for deregulation** through (a) running Red Tape reduction program with crowdsourcing of ideas and optimized process of regulations review, (b) establishing systematic regulatory burden measurement **Review concentration degree** in priority industries and implement measures to enhance competition
Tax and Customs transformation	**Paying taxes dimension**, rank 	**Tax service remains oriented towards primarily fiscal function**, further service improvement is possible Up to **40% of tax revenue in GDP** in Ukraine indicates rather high tax burden (against peers' ≤30%) Insufficient capacity, inconsistent requirements and procedures and lack of harmonization with the EU legislation remain pain points for Customs	Transform Tax service to **compliance and service-oriented organization**; resolve immediate blockers in tax administration Review potential for decreasing the share of tax revenue in GDP Transform Customs services to **security and trade-facilitation** focused organization
Business support	**Foreign direct investment, net inflows**, % of GDP 	For SMEs: central support platform (Diia.Business) exists, but requires further **functionality development** and promotion among businesses For investors: UkraineInvest serves as one-stop shop for investors; the agency might be **transformed for Reconstruction purposes**	**Further develop Diia.Business** as a one-stop-shop and key repository of information for SMEs (e.g., exports block, legislation updates) Expand the mandate of Investment Promotion Agency to **proactively solicit FDIs for Reconstruction investment projects**
Infrastructure	**Time to get electricity**, days 	**Shortage of distribution capacities** due to former inefficient regulations **Allocation of unused capacities:** e.g., capacity is blocked for an enterprise that is not active **Regulations delaying the process:** need to receive an approval for external wiring works from landowners, limited audit of land	Simplify the process of land allotment for **connection to electricity network** Consider including the **charge for guaranteed capacity** to the tariff, to incentivize disconnection from unused capacities Finalize the **audit of land**, develop plans of territories development from the standpoint of electrification
Employing workers	**Notice period for redundancy dismissal for a worker with 1 year of tenure**, weeks of salary 	**Outdated labor legislation** leading to complicated hiring and firing process, regulation of overtime, etc Ineffective control of **legislation execution** and weak infrastructure for employee rights protection Significant **mismatch between labor supply and demand**, professional education does not correspond to economy needs Focus on mostly **reactive support of unemployed** through financial help, rather than proactive investment into reskilling and integration of people into the workforce	Establish a program aimed at **incentivizing new business creation** (e.g., financing to start a business, etc.) Increase **labor mobility** through (a) funding the transfer to other regions for job purposes, (b) simplifying regulations for foreigners' employment in Ukraine and Ukrainians' employment abroad Launch PPP re-employment program with **reskilling** part (physical and financial infrastructure, employers funding matching), up to 1 mn people coverage Transform Employment agency to **re-employment focused organization**
Reconstruction procurement	Local businesses are likely to face **barriers while participating at the Reconstruction projects**: e.g., access to financing, infrastructure, labour, etc.		Establish procurement practices for Reconstruction projects in line with **EIB guidelines** (i.e., 15% margin of preference for goods manufactured or produced in the country)

1.According to Foreign Investor Survey 2020, conducted by EBA, Dragon Capital and CES

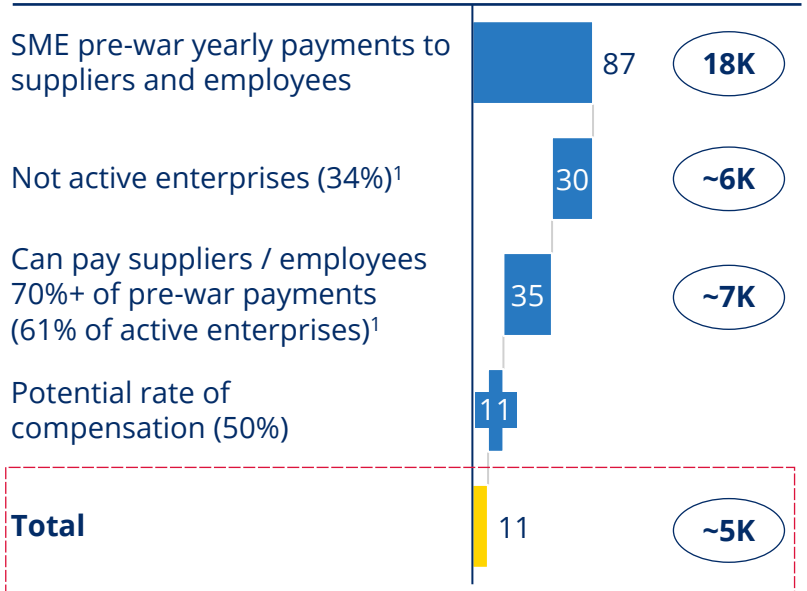
Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #6: Providing competitive access to funding is critical enabler for economic development

Emergency funding ~10

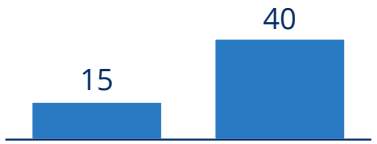
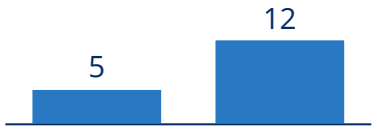
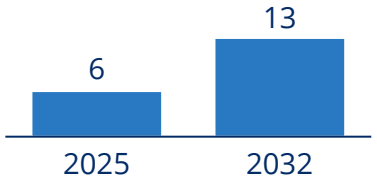
Emergency funding need estimation, bln USD

# of SMEs (medium)



Potential mechanisms to cover the funding needs

- Direct grants
- Credit guarantees
- Interest rate reduction (including loans to start a new business)

Post-war access to funding	Key initiatives	Funding needed, $bn
Loans / GDP, % 	Consider a systemic solution to **resolve non-performing loans** (e.g. "Bad Bank" option) **Raise banking capital** to support the growth of lending (incl. post-war recapitalization) Attract **private capital into banking system**, incl. privatization of SOBs	~15-20
SME loans / GDP, % 	Provide **credit guarantees for SME loans within priority sectors** • up to 80% of SME loan amount to be guaranteed • ~20-30% of SME loans to be support-ed in the priority sectors (e.g., agri and wood processing, construction)	~4
Mortgages / GDP, % 	**Introduce long-term covered financing / bonds** (similar to Pfandbriefe) supported IFIs and institutional investors to grow mortgages portfolio	~40

Additional measures to be considered:

- Introduce war partners' sovereign guarantees and/or insurance, backed by partners to facilitate private investment post-war
- Adopt regulatory measures to attract deposits (e.g., raise deposit guarantee ceiling, Introduce pension accounts)
- Establish development bank
- Develop capital market (incl. Pension system reform, Program #15)

1. Assumption based on the Survey conducted by Gradus and Kyiv School of Economics
2. Assumptions: 31% share of SME loans in total loans; 30% of SME loans are covered by credit guarantee; guarantees cover 80% of the loan volume

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #8: Grow value adding sectors of economy by accelerating Ukraine's competitiveness

Sector	Ukraine's competitiveness	Challenges and limitations	Key projects of the National Program	CAPEX, $ Bn[1]
Agriculture	• Land resources • Competitiveness, top export positions in crops and some other products	• Land degradation • Low level of processing • Low value added • High reliance on bulky imports	• Push to develop higher share of processing, esp. in corn (starch, syrup), wheat, sunflower oil (specialty oils), etc. • Development of high value-add sectors (e.g. berries, fruits, meat and milk) • Irrigation system to boost productivity	**~37**
Metallurgy	• Vast iron ore resource, suitable for DR-grade products • Cost competitiveness, top export positions in semifinished products	• Low competitiveness in finished products, net imports in many positions • High carbon intensity • Assets lost during war	• Casting and mills construction/modernization to produce finished products with local demand, incl. from recovery/rebuilding (plate, rail and beam, coated) • Push "green steel" value chain: DR-pellet production, DRI/HBI production with switch to H2, EAF/SAF green steel	**~6**
Machine building	• Asset base in few sectors • Educated and cost-competitive labor	• Limited technological advancement and export potential	• Focus on sectors to satisfy strong local demand, incl. from recovery/rebuilding (transportation, energy, agri) • Build auto components hub to nearshore production for EU producers, incl. batteries for EVs	**~4**
Construction and materials	• Available natural resources (wood, aggregates, ...) • Cost-competitive labor	• Limited capacity to match post-war recovery demand	• Focus on sectors to satisfy strong local demand, incl. from recovery/rebuilding (cement, insulation, glass)	**~1**
Furniture and wood processing	• Wood resources • Cost-competitive labor	• Underdeveloped asset base • Regulations	• Develop transparent EU-compliant wood/timber market • Grow competitive furniture production, incl. for exports (clusters in the Western Ukraine)	**~1**
IT	• Fast-growing exports • Educated and cost-competitive talent pool	• Low diversification • Underinvested start-up space	• Grow quantity and quality of talent pool • Stimulate start-ups, incl. through funding • Attract global R&D, incl. in automotive, telco, health	**~2**

1. Include both private and public investment. Majority of investment is expected to be originated by private players once competitive interest rates, war zone insurance and business environment measures are implemented

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #9: Transport infrastructure upgrade serves two goals – EU integration and interconnectedness within Ukraine boosts economy

	Urgent need: **De-bottleneck logistics with EU**	Long-term goals: **Upgrade infrastructure and strengthen interconnectivity**
Issue	• In 2021, Ukraine's **main exports** (80% by volume) and large share of critical imports (e.g., coal) were **going through ports, which are now blocked** • Even if ceasefire/lift of blockade is achieved, **diversification** of logistics is of high priority	• Transport infrastructure has been **heavily underinvested** in the past (e.g., 94% of locomotives are 25+ years old, and active road reconstruction has started in 2018 only) • On top of that, there are significant **damages from war** • Additionally, Ukraine is a **large country**, and negative impacts of poor infrastructure are amplified
Solution	**Extending throughput capacity on the borders with EU**: • Construction of **additional rails to the EU border and Danube** to expend multimodality with EU railways and Danube ports • Construction of **EU cross-border agri. storages and terminals** • Reparation and modernisation of **railway sorting stations** on key routes (particularly export ones) • Maintenance of **freight car relocation equipment** from 1520 to 1435 mm rail track • Modernisation of existing **EU road border points** and construction of additional ones • Expansion of throughput of **Danube port infrastructure**	**1/ Short-term reconstruction and modernisation of infrastructure** • Construction, reconstruction and modernisation of **rail tracks and bridges (incl. war damages)**, ensuring multimodality with Ukrainian ports and EU railways • Renewal of **railcars and locomotives** • Construction, reconstruction and modernisation of **roads and bridges (incl. war damages)**, ensuring multimodality with Ukrainian ports and railway • Reconstruction of damaged by war **airports** **2/ Long-term reconstruction and modernisation of infrastructure** • Construction, reconstruction and modernisation of rail **tracks and bridges (incl. electrification)**, ensuring multimodality with Ukrainian ports and EU railways • Renewal of **railcars and locomotives** • Construction, reconstruction and modernisation of **roads and bridges**, ensuring multimodality with Ukrainian ports and railway • Construction of **public green charging power stations** (incl. grid update) **3/ Construction of high-speed rail** Kyiv–Warsaw to expend multimodality with EU railways
Enablers	• **Alignment of infrastructure sector regulation with the EU acquis** by developing and adopting needed laws, regulations, frameworks, standards • **Adoption of regulations needed to create an attractive environment for private investors** e.g., potential compensations, insurance • **Continuation of launched before the war infrastructure sector modernisations**, including road safety, digitalisation, tolling • **Optimisation and making transparent tariffs** used for infrastructure utilization • **Stimulation of multimodal transportation** by developing control and regulatory measures	
Cost	**>$2 Bn USD[1]**	**>$114 Bn USD[2]**

1. Construction of the Danube-Black Sea deep navigation to be estimated when Romanian authorisation is obtained

2. Railway long-term investments not included ($30-40 high-level estimate), to be more accurately estimated

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #10: Modernization of regions and housing, incl. large-scale energy efficiency program, is a strategic priority

Large-scale energy efficiency

Energy efficiency improvement of buildings

~$60 Bn

incl. $1 Bn for localization of materials production

Modernization and optimization of heating (district and individual)

~$26 Bn

incl. $18 Bn for individual heat pumps

Modernization and optimization of heat distribution network

~$3 Bn

Better buildings and new urban planning

New housing in accordance with urban planning best practices

~$41 Bn

incl. temporary housing and re-build of damaged housing

Capital repairs of housing stock

~$45 Bn

Piloting near-zero energy buildings and centralized cooling

~$3 Bn

Other infrastructure modernization

Drinking water and wastewater treatment modernization

~$42 Bn

incl. $11 Bn for building new networks to provide wider access

Modernization and electrification of urban transport

~$2 Bn

Other priority programs

~$8 Bn

incl. $1.7 Bn for diversification of economy and improvement of infrastructure of coal mining “monocities”

1. Add-on effect after decrease in demand due to energy efficiency modernization of buildings is taken into account

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #11: Modernization of social infrastructure

Project	Scope	Required investment
Modernizing optimized social infrastructure to achieve high energy efficiency and accessibility standards	Depends on target network configuration	**~$29 Bn**
Building new social infrastructure in accordance with high energy efficiency and accessibility standards to develop the optimal network of social infrastructure	Depends on target network configuration	**~$2.4 Bn**
Repairing damaged infrastructure for provision of vital social services (healthcare, pre-school and school education, social protection and administrative services)	33% of damaged infrastructure	**~$0.6 Bn**
Preserving lightly-damaged non-critical infrastructure (higher education, sport, culture, part of administrative buildings)	12% of damaged infrastructure (463 objects)	**<$0.1 Bn**
Modeling optimal network of social infrastructure	Development of geodata system to define target network for social infrastructure	**<$0.1 Bn**
Post-war: repairing / rebuilding non-critical infrastructure, that was preserved and fits into optimal network of social infrastructure	Depends on target network configuration	**~$0.6 Bn**
Build out of development centers for children and youth	Private schools (25), creative economics centres (10), centres for patriotic education (25), science museums (35)	**~$0.6 Bn**
Build out of infrastructure for industrial parks	~60 parks	**~$0.6 Bn**
Develop special PPP program at government level with respective advantages for private investors	Covering healthcare, education, sports	**TBD**

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #12: Improve Education system with focus on key competences and innovation

Primary and Secondary education



- **Short-term response:** introduce relevant solutions (i.e. distant/mobile education applications/facilities) and programs for assessment-based learning gaps compensations
- **Increase quality of education**
  - Improve content and curriculum by full-scale implementation of **NUS reform** to adapt learning program and approach to prepare children to modern challenges developing critical thinking, entrepreneurship
  - Improve performance of the lagging schools by teacher rotation and additional financing
  - Build / Modernize regional schools that can become flagship schools for the region and boost quality of education
- **Project for advancement quality of teachers:** teachers professional development, along with model of financial compensation, career path and growth programs
- Integration of science and innovation to the classroom

Higher and vocational education



- **Higher education system harmonization with European Higher Education Area**
- **Invest in R&D** (grants for researchers, private co-investment in researchers) **and think-tanks on a base of key universities**
- **Co-development of IT programs in TOP-5 universities** together with private sector
- **Reform of vocational education:** curriculum redesign, teachers studies, optimizing network, prioritizing areas, private sector engagement, including integration to IT innovation hubs

Science



- **Performance based grants system for researchers**
- **Creation of Centers of Excellence (science parks)** in cooperation with TOP international centers

Enablers



- **Overarching Digital Education Passport**

Indicator	Current state	2032 indicative target
PISA Math score (secondary education) for Ukraine comparing to 516 for Poland	**453**	**520**
Pupils per school	**220**	**300**
Ukraine's universities in **TOP-1000 QS World University Rankings**	**6**	**20**
Attractiveness of vocational education for school graduates	**35%**	**55%**
Average impact of articles as measured by citations/article	**7.7**	**12.8**

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #13: Upgrade Health Care system, that will help unlock human capital growth

Healthcare network and capabilities



Develop efficient healthcare network

- Implement integrated service delivery model that ensures provision of safe and quality health care services
- Develop and invest in the efficient health care facility network with increasing quality of technologies (e.g. regional facilities with focus on primary care, heart diseases, cancer hospitals)

Strengthen health workforce

- HealthCare education reform, upgrade of health workforce planning
- Improve leadership and management skills of hospitals managers

Promote health data and digital health

- Create drug registers to improve pharmaceutical supply chains and monitoring
- Facilitate telemedicine solutions to enhance preventive & primary care services
- Modernize health care facilities IT infrastructure (computers and internet coverage) to efficiently support 31M+ of already existing clients with signed e-declaration (eID)

Financing



Advance Universal Health Coverage

- Expand Program of Medical Guarantees to ensure adequate access to services and essential medicines; Finalize "pay for performance"; Secure transparent, fair tariffs for services

Subsidize voluntary health insurance for special groups of people (*with prior VHI model design and appropriate accompanying regulation to be approved)

Targeted campaigns



Develop public health programs to address risk factors for diseases and conditions that are leading causes of DALYs

- Nationwide program to address high death rate associated with cardiovascular diseases (#1 cause of DALY in Ukraine) that will include communication campaign, upgraded incentives, proactive outreach, screening programs, etc.
- Develop comprehensive national emergency preparedness and response plan at all levels, including national (multi-sectoral), regional and facility level interventions

Wartime and post-war mental health program to support needs of people affected by the war (at least 60% of Ukrainians need psychological help)

- Rehabilitation services improvement program and integration across health care delivery continuum

Indicator	Current state	2032 indicative target
Increase outpatient expenditures share to the corresponding share in Poland	24%	31%
Optimize hospitals beds per 1000 people (currently 40% more than EU average) to the corresponding UK ratio	6,4	3
Increase satisfaction rate in inpatient care services to the level of satisfaction with family doctors	52%	73%
Increase teleconsultation market penetration in Ukraine to the level of Spain	0,9%	3%
Increase share of GDP allocated to domestic general government health expenditure	3,2%	5%
Decrease share of Out-of-pocket spending on healthcare to the level of Poland	70%	20%
Decrease probability of dying between age 30 and exact age 70 from NCD to the level of Poland	25,5%	17%
Decrease depression rate (the highest worldwide) to the level of UK	6,3%	4,5%

Source: based on extensive discussions with government and industry experts within NRC Working Groups; Health Index Ukraine, Ministry of healthcare of Ukraine, Statista, WHO

National program #14: Modernize Culture and Sport systems to enable human capital growth

Infrastructure



- **Culture: Develop physical culture infrastructure to promote national identity and cultural diversity** (museums, memorials, centers of cultural services etc.)
- **Culture:** Develop digital culture instruments (e.g. national e-library, issuing e-books, war-time map, e-services, e-archive, e-management)
- **Youth and Sport: Develop sport infrastructure for mass sport and high achievements sport** (e.g. reconstruction of sports boarding schools, realization Presidential "25 sport magnets", creation of flagship top-class sport objects)
- **Youth and Sport: Develop Active parks across Ukraine with supportive communication campaign** to promote physical activity

Information policy



- Support national, regional and local media and broadcasting, via government emergency funding for resilience period, via state order during reconstruction and modernization
- Provide media literacy education and counter disinformation
- Develop Ukrainian international media

Capabilities



- **Culture: Improve education of specialists through global integration** (e.g. cinema directors and specialist)
- **Culture: Develop ecosystem for culture, memory, heritage and creative industries** with focus on decentralization, art development and education

Financing infrastructure



- **Culture: Increase financing of UCF and / or introduce similar competition based funds** to stimulate independent culture development and creative industries
- **Youth and Sport:** Launch of «club system» of mass sport financing

Indicator	Current state	2032 indicative target
World Happiness Index, rank	**108**	**50**
Culture financing as % of GDP	**0.3**	**0.5**
Household expenditure on culture, %	**0.9**	**2.9**
National Exercise Level, rank	**105**	**35**
State expenses per capita, $	**8**	**58**

Source: based on extensive discussions with government and industry experts within NRC Working Groups

National program #15: Secure targeted and effective social policy, including returning refugees

Broader social protection measures for Ukrainians

~29%
Pension replacement rate in Ukraine vs **62% OECD average**

~29,5%
Social safety net targeting accuracy[1] for housing benefits, comparing to **52% EU average**

Accumulation System of Compulsory State Pension Insurance	Implement Accumulation System of Compulsory State Pension Insurance to ensure an increase in the level of social protection of people of retirement age
Targeted social help	Targeted universal social help as an alternative to the extensive system of social benefits
Develop capabilities in social sphere	Develop efficient network of social service providers to secure timely assistance in the areas where it is needed Carry out a comprehensive digital transformation of all components of the social protection system that will enable budget cost savings Secure transparent and efficient use of social funds by analyzing current state of things and addressing the most crucial problems Develop holistic policy to secure full inclusion of people with limited abilities into all aspects of social life

Returning refugee diaspora, achieve positive balance of migration

7m IDPs
since 24 February 2022

4.8m
individual refugees from Ukraine recorded across Europe with 15% plan to stay*

Returning and reintegration of refugees, IDPs and veterans

Maintain ties → **Return** → **Re-integrate**

- Special social protection with financial compensation, access to temporary housing, healthcare, education
- System for transition from military to civil life, support programs for veterans
- "Return talents back" program for entrepreneurs in specific sectors, including for creative industry, up to 50 ths people coverage
- Jobs/internships opportunities
- Dedicated communication campaign aiming to create positive image of returnees
- Digital platform for return and reintegration

Achieve long-term positive balance of migration

Streamline immigration regulation in order to achieve long-term positive balance of migration by attracting talented people to Ukraine (supported by priority sector transformation and boosting business environment)

1. Percent of the total program spending that goes to the poorest 20 percent of the population

Source: based on extensive discussions with government and industry experts within NRC Working Groups; ILR; UNHCR

Annex
to National Recovery Plan

Industrial investment menu of Ukraine

Planning the development of the processing and related industries for 2023-2032.

Investments in >614 projects in the amount of ~$425 billion will save and create 931,000 jobs (~33% of capital investment to GDP over 5 years)

№	Industry direction	Quantity of projects	Investments amount $ billion	Number of workplaces, k of people
1.	Defense industrial complex	14	43	60
2.	Metallurgy and metalworking	27	26,3	101
3.	Agriculture	340	33,9	189
4.	Energy	29	177,4	457
5.	Machinery	20	15,8	21
6.	Mining industry	8	1	4
7.	Logistics	>33	~122,5	13
8.	Furniture and woodworking	143	4,6	86
	Total by direction	**614**	**425**	**931**
	including multiplier			*1 954*

Defense and security: 14 projects worth $43 billion will create and maintain 60 thousand jobs in all regions



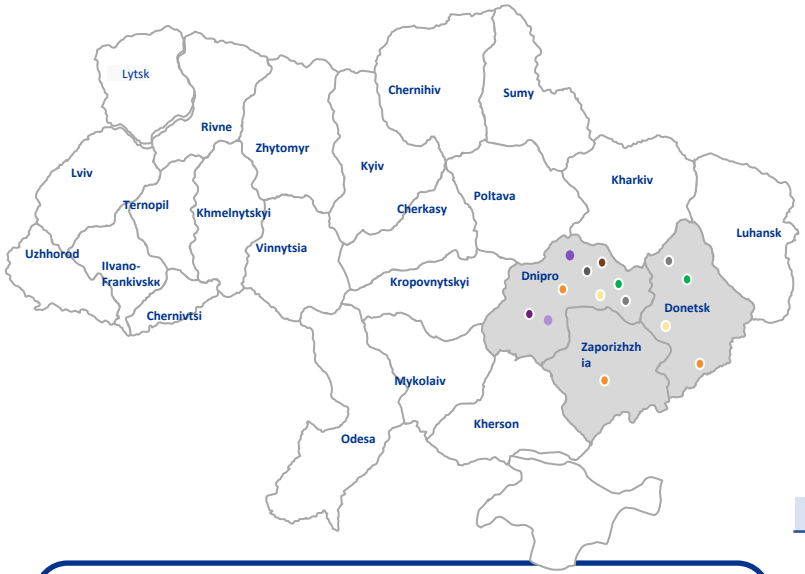
All of Ukraine

Note: locations are not listed for security reasons

* Including staff of DP "Antonov"

Grouping/ blocks	№ п/п	Project	Projects quantity	Investments, $ billion	Jobs, people
Projects aimed at expanding own production	**1**	Construction of new facilities/plants (modernization of production facilities, relocation and/or creation of duplicate enterprises)	11	1,3	4 900
	2	Construction of airplanes of the AN family	1	1,5	12 000
	3	Modernization and development of equipment, creation of weapons and military equipment reserves, production of new samples according to NATO standards at domestic enterprises	1	40	55 000*
Total per block:			**13**	**42,8**	**59 900**
Military culture development projects	**4**	Development of military culture (South Korean or Swiss model of involving the population in defense, work with veterans, preparation for external threats)	1	N/A	N/A
Total per block:			**1**	**N/A**	**N/A**
Total per direction			**14**	**43**	**59 900**

METALLURGY AND METAL PROCESSING: 27 projects worth $26 billion. will create 101,000 jobs in 3 regions



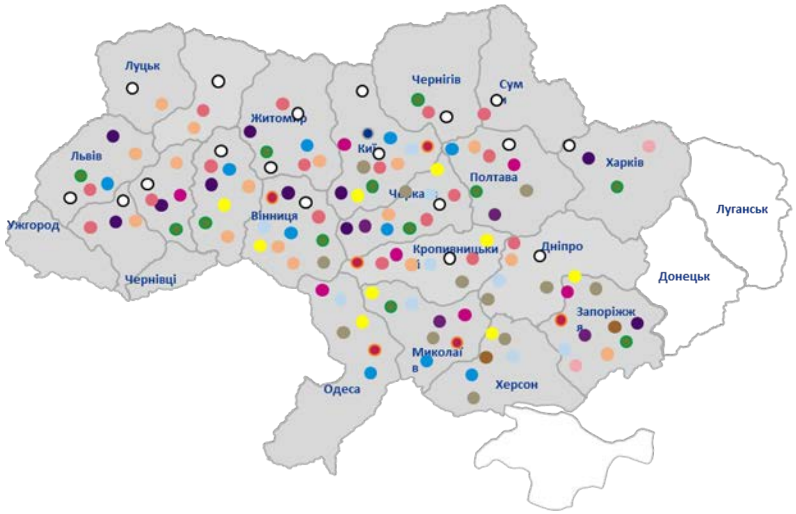
1; 2; 3 ; 4; 5; 6; 7; 8; 9 ; 10; 11; 12

Note: the map schematically shows objects that require investment infusions.

*preliminary assessments. Their scope can be specified after the deoccupation of Mariupol

Grouping/ blocks	№	Project	Number of projects	Investments, $ billion	Jobs, people
Projects aimed at meeting domestic demand and competitive capable of exporting finished products	1	Restoration of production capacities Mariupols' steel mills (Azovstal and MMK named after Ilyich)*	2	5	25 000
	2	Modernization of steelmaking and rolling production at Zaporizhstal (replacement of Marteniv furnaces with electric steel, thin steel rolling), at ArcelorMittal KR	2	4,5	40 000
	3	Coated flat-rolled steel (capacity building)	1	1,0	1 750
	4	Modernization of rolled production: flat product (including thick sheet)	1	1,0	5 000
	5	Modernization of rolled production: long product (including rails, beams)	1	0,5	5 000
	6	Pipe production (development of new production facilities)	2	1,0	800
	7	Production of metallurgical products: wire, cables, ropes, nets, fasteners, etc. (capacity development)	2	1,2	600
	8	Production of metallurgical products: wire, cables, ropes, nets, fasteners, etc. (capacity development)	12	1,2	600
Total per block:			**23**	**15,4**	**78750**
Розвиток зеленої металургії з інтеграцією в ланцюжки поставок ЄС	9	Construction/modernization of ore enrichment facilities (flotation) and construction of pellet production facilities for direct recovery of iron	1	0,7	н/д
	10	Completion of KGOKOR for the production of DRI from oxidized ore	1	1	3 500
	11	Construction of a plant for the production of DRI based on one of the existing iron ore GZK (in the future with the transition to hydrogen)	1	3,2	1 000
	12	Construction of new electric steelmaking facilities	1	6	18 000
Total per block:			**4**	**10,9**	**22 500**
Total per stream :			**27**	**26**	**101 250**

AGRICULTURAL AND INDUSTRIAL COMPLEX: 340 projects worth $34 billion. will create 189,000 jobs

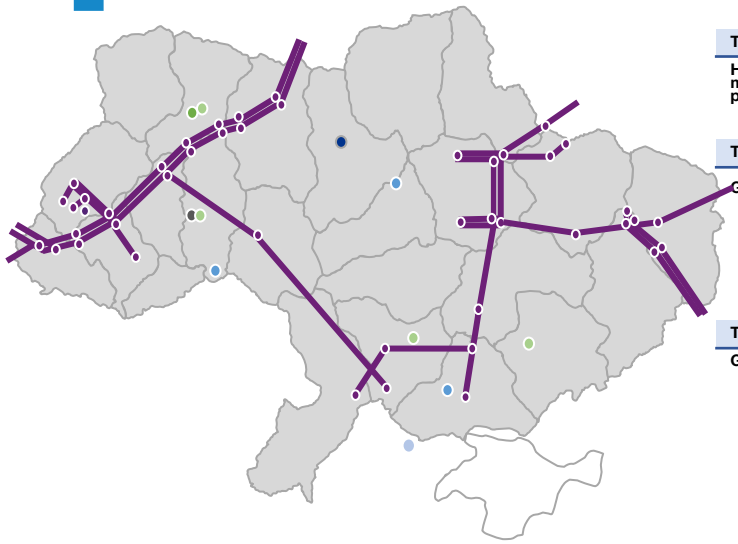


1; 2; 3 ; 4; 5; 6; 7; 8; 9 ; 10; 11; 12

Note: the map schematically shows objects that require investment infusions.

Grouping/ blocks	№	Project	Number of projects	Investments, $ billion	Jobs, people
Infrastructure projects to increase productivity	1	Development of reclamation systems	2	4,1	4 500
	2	Vegetable storage Refrigerators	20	0,5	3 000
	3		10	1,0	1 500
Total per block:			**32**	**5,6**	**9 000**
Livestock breeding projects	4	Production of pork and beef	10	3,1	13 000
	5	Poultry farming (meat and egg production)	75	1,0	3 250
	6	Meat and dairy processing	6	1,4	11 250
Total per block:			**91**	**5,5**	**27 500**
Projects of processing and increasing the added value/ crop production	7	Cultivation and processing of horticulture, berry, nut products (2.9 million tons)	3	7	115 000
	8	Processing of wheat into flour (5.2 million tons)	50	3,3	15 000
	9	Production of semi-finished products and ready-made food products from flour	50	5	6 000
	10	Processing of corn into starch, lecithin (5.6 million tons) Processing of corn into starch, lecithin (5.6 million tons)	50	5,7	10 000
	11	Processing of soybeans into oil, meal (1.8 million tons)	20	0,5	1 600
	12	Rapeseed processing into oil, meal (1.4 million tons)	20	0,5	1 600
	13	Seed	4	0,3	600
	14	Production of ready feed for animals	20	0,5	2 400
Total per block:			**217**	**22,8**	**152 200**
Total per stream:			**340**	**34**	**188 700**

ENERGY: 29 projects worth $177 billion.



1; 2; 3*; 4*; 5*; 6*; 7; 8*; 9*; 10*; 11*; 12*; 13; 14*; 15; 16*; 17*, 18*, 19, 20*

*all of Ukraine/ the location is not specified
Note: the map shows objects that require investments

Grouping/ blocks	№	Project	Number of projects	Investments, $ billion	Jobs, people
Atomyc energy	1	Modernization of power units, an extension of service life, improvement of safety indicators	1	1,8	н/д
	2	Design and construction of two new power units	1	12	4 500
	3	Creation of an incomplete nuclear fuel production cycle (uranium mining, plant, storage)	3	1,3	670
Total per block:			**5**	**15,1**	**5 170**
Highly maneuverable power	4	Construction of peak and semi-peak generation capacities, 2 GW	1	2	400
	5	Construction of energy storage systems, 0.75 GW	1	0,6	н/д
Total per block:			**2**	**2,6**	**400**
Green energy	6	Construction of solar and wind power plants	2	6,1	2 000
	7	Construction of HPP and HPP, 3.5 GW	1	3,5	400
	8	Production and transportation of hydrogen (including development of RES), 2 million tons	1	49,5	72 800
	9	Production of biomethane (2 billion cubic meters/year), bioethanol, and biodiesel	3	4,2	61 000
Total per block:			**7**	**63,3**	**136 200**
Gas and oil	10	Development of gas from traditional deposits, up to 10 billion cubic meters / year	1	6,3	н/д
	11	Development of gas from dense rocks, up to 4.2 billion cubic meters / year	1	11,3	н/д
	12	Development of the Black Sea shelf, up to 18 billion cubic meters/year	1	10,8	н/д
	13	Creation of strategic gas reserves of the EU based on Ukrainian gas pipelines, gas pipelines, and LNG terminals of the EU	1	5	н/д
	14	Design of an oil refining cluster and underground storage facilities	3	3,7	800
Total per block:			**7**	**37,1**	**800**
Мережі	15	Modernization and optimization of GRS and HTM	1	2,5	н/д
	16	Restoration of interstate commercial trade with the EU with capacity expansion	1	0,6	н/д
Total per block:			**2**	**3,1**	**н/д**
Трансформаційні проекти	17	Transformation of coal projects within the framework of the NPSV implementation	1	2,0	н/д
	18	Decommissioning of two power units	1	3,0	н/д
Total per block:			**2**	**5,0**	**н/д**
Енерго-ефективність	19	Energy efficiency of buildings	3	38,0	315 000
	20	Modernization of the centralized heat supply system	1	13,2	н/д
Total per block:			**4**	**51,2**	**315 000**
Total per stream:			**29**	**177**	**457 570**

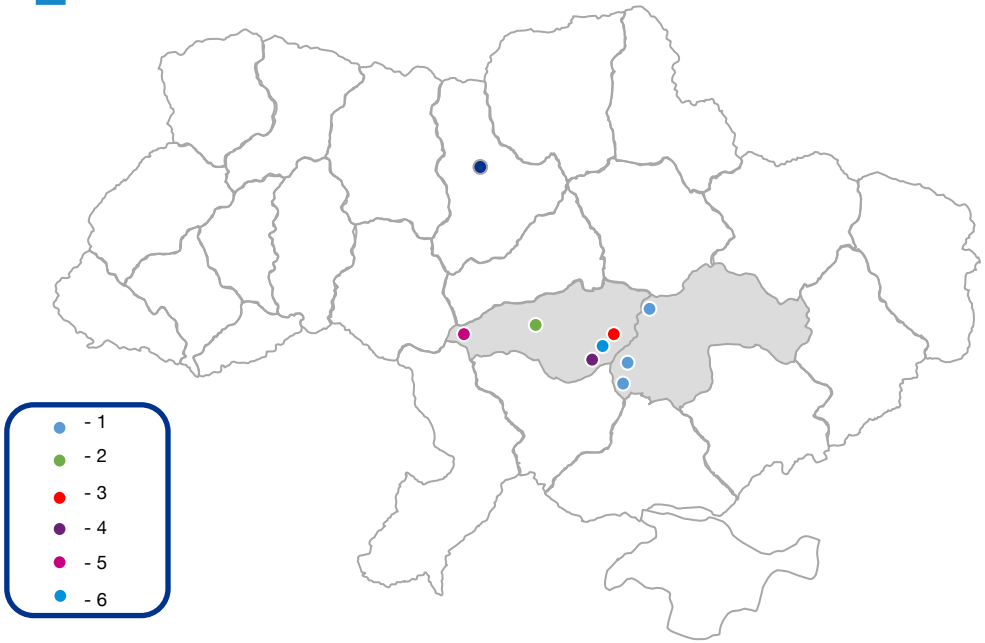
MACHINERY: 20 projects worth $16 billion



Grouping / blocks	№	Project	Projects quantity	Investments $ billion	Jobs, people
Projects aimed at satisfying internal demand	**1**	Renewal of rolling stock of Ukrzaliznytsia	6	6,36	17 000*
	2	Renewal of urban transport rolling stock and arrangement of subway lines	5	1,63	308
	3	Energy engineering (wind turbines, cables)	1	1,5	n/a
	4	Development of own production of agricultural machinery/localization	4	1,5	n/a
	5	Shipbuilding	2	2,3	3 500
Total per block:			**18**	**13,3**	**20 808**
Integration into EU value added chains	**6**	Development of a gigafactory	1	2,4	n/a
	7	Increase in production volumes of auto components	1	0,4	n/a
Total per block:			**2**	**2,8**	**n/a**
Total per direction:			**20**	**16**	**20 808**

*all of Ukraine/ the location is not specified
Note: the map shows objects that require investments

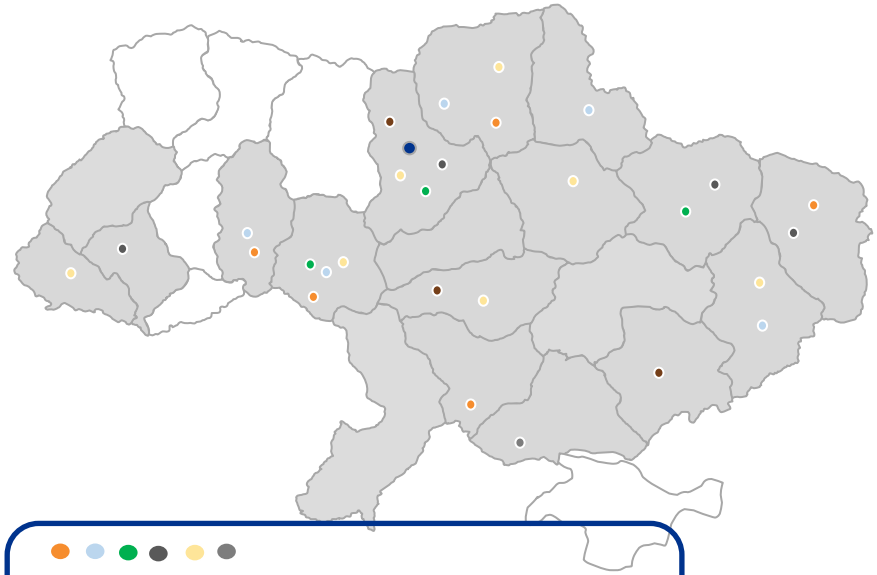
MINING INDUSTRY: 8 projects worth $1 billion. in 2 regions



Note: the map schematically shows objects that require investment infusions.

Grouping / blocks	№	Project	Projects quantity	Investments $ billion	Jobs, people
Projects aimed at increasing the raw material base	**1**	Iron ore raw materials	3	0,8	3 500
	2	Development of production and processing of uranium ores	1	0,08	250
	3	Development of gold ore mining	1	0,037	70
Total per block:			**5**	**0,917**	**3 820**
Projects aimed at satisfying internal demand	**4**	Development of kaolin production and processing	1	0,008	150
	5	Development of chrome ore mining	1	0,025	10
	6	Development of brick raw material deposits	1	0,046	200
Total per block:			**3**	**0,079**	**360**
Total per direction:			**8**	**1,0**	**4 180**

DEVELOPMENT OF LOGISTICS, including restoration of lost infrastructure, modernization and construction of a new one to increase its capacity: 33 projects worth $123 billion.

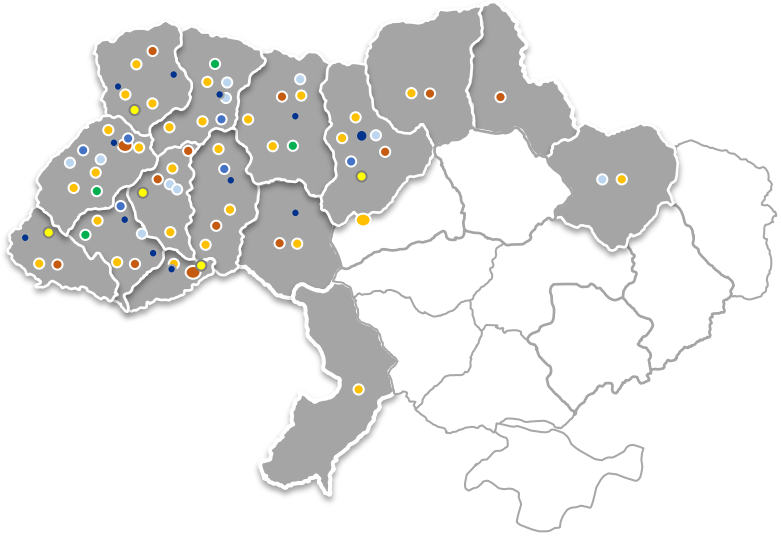


1; 2; 3; 4; 5; 6; 7* ; 8*; 9*;
* All of Ukraine

Note: the map schematically shows objects that require investment infusions.

Grouping / blocks	№	Project	Projects quantity	Investments, $ billion	Jobs, people
Projects that will contribute to the expansion of export potential/capacity	**1**	Railway transport tracks (535 km), sorting stations, points for changing wagons	13	1,6	2 600
	2	Ports on Danube	3	0,5	1 000
	3	Logistics and warehouse complexes (including agriculture)	9	6,4	n/a
Total per block:			**25**	**8,5**	**3 600**
Projects of reconstruction and modernization of critical and road infrastructure	**4**	Highways (52 thousand km) and bridges (4.7 thousand km)	n/a	109,6	n/a
	5	Airports	5-7	1,2	8 500
	6	Railway tracks (293 km) and auxiliary facilities	2	0,2	n/a
	7	Sea ports infrastructure	n/a	0,328	800
Total per block:			**>7**	**111,3**	**9 300**
Projects to expand cooperation with Europe	**8**	High-speed railway (HSR) connecting Kyiv-Warsaw	1	1,2	n/a
Total per block:			**1**	**1,2**	n/a
Other projects	**9**	**Other**	n/a	**1,5**	n/a
Total per direction:			**>33**	**~123**	**12 900**

FURNITURE AND WOODWORKING INDUSTRIES: 143 projects worth about 5 billion dollars. will create almost 86,000 jobs in 15 regions



1; 2; 3; 4; 5; 6; 7 All of Ukraine

Note: the map schematically shows objects that require investment infusions.

Grouping / blocks	№	Project	Projects quantity	Investments, $ billion	Jobs, people
Projects aimed at expanding own production	1	Construction, modernization, expansion of furniture factories	80	1,2	70 000
	2	Construction and modernization of factories for the production of building structures, sandwich panels, modular and frame buildings, etc.	5	0,1	2 000
Total per block:			**85**	**1,3**	**72 000**
Projects aimed at expanding the primary processing of raw materials (wood)	3	Modernization, expansion of woodworking plants for the production of board materials, - (chipboard, plywood, fiberboard, laminate, etc.).	7	1	2 000
	4	Construction and modernization of pulp and paper plants, enterprises for the production of packaging materials.	4	0,7	5 000
	5	Construction of factories and workshops for the production of furniture fittings, mechanisms and structures, foam rubber, foam plastic, glues, glass and mirrors	6	1	800
	6	Modernization of existing woodworking productions (beams, boards, pallets, building materials, etc.).	40	0,1	3 000
Total per block:			**57**	**2,8**	**10 800**
Wood industry development projects	7	Modernization of the logging system and wood logistics in the wood industry (harvesters, forwarders, logistics machines, warehouses, etc.).	1	0,5	3 000
Total per block:			**1**	**0,5**	**3 000**
Total per direction:			**143**	**5**	**85 800**

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Anti-corruption policy” working group

July 2022

DRAFT

ANTI-CORRUPTION POLICY PRIORITIES

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PREAMBLE

Anti-corruption policy priorities before the war

Prior to the war, Ukraine managed to create an effective legal and institutional basis for combating corruption. The anti-corruption infrastructure includes a number of state bodies covering various aspects of anti-corruption activities.

In particular, the National Agency on Corruption Prevention (“NACP”), activities of which have significantly intensified since 2020, ensures formation and implementation of the State Anti-Corruption Policy. In turn, an important role in the system of anti-corruption bodies is played by the National Anti-Corruption Bureau ("NABU") thoroughly investigating corruption at a high level under the procedural guidance of prosecutors of the Specialized Anti-Corruption Prosecutor's Office ("SAPO"), as well as the newly created High Anti-Corruption Court (HACC). which managed to make important decisions in high-level corruption cases in the pre-war period.

On a separate note, one should mention the Business Ombudsman Council, which since 2015 has introduced certain integrity standards in the public and private sectors of the economy.

At the same time, in the pre-war period, it was impossible to complete several tasks that were important for the anti-corruption reform implementation (particularly, the appointment of a new head of the SAPO, election of a new head of ARMA, etc.).

Also, before the war, the Law on prevention of threats to national security related to the excessive influence of persons having significant economic and political weight in public life (oligarchs) and a plan of measures for its implementation was adopted.

Nowadays, on the one hand, trust in the actions of the authorities has increased, but there is still a serious public demand for anti-corruption reform, while corruption as a problem continues to be considered an important problem by both citizens and investors.

The impact and consequences of the war on industries and spheres

The war affected functioning of many public and private institutions. Because of the war, submission of electronic declarations of persons authorized to perform functions of the state and local self-government has been suspended, and financial control measures, particularly, full verifications of officials' declarations, are temporarily not carried out. Since martial law is in effect, it is necessary to develop and adopt balanced decisions on how to fully apply anti-corruption legislation even under martial law. Many anti-corruption officers as well as civil society volunteers have joined the armed forces to fight the enemy at the front.

Meanwhile, the war created new opportunities for corruption, and may also create a great risk for the post-war reconstruction of Ukraine and its further development directed towards European integration and recognized international practices and standards implementation.

Despite the aforementioned, one cannot but note that even in wartime Ukraine is moving decisively towards establishing systemic work of all state bodies in the fight against corruption. So, in particular, on June 20, 2022, the Verkhovna Rada adopted the Anti-Corruption Strategy for 2021-2025. The latter, first of all, is designed to significantly reduce the level of corruption in areas that Ukrainians consider to be the most corrupt (customs and taxation, courts and law enforcement agencies, state regulation of the economy, construction and land relations, the defense sector, health care and social protection). The law that approved the strategy also provides for changes to help improve work procedures of anti-corruption bodies. The document defines the following five basic principles of anti-corruption policy for 2021-2025:

1) optimizing functions of the state and local self-government authorities, particularly elimination of powers duplication of different bodies;
2) digital transformation of powers exercised by state authorities and local self-government bodies, transparency of activities and data disclosure;
3) creating more convenient and legal ways to meet the needs of individuals and legal entities, in contrast to existing corrupt practices;
4) ensuring inevitability of legal responsibility for corruption and corruption-related offenses;
5) forming public intolerance to corruption, establishing a culture of integrity and respect for the rule of law.

At the same time, today there are urgent problems for Ukraine not allowing to fully carry out anti-corruption activities in the conditions of martial law:

1) no appointed heads of SAPO, NABU, ARMA;
2) the lack of a transparent mechanism for receiving and using funds for reconstruction and humanitarian aid, as well as a public open platform for publication and monitoring by the government,

donors and civil society of receipts and expenditures of funds and humanitarian aid;

3) inadequate level of provision of anti-corruption bodies and institutions with personnel and material resources to perform their tasks (during and after martial law);

4) inconsistency of some anti-corruption legislation norms with international and EU standards, as well as some easing of anti-corruption legislation during martial law.

To sum it up, solving the problem of corruption should be one of the priorities for the Ukrainian society, especially at the stage of state restoration. At the same time, solving such a problem is impossible without the application of a comprehensive approach combining anti-corruption policy, policy of de-oligarchization of Ukraine, legislation and institutions, as well as specific measures in sectors with a high risk of corruption. The use of such a comprehensive approach is proposed in the Recovery Plan under the Anti-corruption Policy direction.

The anti-corruption recovery plan provides for:

1) **Ensuring compliance with Ukraine's international commitments related to combating corruption, particularly those within European integration process** (aligning the national legislation with international standards and best practices for preventing and combating corruption, its proper implementation, increasing the effectiveness of the system of monitoring the activities of political parties and conducting election campaigns, increasing the effectiveness of prevention of corruption and conflict of interests);

2) **ensuring independence and effective work of anti-corruption bodies** for prevention, detection and punishment of corruption manifestations (providing for the effective work of the NACP in all areas of its activities, strengthening the institutional capacity of the NABU, ensuring the effective work of the SAPO) and **creating an effective system for tracing and returning assets obtained through corruption** . as well as the use of these assets for the post-war reconstruction of Ukraine (increasing the effectiveness of ARMA, the system for preventing legalization of illegally obtained assets, the system for tracing and managing illegally obtained assets, preventing corruption abuses during implementation of procedures related to forced seizure and collection of state income assets of Russia and its residents);

3) **promoting a culture of integrity** in the public and private sectors (developing a culture of zero tolerance to corruption among citizens of Ukraine, improving corporate governance in state and private companies, ensuring transparency during privatization, creating an ethical alternative to common corrupt practices, including the legislative establishment of the work of the Business Ombudsman, reducing the level of tolerance of corruption in the private and public sector of the economy);

4) **eliminating corruption risks arising during recovery measures** during martial law period and post-war reconstruction: planning, receipt, distribution, use of funds (prevention of corruption abuses during the provision, receipt and use of aid during martial law, creation of special mechanisms to minimize corruption manifestations during Ukraine's receipt of international aid for post-war reconstruction, improvement of the state audit and monitoring system to minimize corruption manifestations during Ukraine's post-war reconstruction).

Septe mber			RECOVERY PLAN LOGFRAMEWORK		
	Committee No	**5**			
	Group	**Anti-corruption policy**			
	A separate component) analysis area within the direction:	Anti-corruption policy as the constant implementation of successive measures of the state and society aimed at eliminating causes and conditions that give rise to and feed corruption in various spheres of life and create risks for stable economic growth and the development of democratic institutions as a condition for the integration of Ukraine into the EU, as well as to ensure inevitability of punishment for corruption offences.			
1	**Key pressing issues to be solved under the Recovery Plan within the direction**				
	The war influence on a defined analysis area:	The war affected functioning of many public and private institutions. Because of the war, submission of electronic declarations of persons authorized to perform functions of the state and local self-government has been suspended, and financial control measures, particularly, full verifications of officials' declarations, are temporarily not carried out. Since martial law is in effect, it is necessary to develop and adopt balanced decisions on how to fully apply anti-corruption legislation even under martial law. Many anti-corruption officers as well as civil society volunteers have joined the armed forces to fight the enemy at the front. Meanwhile, the war created new opportunities for corruption, and may also create a great risk for the post-war reconstruction of Ukraine and its further development directed towards European integration and recognized international practices and standards implementation. Despite the aforementioned, one cannot but note that even in wartime Ukraine is moving decisively towards establishing systemic work of all state bodies in the fight against corruption. So, in particular, on June 20, 2022, the Verkhovna Rada adopted the Anti-Corruption Strategy for 2021-2025. The latter, first of all, is designed to significantly reduce the level of corruption in areas that Ukrainians consider to be the most corrupt (customs and taxation, courts and law enforcement agencies, state regulation of the economy, construction and land relations, the defense sector, health care and social protection). The law that approved the strategy also provides for changes to help improve the work procedures of anti-corruption bodies. At the same time, today there are urgent problems for Ukraine not allowing to fully carry out anti-corruption activities in the conditions of martial law: 1) no appointed heads of SAPO, NABU, ARMA; 2) the lack of a transparent mechanism for receiving and using funds for reconstruction and humanitarian aid, as well as a public open platform for publication and monitoring by the government, donors and civil society of receipts and expenditures of funds and humanitarian aid; 3) inadequate level of provision of anti-corruption bodies and institutions with personnel and material resources to perform their tasks (during and after martial law); 4) inconsistency of some anti-corruption legislation norms with international and EU standards, as well as some easing of anti-corruption legislation during martial law.		
1.1	Key challenges (summarized for the defined area):	● No appointed heads of SAPO, NABU, ARMA; ● The need for introducing a transparent mechanism for receiving and using funds for reconstruction and humanitarian aid, a public open platform for publication and monitoring by the government, donors and civil society of receipts and expenditures of funds and humanitarian aid; ● Inadequate level of provision of state bodies, including anti-corruption bodies, institutions with personnel and material resources to perform their tasks (during and after martial law period); ● Inconsistency of some of anti-corruption legislation norms with international standards, EU standards, as well as certain relaxations of anti-corruption legislation during martial law; ● Lack of coordination of anti-corruption measures and low pace of their implementation; ● Incomplete judicial and the Prosecutor's Office reforms ● Inadequate protection of whistleblowers ● The need for eliminating prerequisites for corruption in high-risk corruption areas (such as construction and infrastructure, social and health care, land use, etc.); ● Reduction of public awareness of the fight against corruption and reduction of tools for public participation, public control implementation.		
1.2	Key opportunities (summarized for the defined area):	Anti-corruption reforms have been carried out in a way meeting all the criteria for membership in the European Union and other Ukraine's international commitments and also allow to avoid corruption in the process of Ukraine’s recovery.			
1.3	Key constraints	Limited financial resources along with the workload on civil servants			

2	**Goals, tasks, and stages of the Recovery Plan within the direction**	**Anti-corruption policy**			
		Stage 1: Urgent measures (ensuring proper functioning of corruption prevention and combating system during the war and the early postwar period)	Stage 2: Medium-term measures (bringing corruption prevention and counteraction system in line with international standards and best practices)		Stage 3: Long-term measures (proper functioning of anti-corruption institutions and effectiveness of respective measures).
2.1.	**Description of Issue 1 to be solved under the defined analysis area:**	**Gaps in anti-corruption legislation, its improper law enforcement being a challenge on the way to Ukraine's membership in the European Union**			
2.1.1.	**Stages:**	**06/2022 - 12/2022**	**01/2023 - 12/2023**	**01/2024 - 12/2025**	**01/2026 - 12/2032**
2.1.2.	**Goal 1 to be achieved to solve the problem at each stage:**	**Ensuring Ukraine's compliance with international commitments related to combating corruption, particularly within the process of European integration and aligning the national legislation with international standards and best practices for preventing and counteracting corruption**			
	Task 1. Ensuring Ukraine's compliance with international commitments related to combating corruption, particularly within the process of European integration and aligning the national legislation with international standards and best practices for preventing and counteracting corruption	(i) Urgent development of legislation aimed at Ukraine's compliance with international commitments related to combating corruption, particularly within the European integration process and aligning the national legislation with international standards.	(i) To ensure full compliance of Ukrainian legislation and its implementation practice with the requirements of: - UN Convention against Corruption; - Criminal Law Convention on Corruption, its Additional Protocol; - Civil Law Convention on Corruption; - OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. (ii) To develop and adopt draft laws to fully comply with the requirements of the Convention on the Protection of the European Communities' Financial Interests and Directive 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law; (iii) To ensure compliance of Ukrainian legislation and its implementation practice with the requirements and recommendations of: - OECD Istanbul Anti-Corruption Action Plan of Anti-Corruption Network for Eastern Europe and Central Asia - Conference of UNCAC member states (iv) To ensure that Ukraine joins the OECD Working Group on Bribery in International Business Transactions. (v) To provide for full implementation of	(i) Accession to the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions; (ii) To provide for disciplinary and administrative liability of managers (heads) for non-compliance with the law to bring anti-corruption legislation violators to disciplinary responsibility. (iii) To develop and adopt a law to bring the provisions of the Criminal Code of Ukraine on corruption and corruption-related offences in line with international standards: - to bring the list of foreign officials in line with the standards of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions; - to align provisions on exemption from criminal liability with the international standards in accordance with Part 5 of Art. 354 of the Criminal Code of Ukraine (as for immediate notification of a crime and impossibility of applying this provision to the person who initiated provision of an unlawful benefit); (iv) To adopt a law on the possibility of bribery provocation to provide for the rules and procedure for taking such actions, guarantees of legality and control, consequences of their taking (encouragement or bringing to disciplinary responsibility), as well as the fact that such inspections are not covert investigative actions, their results cannot be used in the criminal trial as	(i) Completion of aligning the national legislation with the Directive (EU) 2019/1937, taking into account the experience of introducing an institution for whistleblowers protection in Ukraine.

			recommendations on preventing and combating corruption provided to Ukraine within the framework of international monitoring mechanisms (GRECO assessment, the Istanbul Anti-Corruption Action Plan implementation monitoring, the UN Convention against Corruption implementation monitoring).	means of proof, criminal proceedings are not launched based on their results. (v) To amend legislation to improve the whistleblower protection effectiveness.	
2.1.3.	Timeframe under the stage:	(i) Urgent review of draft laws prepared and submitted to the Verkhovna Rada aimed at complying with Ukraine's international obligations related to combating corruption, particularly within the European integration process.	(i) A package of draft laws on amendment of some legislative acts of Ukraine on bringing the national legislation of Ukraine in line with international acts in the field of preventing and combating corruption prepared - December 2023.	(i) To adopt a law on ratification of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions - December 2024; (ii) Adopt a law on amendments to some legislative acts on the introduction of liability of managers for non-fulfillment of the requirements of the legislation on bringing violators of anti-corruption legislation to disciplinary responsibility - June 2025.	(i) To adopt the law on bringing the national legislation in line with the EU Directive 2019/1937 (full adaptation completion) - December 2028)
2.1.4.	Risks related to the goal achievement:	Limited funding	Limited funding	Limited funding	Limited funding
2.1.5.	Goal achievement indicator:	(i) Ukraine's international obligations fulfilment monitoring shows progress.	(i) Reports of international monitoring missions of the OECD, GRECO, the Council of Europe confirm compliance of national legislation with international conventions and decisions;	(i) Reports of international monitoring missions of the OECD, GRECO, the Council of Europe confirm compliance of national legislation with international conventions and decisions;	(i) Reports of international monitoring missions of the OECD, GRECO, the Council of Europe confirm the compliance of national legislation with international conventions and decisions
2.1.6.	General need for funds for the goal achievement:	(i) Within the framework of planned expenditures of the State Budget of Ukraine (ii) Within the framework of international technical assistance projects funding	(i) Within the framework of planned expenditures of the State Budget of Ukraine (ii) Within the framework of international technical assistance projects funding	(i) Within the framework of planned expenditures of the State Budget of Ukraine (ii) Within the framework of international technical assistance projects funding	(i) Within the framework of planned expenditures of the State Budget of Ukraine (ii) Within the framework of international technical assistance projects funding
2.1.7.	Goal connections with other directions:	European integration, justice, digital transformation	European integration, justice, digital transformation	European integration, justice, digital transformation	European integration, justice, digital transformation
	Description of Issue 2 to be solved under the defined analysis area:	**The need for achieving significant progress in preventing and counteracting corruption to ensure Ukraine's stable economic growth and building effective and inclusive democratic institutions.**			
	Stages:	**06/2022 - 12/2022**	**01/2023 - 12/2023**	**01/2024 - 12/2025**	**01/2026 - 12/2032**
	Goal 2 to be achieved to solve the problem at each stage:	**Introducing a comprehensive anti-corruption policy and eliminating conditions, including at the legislative level, that contribute to commissioning of corruption offenses**			
	Task 1. Ensuring anti-	(i) To develop and approve the State Anti-	(i) To provide for online monitoring of the	(i) To introduce a unified system of collection,	(i) To present the National Report on

	corruption policy formation, coordination, implementation monitoring, and performance assessment in accordance with international standards and best practices	Corruption (AC) program for the implementation of the AC strategy for 2021-2025 with the engagement of parties concerned; (ii) To approve the procedure for monitoring and coordinating the AC strategy implementation for 2021-2025; (iii) To create a Coordinating Working Group on AC policy issues, involve the public and international partners in its work, determine the procedure for its activities and provide the necessary resources for its operations.	state AC policy measures implementation;	processing and publication of statistical information on detection of corruption and corruption-related offenses, conducting proceedings against them, searches and return of assets obtained from corruption and other crimes; (ii) To create a single online system for collecting, processing and publishing statistical information on the detection of corruption and corruption-related offenses, conducting proceedings against them, searches and return of assets obtained from corruption and other crimes; (iii) To present a final report on the state AC policy effectiveness, which will also contain recommendations on anti-corruption policy priorities for the upcoming years; (iv) To prepare and approve the AC Strategy for 2026-2030 as well as the state program for the of the AC Strategy implementation for 2026-2030.with the participation of parties concerned.	the state anti-corruption policy effectiveness in 2021-2025 as well as recommendations on the content and priorities of the AC Strategy for the new period (2026-2030); (ii) To approve the AC Strategy for 2026-2030 and respective documents (state program and provide for its funding).
	Task 2. Increasing the effectiveness of the system of control over the of political parties' activities and conducting of election campaigns	(i) To legally restore the obligation of political parties to submit reports on property, income, expenses and liabilities of a financial nature.	(i) To develop and adopt draft laws on financing of political parties and their control, taking into account recommendations and standards of the Council of Europe, GRECO, the Venice Commission (particularly, in matters of state financing of non-parliamentary political parties; indirect state support of political parties; clear demarcation of functions of controlling bodies; introduction of effective, deterrent and proportional sanctions for violation of established requirements); (ii) To develop and adopt a draft law to restore the implementation of measures of financial control of officials and prevent declarations submission gaps; (iii) The NACP to improve the effectiveness of financial control and verification of political parties reporting; (iv) The NACP to ensure the functioning of political parties reports submission and publication electronic system (in the form of a data set and machine-readable format, as well as with access via API); (v) The NACP to ensure the functioning of the electronic reporting system on the receipt and use of election fund funds.		

	Task 3. Increasing the effectiveness of corruption and conflict of interests prevention		(i) To develop and adopt a draft law on clarifying the list of subjects of declaration taking into account corruption risks assessment results, grounds for checking declarations, eliminating gaps regarding deadlines for submitting declarations, improving mechanisms for checking declarations to detect signs of offenses (false declarations in the form of considerable assets concealment and/or their value and illegal enrichment); (ii) To increase the effectiveness of control and verification of declarations owing to further development of digital tools and their wider application, ensuring the unity of the practice of the NACP, development of international cooperation, wider access of the NACP to information on assets value.	(i) To prepare and adopt a draft law improving the procedure for identifying and settling conflict of interests, including in connection with the presence of corporate rights, regulating receipt of gifts, eliminating discrepancies in legislation for the purposes of implementing the Law "On Prevention of Corruption"; (ii) To legislatively enshrine the ethical conduct for People's Deputies of Ukraine	
	Task 4. Creating an ethical alternative to common corrupt practices.	(i) To identify top ten common corrupt practices based on corruption studies conducted by the NACP, other bodies and public associations representatives, scientific institutions, educational institutions, and experts having proper qualification.	(i) To provide for implementation of the Law of Ukraine "On the Administrative Procedure" and bring the regulatory framework in line with the provisions of the law.	(i) To ensure the use of electronic services as the main way of providing administrative services.	
	Task 5. Ensuring state-owned (enterprises (SEs) management structure integrity and activities	(i) Amend regulatory legal acts on providing for the flexibility of SE management bodies to make decisions necessary to ensure economic security during martial law period (without changing the OECD corporate governance principles) (regarding delegation of powers, appointment and extension of powers of supervisory boards members and heads, other corporate governance peculiarities).	(i) To align SEs corporate governance legislation with the OECD Guidelines on Corporate Governance of State-Owned Enterprises, particularly in terms of transferring powers to supervisory boards to approve strategic, investment, and financial plans and to appoint and dismiss a head; (ii) To develop anti-corruption programs and implement anti-corruption standards and practices of SE; (iii) To bring the corporate governance of SEs in line with the OECD Guidelines for Corporate Governance of State-Owned Enterprises in terms of corporate governance code implementation, code of ethics and business conduct, provisions on supervisory board formation principles, SE corporate governance measures individual plans, regulations on supervisory board committees and the corporate secretary, etc.	(i) To develop anti-corruption programs and implement anti-corruption standards and practices of SE; (ii) To regularly assess corruption risks (both internal and external) in SEs at least every three years.	(i) To provide for compliance with the OECD Guidelines on Corporate Governance of State-Owned Enterprises.
	Task 6. Transparency of privatization		(i) To review and cancel unsubstantiated moratoriums on enforcement of judgments the debtors by which are state-owned enterprises, including moratoriums on application of rehabilitation and liquidation procedures in bankruptcy cases; (ii) To approve the draft law on the list of state property objects that are not subject to	(i) To provide a communication strategy regarding privatization and actions of the CMU	

			privatization; (iii) To accelerate the sale of public sector non-earning assets to ensure rapid receipt of significant budget revenues upon abolition of martial law.		
	Timeframe under the stage:	(i) To provide funding for the Anti-corruption Strategy measures - September 2022 in the draft Law "On the State Budget for 2023"; (ii) To amend the legal act regarding specifics of corporate governance of legal entities whose shareholder (founder, participant) is the state during the period of martial law in Ukraine - September 2022;	(i) To adopt a law that to provide for mechanisms for coordination, monitoring and evaluation of anti-corruption policy and interaction of anti-corruption institutions with other state and local authorities - September 2023; (ii) To provide for online monitoring of the state anti-corruption policy measures implementation on the Single e-Government web portal - April 2023; (iii) An automatic political parties' reports checking introduced - February 2023. (iv) The functioning of the electronic reporting system on the receipt and use of election fund funds ensured - March 2023; (v) A draft law on improving political parties financing mechanism and its control prepared - December 2023; (vi) A draft law on the abolition of unsubstantiated moratoriums on the enforcement of judgments the debtors by which are state enterprises, including moratoriums on application of rehabilitation and liquidation procedures in bankruptcy cases submitted to the Verkhovna Rada; (vii) A draft law on the list of state property objects that are not subject to privatization approved; (viii) The legislation aimed at the accelerated sale of non-earning public sector assets to ensure the rapid receipt of significant budget revenues after the abolition of martial law amended; (ix) The OECD Guidelines on Corporate Governance of State-Owned Enterprises implemented and transparency of activities and decision-making processes of SC " Ukroboronprom" increased; (x) The Law on Amendments to Some Legislative Acts of Ukraine on Improvement of Corporate Governance of Legal Entities whose Shareholder (Founder, Participant) is the State adopted.	(i) To adopt a law on amendments to some legislative acts to improve provisions related to conflict of interests settlement; (ii) Adopt the Law of Ukraine "On Amendments to the Law "On the Status of a People's Deputy of Ukraine" regarding the ethical conduct of members of the Parliament; (iii) To regulate the lobbying issue at the legislative level; (iv) To update executive authorities' regulatory acts resulting from the Law "On the Administrative Procedure to ensure that they enter into force simultaneously with the entry of this Law in force - December 2023; (v) The CMU to inform the Verkhovna Rada of the implementation state of the Law "On the Administrative Procedure" - 2024.	
	Risks related to the goal achievement:	Limited funding	Limited funding	Limited funding	Limited funding

	Goal achievement indicator:	(i) Budgetary funding for the implementation of the AC Strategy in the amount of at least 90% of the request provided; (ii) International partners (OECD, EBRD, World Bank, etc.) monitoring reports show that supervisory boards of SEs are created on a transparent basis, taking into account the professional achievements of the candidates and consist of at least one third of independent directors.	(i) At least 30% of the AC Strategy measures and of the Program for its implementation put into practice; (ii) Budget funding for the implementation of the AC Strategy in the amount of at least 90% of the budget request allocated; (iii) Online monitoring of the state AC Policy measures implementation on the Single e-Government web portal ensured; (iv) An automatic checking of political parties' reports and the use of election fund funds introduced; (v) AC Programs implemented and are subject to proper monitoring in the ten largest SEs; (vi) The corporate governance of the 10 largest SEs complies with the OECD Guidelines on Corporate Governance of State-Owned Enterprises (a code of corporate governance, ethics and business conduct implemented, provisions on the supervisory board formation principles, provisions on the supervisory board committees and the corporate secretary are in place); (vii) After reviewing and canceling moratoriums on the enforcement of judgments by which the debtors are state enterprises, including moratoriums related to application of rehabilitation and liquidation procedures in cases of bankruptcy, "big" and "small" privatization processes will be unblocked.	(i) To perform at least 90% of the AC Strategy measures and of the Program for its implementation; (ii) State funding of non-parliamentary political parties that did obtain seats in the Verkhovna Rada, but received a certain level of support restored; (iii) The OECD monitoring confirms that SEs risk assessment covers corruption risks and is carried out properly.	(i) 100% of the AC Strategy measures and of the State Program for its implementation was put into practice; (ii) The AC Strategy for 2026-2030 and the respective state program for its implementation approved; (iii) Budgetary financing for the implementation of the AC strategy in the amount of not less than 90% of the request provided; (iv) As a result of increased competition, business entities are more responsibly and rationally use assets in their possession; (v) The application of the envisaged of corporate governance model will not only increase the amount of revenues to the state budget, but also contribute to the improvement of the quality of services provided to the population
	General need for funds for the goal achievement:	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing (iii) Within the limits of SE's own resources	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing (iii) Within the limits of SE's own resources	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing (iii) Within the limits of SE's own resources	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing (iii) Within the limits of SE's own resources
	Goal connections with other directions:	European integration, justice, economy, digital transformation	European integration, justice, economy, digital transformation	European integration, justice, economy, digital transformation	European integration, justice, economy, digital transformation
2.2.	**Description of Issue 3 to be solved under the defined analysis area:**	**Insufficient institutional and operational independence and capacity of specialized bodies to prevent, detect and punish manifestations of corruption**			
2.2.1.	**Stages:**	**06/2022 - 12/2022**	**01/2023 - 12/2023**	**01/2024 - 12/2025**	**01/2026 - 12/2032**
2.2.2.	**Goal 3 to be**	**Ensuring anti-corruption bodies independence and effective work to prevent, detect and punish corruption**			

	achieved to solve the problem at each stage:				
	Task 1 Ensuring the effective work of the National Agency on Corruption Prevention (NACP) in all areas of its activities	(i) To complete an external independent assessment of the NACP performance effectiveness; (ii) To implement recommendations given based on the NACP performance effectiveness assessment results and to publicly inform of their implementation status, as well as to review the NACP KPIs taking into account the audit recommendations; (iii) It is necessary to regulate the procedure for monitoring subjects of declaration lifestyle; (iv) To put the Single Whistleblower Reporting Portal into operation and approve the NACP by-laws related to its functioning;		(i) To provide for periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methods); (ii) To ensure division of powers between the CEC and the NACP regarding control over the financing of political activities and pre-election campaigning; (iii) To provide for civil servants' declarations risk-oriented monitoring (by also using IT tools).	(i) To provide for periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methods);
	Task 2 . Strengthening the institutional capacity of the National Anti-Corruption Bureau of Ukraine (NABU)	(i) To conduct competitive selection for the position of NABU Director in full compliance with the requirements of the law, transparently and impartially, without unreasonable delays.; (ii) To enable NABU to autonomously intercept communications from electronic communication networks, by implementing a set of necessary technical, organizational and technical solutions; (iii) To develop and adopt a bill to clarify the maximum number of NABU employees; (iv) To ensure proper NABU financing, particularly for the implementation of autonomous removal of information from electronic communication networks.	(i) To conduct an external independent NABU performance assessment with the participation of international experts, publish the results of the audit, and provide for informing of the provided recommendations implementation status; (ii) To ensure the possibility of independent expert institutions functioning for carrying out expert examinations in criminal proceedings.		(i) To provide for periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methods);
	Task 3 . Ensuring the effective work of the Specialized Anti-Corruption Prosecutor's Office (SAPO)	(i) To complete the procedure for appointing the head of the SAPO based on competition results; (ii) To develop and adopt draft laws to expand the institutional and operational autonomy of the SAPO, as well as the SAPO leadership team powers; (iii) To improve the selection procedure for administrative positions in the SAPO and prosecutors; (iv) To introduce external independent SAPO audit.	(i) To introduce and ensure the conduct of an external independent assessment of the SAPO performance effectiveness simultaneously with the NABU audit and, with the participation of international experts, publish the audit results, auditors' recommendations and provide for a monitoring system for given recommendations implementation.		(i) To provide for periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methodology);
	Task 4. Ensuring the effective work of the Asset Recovery and Management Agency (ARMA)	(i) To hold a transparent, impartial competition for the position of the Chairman of ARMA, with selection based on the criteria of integrity and competence, with subsequent appointment to the position of the winner of the competition without unreasonable delays; (ii) To ensure the full functioning and putting of the Unified State Register of Assets Arrested in Criminal Proceedings into industrial operation.	(i) To develop and adopt a draft law to guarantee the institutional and operational independence of ARMA, introduce an effective procedure for external independent ARMA's performance effectiveness assessment, and also improve the selection procedures for the Head of ARMA for the sake of transparency, objectivity of selection based on the merits of candidates; (ii) To develop and approve Standards of Interaction between ARMA, Prosecutor's	(i) To provide for carrying out an external independent ARMA's performance effectiveness assessment, implementation of provided recommendations and information on their implementation status.	

			Office, pre-trial investigation bodies, other competent authorities regarding seizure planning, asset tracing, management and recovery; (iii) To introduce effective procedures for cooperation and information exchange between ARMA and the State Financial Monitoring Service.		
2.2.3.	Timeframe under the stage:	(i) The Head of SAPO appointment - July 2022;	(i) Independent expert institutions being beyond law enforcement bodies management are functioning.	(i) Periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methods) ensured; (ii) The division of powers between the CEC and the NACP regarding control over the financing of political activities and pre-election campaigning regulated.	(i) Periodic external independent assessment (including recommendations implementation, informing of recommendations implementation status, review of evaluation criteria and methodology) ensured;
2.2.4.	Risks related to the goal achievement:	Deterioration of the level of financing and material and technical support of the activities of the AC bodies	(i) Deterioration of the funding and logistic support for AC bodies activities; (ii) A temporary restriction (for the period of martial law) regarding declarations submission by candidates and those appointed to certain positions during the period of martial law (the Law of Ukraine "On Amendments to Certain Laws of Ukraine Regarding the Functioning of the Civil Service and Local Self-Government during the Martial Law Period "	(i) Deterioration of their financing level and logistic support for activities	(i) Deterioration of the financing level and logistic support for AC bodies activities.
2.2.5.	Goal achievement indicator:	(i) Budget financing of NACP, NABU, SAPO and ARMA is at the level of not less than 90%; (ii) The Head of SAPO appointed; (iii) Director of NABU appointed; (iv) The Head of ARMA appointed; based on transparent and impartial competition results. (v) Recommendations according to the Report on NACP performance effectiveness implemented; (vi) Lawful interception of communications using NABU's own technical capabilities ensured (vii) Amendments to Articles 2, 5, 12 of the Law on ARMA made; (viii) A by-law on the unified electronic register adopted; (ix) Monitoring and control over the seizure of assets of the Russian Federation and its residents, their management and sale, as well as over the distribution and targeted use of state budget funds is carried out. (x) The results of operational audits (management audits) of ARMA testify to the effectiveness of assets transferred to its management	(i) Declarations for 2021 and 2022 submitted by the subjects of declaration; (ii) A report on the SAPO external independent assessment results published; (iii) Independent expert institutions for conducting expert examinations in criminal proceedings are functioning; (iv) An external independent assessment was conducted and its results were made public; a system for monitoring the commission's recommendations implementation developed; (v) The National Asset Recovery Strategy and its implementation plan approved; (vi) The national assessment of risks of legalization of funds obtained through criminal means for 2020-2022 carried out; (vii) Amendments to legislation regarding the improvement of mechanisms for checking information on the ultimate beneficial owners and the ownership	(i) The report based on anti-corruption bodies external independent performance assessment results is made public in a timely manner; (ii) Implementation of at least 90% of recommendations based on anti-corruption bodies (NACP, NABU, SAPO, ARMA) external independent performance assessment results ensured; (iii) At least 1,000 full verifications of declarations per year conducted;	(i) The external independent anti-corruption bodies assessment results show their impeccable work.

			structure of legal entities have adopted.		
2.2.6.	General need for funds for the goal achievement:	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing
2.2.7.	Goal connections with other directions:	European integration, justice	European integration, justice	European integration, justice	European integration, justice
2.3.	**Description of Issue 4 to be solved under the defined analysis area:**	**Unreadiness of the system for tracing and returning assets obtained through corruption, including challenges related to the military aggression of the Russian Federation against Ukraine and overcoming its consequences.**			
2.3.1.	**Stages:**	**06/2022 - 12/2022**	**01/2023 - 12/2023**	**01/2024 - 12/2025**	**01/2026 - 12/2032**
2.3.2.	**Goal 4 to be achieved to solve the problem at each stage:**	**Creation of an effective system for combating legalization (laundering) of funds obtained from corruption crimes, as well as a system for tracing and returning assets obtained through corruption**			
	Task 1 . Increasing the effectiveness of the system for preventing legalization of illegally obtained assets	(i) To develop and adopt legislative changes make the national legislation fully compliant with the Financial Action Task Force (FATF) recommendations, taking into account MONEYVAL evaluations and opinion; (ii) To develop a draft law to fully align the national l with the requirements of the Directive of the European Parliament and of the Council (EU) 2015/849 of May 20, 2015 (as amended)	(i) To conduct an analysis of the national legislation compliance with the requirements of the Directive of the European Parliament and of the Council (EU) 2015/849 of May 20, 2015 (as amended); (ii) To develop and adopt a draft law on introduction of an effective procedure for verification of the ultimate beneficial owners of legal entities, as well as on strengthening of sanctions for failure to submit or submission of inaccurate information on the ultimate beneficial owners."	(i) To conduct the next national assessment of risks in the field of prevention and countermeasures against legalization (laundering) of criminal proceeds and financing of terrorism, determine measures in response to identified risks based on its results and implement them.	

	Task 2 . Increasing the effectiveness of the system for search and management of illegally obtained assets		(i) To improve the procedures for determining managers for assets transferred to ARMA to eliminate corruption risks; (ii) To introduce a mechanism for directing part of the income from management of assets transferred to ARMA (cash in particular) to the state budget .	(i)To improve the legislation on transferring assets for ARMA management; (ii) To prepare and conclude bilateral and multilateral agreements, memoranda, etc. with respective authorities of other countries on issues of identification, search, return of assets obtained through corruption or other criminal means; (iii) To implement and develop digital tools used by ARMA for asset tracing, information exchange, access to registers and databases; (iv) To conduct trainings and other educational events for authorized bodies employees on international cooperation procedures for identifying, searching, and returning assets obtained through corruption or other criminal means.	
2.3.3.	Timeframe under the stage:	(i) National legislation is fully compliant with the Financial Action Task Force (FATF) recommendations, taking into account MONEYVAL evaluations and opinion – by the end of 2022;	(i) Report on the analysis of the national legislation compliance with the requirements of the Directive of the European Parliament and of the Council (EU) 2015/849 of May 20, 2015 (as subsequently amended) - May 2023; (ii) The Law of Ukraine on introduction of an effective procedure for verification of ultimate beneficial owners of legal entities, as well as strengthening of sanctions for failure to submit or submission of inaccurate information on ultimate beneficial owners adopted - October 2023.		
2.3.4.	Risks related to the goal achievement:	corruption risks	Insufficient institutional and material support of the Commission for external assessment of ARMA performance; Insufficient funding for creating the register		
2.3.5.	Goal achievement indicator:	(i) Financial Action Task Force (FATF) recommendations, taking into account MONEYVAL evaluations and opinion implemented; (ii) Forcibly seized assets and income from their sale go to the State Budget of Ukraine;	(i) The National Asset Recovery Strategy and its implementation plan approved; (ii) The national assessment of the risks of legalization of funds obtained through criminal means for 2020-2022 conducted; (iii) Amendments to the legislation adopted to improve the mechanisms for verifying information on ultimate beneficial owners and legal entities ownership structure.	(i) The MONEYVAL Committee approved the 4th report on the progress of Ukraine based on the results of the 5th round of assessment of Ukraine regarding FATF recommendations implementation; (ii) Standards of cooperation between NABU, SAPO, ARMA, NACP, SFMS on counteraction to legalization, search and return of assets (iii) A centralized register containing legal entities' and individuals' bank accounts created.	(i) The National Asset Recovery Strategy implemented; (ii) Not a single disciplinary, administrative, or criminal offense was detected during the reporting period, which could have been committed by officials during exercising powers to prevent legalization of funds and other assets obtained through corruption, as well as their search and return
2.3.6.	General need for funds for the goal achievement:	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects

					financing
2.3.7.	Goal connections with other directions:	European integration, digital transformation	European integration, digital transformation	European integration, digital transformation	European integration, digital transformation
2.4.	**Description of Issue 5 to be solved under the defined analysis area:**	**Ineffective governance and corruption threatening the country's economic and physical security and leading to the loss of people and resources.**			
2.4.1.	**Stages:**	**06/2022 - 12/2022**	**01/2023 - 12/2023**	01/2024 - 12/2025	**01/2026 - 12/2032**
2.4.2.	**Goal 5 to be achieved to solve the problem at each stage:**	**Promoting a culture of integrity in public and private sectors**			
	Task 1. Developing a culture of zero tolerance to corruption among citizens of Ukraine		(i) To update the Communication Strategy in the field of prevention and counteracting corruption	(i) To integrate anti-corruption issues into education curriculums at all levels (including professional development of teaching staff and conducting informational and educational activities); (ii) To ensure the Communication Strategy implementation in the field of prevention and counteracting corruption	
	Task 2. Ensuring an adequate level of financial support for civil servants	(i) To adopt the necessary legal acts and create a Payroll Fund of servants whose positions have a high level of corruption risks, as well as provide a financial incentives mechanism for high performers	(i) The Payroll Fund for servants whose positions have a high level of corruption risks is functioning and a financial incentives mechanism for high performers is also in place.	(i) The Payroll Fund for servants whose positions have a high level of corruption risks is functioning and a financial incentives mechanism for high performers is also in place.	
	Task 3. Reducing the level of tolerance of corruption in private and public sector of the economy	(i) To regulate at the legislative level the Business Ombudsman Institution activities, which will contribute to the reduction of state bodies malpractice and promote standards of business integrity	(i) To regularly hold media events on anti-corruption topics in state bodies with the participation of persons authorized perform communications on anti-corruption issues; (ii) To issue communication products related to issues of prevention and combating corruption, including those contributing to reducing tolerance to corruption in society, namely feature stories, blogs in printed and/or electronic mass media, statistical reports, infographics, printed products, social advertising campaigns (outdoor advertising, video and audio clips) (subject to budgetary allocations and other resources); (iii) To carry out measures to share anti-corruption educational information.	(i) To implement measures to improve whistleblowers performance effectiveness (consideration of whistleblowers' reports; familiarity with the channels for submitting reports; use of the functioning of the Unified Whistleblower Reporting Portal); (ii) Amend the legislation to introduce incentives for the private sector to improve business integrity, particularly through the obligation to adopt ethical codes and corporate governance rules; (iii) In cooperation with the business environment, provide assistance to legal entities under private law in the development and improvement of codes of integrity based on leading corporate governance practices; (iv) With the participation of NACP, to ensure provisioning of methodological assistance to business entities under private law regarding the practice of applying anti-corruption standards, identifying corruption risks in their activities, as well as developing and implementing effective anti-corruption programs aimed at eliminating	

				these risks.	
	Timeframe under the stage:	(i) The Law of Ukraine "On the Business Ombudsman Institution" adopted in October 2022 (ii) Legislation amended and Payroll Fund for reformative staff in the civil service system created	(i) The Payroll Fund for reformative staff in the civil service system is being replenished and functions properly; (ii) An information campaign aimed at reducing the level of tolerance to corruption in society is being conducted	(i) The Payroll Fund for reformative staff in the civil service system is being replenished and functions properly (ii) The Whistleblower Institution is properly organized	
2.4.3.	Risks related to the goal achievement:	High level of tolerance to corruption in society, weakening of anti-corruption measures under the pretext of martial law, lack of financial and organizational support for respective measures.	High level of tolerance to corruption in society, lack of financial and organizational support for respective measures	High level of tolerance of corruption in society, lack of financial and organizational support for respective measures	
2.4.4.	Goal achievement indicator:	(i). An appropriate level of remuneration for employees whose positions have a high level of corruption risks ensured, as well as a financial incentives mechanism for high performers is in place	(i) An indicator "Agree with the fact that ordinary people can contribute to fighting against corruption" is at least 23% (the level of Poland in 2021); (ii) An indicator "Willingness of citizens to report corruption" is at least 19% (the lowest level in the EU in 2021); (iii) An indicator "A decrease in the share of the population that had personal experience of corrupt behavior" to reach 20% (the level of Bulgaria and Romania, the lowest in the EU in 2021) (iv) The Business Ombudsman Institution functions in accordance with the approved law; (v) At least 60% of the BOI systemic recommendations implemented ; (vi) An adequate level of remuneration for servants whose positions have a high level of corruption risks ensured, as well as a financial incentives mechanism for high performers is in place	(i) An indicator "Agree that ordinary people can contribute to fighting against corruption" is at least 47% (Germany level in 2021); (ii) An indicator "Willingness of citizens to report corruption" is at least 25% (Croatia level in 2021); (iii) An indicator " A decrease in the share of the population that had personal experience of corrupt behavior" to reach 17% (the level of Hungary and Lithuania in 2021); (iv) An appropriate level of remuneration for servants whose positions have a high level of corruption risks ensured, as well as a financial incentives mechanism for high performers is in place	(i) An indicator "Agree that ordinary people can contribute to fighting against corruption" is at least 64% (average level of EU countries in 2021); (ii) An indicator "Willingness of citizens to report corruption" is at least 47% (average level of EU countries in 2021); (iii) An indicator " A decrease in the share of the population that had personal experience of corrupt behavior" to reach the EU average one; (iv) A proper remuneration level for servants whose positions have high level corrupt risks , as well as a financial incentives mechanism for high performers is in place
2.4.5.	General need for funds for the goal achievement:	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing
2.4.6.	Goal connections with other directions:	digital transformation, public administration, justice	digital transformation, public administration, justice	digital transformation, public administration, justice	digital transformation, public administration, justice
2.4.7.	**Description of Issue 6 to be solved under the defined analysis area:**	**Lack of a comprehensive mechanism for monitoring measures for reconstruction of Ukraine in connection with the military aggression of the Russian Federation, which would correspond to the principles of transparency, predictability and consistency**			
2.5.	Stages:	06/2022 - 12/2022	01/2023 - 12/2023	01/2024 - 12/2025	01/2026 - 12/2032
2.5.1.	**Goal 6 to be achieved to solve the problem at each stage:**	**Elimination of corruption risks arising during recovery measures in the course of martial law and post-war reconstruction (planning, receipt, distribution, use of funds)**			

2.5.2.	Task 1. Preventing corruption abuses during provision, receipt and use of aid in the course of martial law period and creation of special mechanisms to minimize corruption manifestations for post-war reconstruction	(i) To create a procedure for monitoring the targeted use of charitable (humanitarian) aid for Ukraine, taking into account restrictions set for the period of martial law.	(i) To ensure the adoption of the Plan of Measures for Ukraine recovery, with an anti-corruption component injected in each paragraph of the Plan; (ii) To create a multilateral mechanism of supervision/control over the receipt, distribution and targeted use of aid for Ukraine; (iii) To determine transparent procurement procedures applicable to procurement related to the post-war reconstruction of Ukraine within the framework of the Law of Ukraine "On Public Procurement" and assess their compliance with the Global Principles on National Security and the Right to Information (Tshwane Principles). (iv) To ensure transparency of public procurement carried out in PPPs for large infrastructure projects through implementation of the UNECE Guidelines (Standard) on a Zero Tolerance Approach to Corruption in Public-Private Procurement № ECE /CECI/WP/PPP/2017/4 of 21-22 November 2017. (v) To amend the Law of Ukraine “On State Secret” to create a legal basis for disclosing certain classified information and access of donors and the public to more information related to international security assistance; (vi) To provide for the development and adoption of appropriate amendments to regulations that will be identified as vulnerable to corruption to minimize corrupt practices in post-war reconstruction; (vii) To improve technology protection to boost safety and provide assurances to donors regarding compliance with their commitments to using the assistance provided for the purposes declared and that there will be no risk of its reaching third parties.	(i) To provide for regular assessment and reporting on the achievement of the goals set by the Recovery Plan; (ii) To ensure that Ukraine fulfills the requirements of Paris Declaration on Aid Effectiveness”	
	Task 2 . Improving the state audit and monitoring system to minimize corruption during post-war reconstruction of Ukraine			(i) To develop and adopt a Draft Law aimed at strengthening the independence, capacity and performance of the State Audit Office and the Accounting Chamber of Ukraine, particularly by legislating mandatory informing of: - law enforcement bodies - on the results of all forms of financial control of violations having signs of criminal ones; - tax authorities - on detection of offences for which financial liability is provided.	

	Timeframe under the stage:	(i) The legislation on humanitarian aid brought in line with international standards and practices for regulating the mechanism of humanitarian response in crisis situations taking into account restrictions set for the martial law validity period.		(i) Periodic evaluation and reporting on the achievement of goals set by the Recovery Plan ensured; (ii) Amendments to legislation aimed at consistent implementation of control measures results conducted by the Accounting Chamber and the State Audit Service adopted.	
2.5.3.	Risks related to the goal achievement:	In connection with the military aggression, the humanitarian and economic consequences will significantly exceed previously expected losses	In connection with the military aggression, the humanitarian and economic consequences will significantly exceed previously expected losses		
2.5.4.	Goal achievement indicator:	(i) Public and government reports on the use of humanitarian aid show transparency and accountability of respective organizations	(i) International partners reports confirm that Ukraine Recovery Action Plan is being implemented taking into account anti-corruption measures; (ii) Qualitative and quantitative indicators of procurement procedures are associated with post-war reconstruction (iii) The number of infrastructure projects implemented based on PPP.	Reporting on the achievement of the goals set by the Recovery Plan takes place regularly and according to the established criteria; Recovery Plan reports indicate consistent implementation of planned measures	(i) Reports based on the Recovery Plan show consistent implementation of planned measures
2.5.5.	General need for funds for the goal achievement:	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing	(i) Within the limits of planned expenditures of the State Budget of Ukraine (ii) Within the limits of international technical assistance projects financing
2.5.6.	Goal connections with other directions:	European integration, digital transformation	European integration, digital transformation	European integration, digital transformation	European integration, digital transformation

ANNEX

The List of Bills
required for Anti-Corruption Policy Section implementation

# of the log frame clause	Legal act name	Description of the legal act development/amendments	State body responsible for the legal act development/amendments	Development timeframe	Deadline for entry into force	Legal act status
2.2.2.	The Draft Law "On the State Budget for 2023"	- To provide appropriate expenses for financing measures for the Anti-corruption Strategy; implementation - To ensure proper financing of NABU, NACP, HACC, ARMA	VRU		01.01.2023	

2.1.2.	The package of Laws of Ukraine on Amendments to Some Legislative Acts To Align the National Legislation of Ukraine with International Acts in the Field of Preventing and Combating Corruption	To ensure full compliance of Ukrainian with the requirements and recommendations of: - UN Convention against Corruption; - Criminal Law Convention on Corruption, its Additional Protocol; - Civil Law Convention on Corruption; - OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. - Convention on the Protection of the European Communities' Financial Interests and Directive 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law; - OECD Istanbul Anti-Corruption Action Plan of Anti-Corruption Network for Eastern Europe and Central Asia); - Conference of UNCAC member states; - Recommendations on preventing and combating corruption provided to Ukraine within the framework of international monitoring mechanisms (GRECO assessment, the Istanbul Anti-Corruption Action Plan implementation monitoring, the UN Convention against Corruption implementation monitoring)	VRU, NACP		31.12.2023	
2.1.2.	Laws of Ukraine on Amendments to the Criminal Procedure Code and the Law of Ukraine "On Prevention of Corruption" regarding Improving the Effectiveness of Prosecution for Corruption Criminal Offenses	- To provide for the pre-trial investigation procedures effectiveness as well as judicial review of criminal proceedings, particularly regarding pre-trial investigation terms; application of special pre-trial investigation and court proceedings procedures (in absentia); - To ensure reasonable terms and discipline of all participants in criminal proceedings; the grounds and procedure for concluding plea agreements and their legal consequences, etc. - clarification of the list of subjects of declaration taking into account corruption risks assessment results, grounds for verifying declarations, elimination of gaps regarding declarations submission deadlines, clarification of the procedure for declarations verification	VRU, CMU		31.12.2023	
2.1.2.	The Law of Ukraine “On Ratification of the OECD Convention on Combating Bribery of Foreign Officials in International Business Transactions	Accession to the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions	VRU	01.03.2024	31.12.2024	

2.1.2.	The Law of Ukraine ”On Amendments to Some Legislative Acts to Introduce Managers Liability for Non-Compliance with the Requirements of the Legislation on Bringing of Anti-Corruption Legislation Violators to Disciplinary Responsibility	To establish disciplinary and administrative responsibility of managers for failure to fulfill legislation requirements regarding bringing anti-corruption legislation violators to disciplinary responsibility.	VRU, NACP	01.06.2024	01.06.2025	
2.1.2.	The Law of Ukraine on Bringing Criminal and Criminal Procedure Legislation to International Standards Regarding Liability for Corruption Criminal Offenses	- bring the list of foreign officials into compliance with the standards of the OECD Convention on Combating Bribery of Foreign Officials in International Trade Transactions; - bring provisions on exemption from criminal liability in accordance with the international standards pursuant to Part 5 of Art. 354 of the Criminal Code of Ukraine (in terms of immediate notification of a crime and the impossibility of applying this provision to the person who initiated provision of an unlawful benefit); - to envisage that persons who have ceased activities related to performing functions of the state or local self-government functions, upon cessation of such activities, may be held criminally liable for illegal enrichment - other necessary amendments	VRU		31.12.2024	
2.1.2.	The Law of Ukraine “On Bringing the National legislation in Line with the EU Directive 2019/1937	To bring the national legislation in line with the EU Directive 2019/1937, taking into account the experience of establishing an institution for whistleblowers protection in Ukraine.	NACP, VRU		31.12.2028	
2.1.2.	The Law of Ukraine “On Amendments to Some Legislative Acts to Improve the Mechanism for Collecting, Processing, and Publishing Statistical Information on Detection of Corruption and Corruption-Related Offenses, Conducting of Proceedings, Searches, and Return of Assets Obtained from Corruption and Other Crimes	(i) To provide for the introduction of a unified system of collection, processing and publication of statistical information on detection of corruption and corruption-related offenses, implementation of proceedings in relation to them, searches and return of assets obtained from corruption and other crimes.		01.03.2024	31.12.2024	
2.1.2.	The Law of Ukraine “On Amendments to Some Legislative Acts to Improve Provisions Related to Conflict of Interests Settlement	- To improve the procedure for identifying and resolving conflict of interests, including in connection with corporate rights; - To regulate gifts receipt policy; - To regulate the definition of the concept of "other paid activity" for the purposes of the Law "On Prevention of Corruption"		01.03.2024	31.12.2024	

2.1.2.	The Law of Ukraine “On Amendments to the Law of Ukraine "On the Status of a People's Deputy of Ukraine" regarding the ethical conduct of members of Parliament	- to establish the ethical conduct of People's Deputies of Ukraine; - To settle the legislative lobbying issue.	VRU	31.12.2024	31.12.2025	
	Law of Ukraine "On Lobbying"	To settle the lobbying issue	VRU			
2.1.2.	The Law of Ukraine “On Amendments to Some Legislative Acts to Implement Financial Control Measures During Martial Law”	- To legally restore the obligation of political parties to submit reports on property, income, expenses and liabilities of a financial nature - To amend the Law of Ukraine "On Amendments to Certain Laws of Ukraine Regarding the Functioning of the Civil Service and Local Self-Government during the Period of Martial Law" dated May 12, 2022 No. 2259-IX regarding resumption of special verifications of candidates - resumption of financial control measures with prevention of gaps in submitting declarations	VRU	01.09.2022	31.12.2022	
2.1.2.	The Law of Ukraine “On Improvement of Political Parties Financing Mechanism and Control over It”	- To improve the political parties financing mechanism and its control, taking into account recommendations and standards of the Council of Europe, GRECO, the Venice Commission (particularly, in matters of state financing of non-parliamentary political parties; indirect state support of political parties; clear demarcation of functions of controlling bodies; introduction of effective, deterrent and proportional sanctions for violation of established requirements)	NACP, VRU	30.6.2023	31.12.2023	
2.2.2. 2.3.2.	Laws of Ukraine “On Amendments to Some Legislative Acts to Improve the Activities of the National Anti-Corruption Bureau of Ukraine, the Specialized Anti-Corruption Prosecutor's Office, the Asset Recovery and Management Agency”	(i) To improve the legislation on NABU activities: - to clarify the maximum number of NABU employees; (ii) To improve the legislation on the SAPO activities: - to expand SAPO institutional and operational autonomy; - expand SAPO management team powers; - to review the selection procedure for SAPO administrative positions as well as the respective competition commission composition; - To introduce the procedure for an external independent SAPO performance effectiveness assessment. (iv) To improve the legislation on ARMA activities: - to guarantee the institutional and operational independence of ARMA; - to introduce an effective procedure for external independent SAPO performance effectiveness assessment;	NABU, VRU		31.12.2022	

		- to improve the selection procedure of ARMA Head for the sake of transparency, objectivity of selection based on merits of candidates.				
2.5.2	The Draft Law “On amendments to Some Legislative acts of Ukraine to Strengthen Independence, Capacity and Effectiveness of the State Audit Service and the Accounting Chamber of Ukraine”	The Draft Law is aimed at strengthening the independence, capacity and effectiveness of the State Audit Service and the Accounting Chamber of Ukraine, particularly through the legislative enshrinement of mandatory informing of: - law enforcement bodies - based on the results of all forms of financial control about detected violations having criminal signs; - tax authorities - detection of offenses for which financial responsibility is provided	CMU, VRU	01.03.2023	31.12.2023	
2.5.2	The Draft Law “On Amendments to Some Legislative Acts of Ukraine to Improve the System for Receiving and Distributing Humanitarian Aid	(i) To amend the Law "On Humanitarian Aid" to bring this Law in conformity with international standards and practices and regulate the mechanism of humanitarian response in crisis situations (under extraordinary circumstances). (ii) To amend the Law "On the Legal Regime of Martial Law " to regulate military administrations powers in terms of providing humanitarian aid. (iii) To improve the procedure for distributing and targeted use of charitable (humanitarian) aid for Ukraine.	CMU, VRU		01.12.2022	
2.5.2	The Law of Ukraine “On Amendments to Some Laws of Ukraine to Improve the Public Procurement Procedure Related to Recovery of Ukraine from Consequences of the War”	(i) To determine transparent procurement procedures applicable to procurement related to the post-war reconstruction of Ukraine within the framework of the Law of Ukraine "On Public Procurement" and assess their compliance with the Global Principles on National Security and the Right to Information (Tshwane Principles). (ii) To ensure transparency of public procurement carried out in PPPs for large infrastructure projects through implementation of the UNECE Guidelines (Standard) on a Zero Tolerance Approach to Corruption in Public-Private Procurement № ECE /CECI/WP/PPP/2017/4 of 21-22 November 2017.	CMU, VRU	01.09.2022	01.12.2022	
2.4.2	The Law of Ukraine "On the Business Ombudsman Institution"	(i) To legislatively regulate the Business Ombudsman Institution activities, which will contribute to the reduction of state bodies malpractice and promote business integrity standards	CMU, VRU			

2.4.2	The Law of Ukraine “On Amendments to Some Laws of Ukraine to Encourage the Private Sector to Improve Business Integrity”	To amend the legislation introducing incentives for the private sector to improve business integrity, particularly through the obligation to adopt ethical codes and corporate governance rules.	CMU, VRU	01.06.2024	01.06.2025	
2.3.2	The Law of Ukraine “On Amendments to Some Laws of Ukraine to Introduce a Centralized Register of Bank Accounts and Safe Deposit Boxes	To introduce a centralized register of bank accounts and safe deposit boxes in accordance with the requirements of the Directive (EU) 2018/843.	CMU, VRU	01.09. 2022	1.12.2022	
2.3.2	The Law of Ukraine “On Amendments to Some Laws of Ukraine to Simplify the Procedure for Submitting Information Required for Financial Monitoring	To simplify the procedure for submitting information required for financial monitoring	CMU, VRU	01.09.2022	1.12.2022	
2.3.2	The Law of Ukraine “On Amendments to Some Laws of Ukraine to Improve the System for Preventing the Use of the Financial System for Money Laundering and Terrorist Financing	Amendments which will fully align the national legislation with the Financial Action Task Force (FAFT) with the recommendations, taking into account the evaluations and opinion of MONEYVAL, Directive (EU) 2015/849 of the European Parliament and of the Council of May 20, 2015 (as subsequently amended).	CMU, VRU	01.06.2024	01.06.2025	
2.3.2	The Draft Law on Amendments to Some Laws of Ukraine to Improve Mechanisms for Verifying Information on Ultimate Beneficial Owners and the Ownership Structure of Legal Entities	To implement an effective procedure for the verification of the ultimate beneficial owners of legal entities, as well as strengthen sanctions for failure to submit or submission of inaccurate information regarding ultimate beneficial owners	VRU		31.12.2023	The Draft Law was registered in the Verkhovna Rada under the No. 6003 dated September 7, 2021
2.1.2.	The Law of Ukraine "On Legal Acts"	To determine types and legal force of legal acts; To establish requirements for the procedure for their preparation, adoption and entry into force, rule-making technique, interpretation, accounting and systematization; regulate the procedure for overcoming gaps and contradictions	VRU	01.06.2023	31.12.2023	

2.4.2.	The Draft Law “On Amendments to Some Legislative Acts of Ukraine to Improve Corporate Governance of Legal Entities whose Shareholder (Founder, Participant) is the State		VRU		02.05.2023	The Draft Law was registered in the Verkhovna Rada under No. 5593-d of July 6, 2021

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Audit of war damage” working group

July 2022

1. The main issues to be addressed in the Recovery Plan

In general, since the beginning of the war between russia and Ukraine, according to a quick analytical evaluation of the Kyiv School of Economics (hereinafter - KSE), the amount of direct documented damage to residential and non-residential real estate and other infrastructure as of June 13, 2022 amounted to more than $ 95.2 billion). Estimates of direct losses do not take into account the value of undamaged assets in the territories occupied after 24.02.2022 and the value of assets occupied and/or damaged before 24.02.2022.

The total indirect losses of Ukraine's economy are estimated at $ 126.8 billion or 3.7 trillion hryvnias.

According to the KSE team's evaluation, the total amount of needs for the reconstruction of Ukraine is $ 164.9 billion or almost 4.8 trillion hryvnias. At the same time, the assessment of the need for recovery does not take into account the total losses of the economy from the war (loss of GDP, investment, labor, etc.).

The total losses of Ukraine's economy due to the war, including both direct and indirect losses (GDP decline, investment cessation, labor outflows, additional defense and social support costs, etc.), range from $ 564 billion to $ 600 billion.

The main problem is to determine the amount of damages and the availability of all evidence for their proper compensation. As a result, the state will be able to determine losses, methods and objectives of assessment, to record evidence of losses properly; assess losses, store and use evidence and valuation results. The result of solving these issues will be as follows:

1. A unified conceptual approach and a methodology for determining losses, recording and storing information and evidence (depending on the purpose of the assessment) have been developed and implemented for state bodies, local self-government bodies, and stakeholders.

2. The state has information on the extent of destruction, indirect damage by industry and region, and has identified a financial need to restore damaged / destroyed assets for effective planning of its activities.

The methodological basis for determining losses is internationally recognized standards.

Key challenges in the field:

· Uncertainty of the ultimate objectives of the collection of information on losses and their assessment, as depending on the objectives of determining the amount of damage, different methods and approaches may be used;

· Lack of a unified approach to determining the amount and monetary value of losses incurred as a result of armed aggression, as well as responsible institutions in terms of damage assessment, because different authorities, NGOs, forensic experts determine losses based on their methods, which leads to different interpretations and certain amounts;

· Lack of a unified approach to the procedure for recording losses, which leads to social tension, chaotic actions, which in the future may cause outrage at the need to repeat certain procedures to obtain correct estimates, or lead to poor initial data for assessments;

· Lack of a single state electronic register (digital resource), where all data on losses and their assessment would be collected, accumulated and processed;

· Lack of the order for accounting data on damaged and destroyed things (movables, animals), while accounting for data on damaged and destroyed real estate (real estate, real estate) is provided by the resolution of the Cabinet of Ministers of Ukraine dated 26.03.2022 № 380 "On collection, processing and accounting for information on damaged and destroyed real estate as a result of hostilities, terrorist acts, sabotage caused by the military aggression of the russian federation. "

Key features:

· Subordination of the choice of approaches and methodology for assessing damages to the legal strategy for future claims against the aggressor state (for example, violation of the Convention on the Laws and Customs of Land Warfare of 18.10.1907; appeal to the Agreement between the Cabinet of Ministers of Ukraine and the Government of the Russian Federation investment of 27.11.1998, use of UN resolution A / RES / 60/147 or other options), as improper or incorrect preparation of evidence of damages may worsen Ukraine's position in the courts;

· Use at least two separate approaches to assess the amount of damage, namely: (1) preliminary (analytical) damage evaluation, which will be used mainly for crisis communication, policy assessments and a simplified methodology that can be used by ministries, other central and local executive authorities. However, these estimates will generally not be able to be used to pay compensation and cannot be considered as appropriate evidence in the courts; (2) detailed (object-by-object) assessment of damages, which will be carried out in accordance with the legislation on property valuation, land valuation, forensic examination, will be determined by experts with special qualifications and, unlike previous assessments, will be verified and have legal significance, and can be used for the following lawsuits (including in international courts and courts of other countries), compensation payments, etc.;

· The possibility, with the support of international technical assistance projects, to start creating a single information and communication geoinformation system and the State Register of Damage Caused by Armed Aggression - to record destruction and damage, including using a single cartographic basis, as well as remote zoning technologies for monitoring of mass damage and destruction.

Key constraints/framework:

· The main challenge for developing a recovery plan is the considerable uncertainty surrounding the lack of possible timelines when the war will end. There are several scenario plans to end the war (from the return to the borders of 1991/on 24.02.22 to the attempts of the Russian Federation to capture the entire territory of Ukraine and a significant number of options between them), which can significantly change the content and priorities of such a plan;

· It is very likely that the active phase of hostilities in the East and South-East of Ukraine will continue both during the work on the document and at the end of June - the expected period of presentation and approval of the plan. Estimates of the duration of this phase and the end of the war vary from a few months to several years.

2. Goals, objectives, stages of the Recovery Plan in the direction of "Audit of war losses"

2.1 Purpose - one or more generalized goals, proposed changes to solve problems in the area

A unified conceptual approach and action plan should be developed and implemented for state and local governments to identify the damage caused by the war, to unify the approaches and methods of such determination.

2.2 The main tasks indicating the necessary measures / steps for their implementation, divided into stages

· Setting loss targets and general approaches to achieving loss targets (in terms of each target);

· Identification of those responsible for the implementation of general approaches in terms of objectives;

· Unification of methodological support and digitalization of loss determination (including inventory, fixation of losses, determination of their volume, evaluation and storage of loss determination results);

· Identification of final executors of the processes of determining losses (inventory, recording of losses and their volume, assessment);

· Introduction of the main ways of coordination and interaction of state authorities and local self-government bodies in the processes related to the determination of losses;

· Establishing requirements for documents confirming the legality of damage due to war (elimination of falsified cases of damage not caused by hostilities) and belonging of the damages to the declared persons (documents confirming the right of ownership or use of destroyed / damaged property);

· Developing approaches to the possible preservation of destroyed / damaged objects with a view to their possible further use in lawsuits;

· Development of the necessary changes in the legislation to determine the terminology, rights and obligations of the parties, the peculiarities of the exercise of powers by public authorities, including the temporary management and storage of destroyed / damaged property.

Proposed national projects and relevant regulatory and legal support

Project description	Justification	Criteria / indicators of the proposal implementation (quantitative or qualitative)	The main responsible state body	Estimated need for financing (UAH million)	Proposed sources of funding	Regulatory and legal support
Creation of unique state information and communication system for the collection, accumulation, accounting, processing, storage and protection of information (documents) about damaged and destroyed property, spatial coordinates of objects, persons whose property is damaged or destroyed, damage and losses caused by the damage of such property, and other information, using a cartographic basis and information products of remote sensing of the Earth, in particular space photography.	The need to implement a unified approach to the collection, accumulation, accounting, processing, storage and protection of information (documents) about damaged and destroyed property, spatial coordinates of objects, persons whose property is damaged or destroyed, damage and losses caused by damage to such property, in order to carry out law enforcement activities, prepare lawsuits for international disputes, conduct assessments, manage recovery projects, as well as the queue for compensation / square meters, carry out analysis and public control over the recovery process.	Phase I (July 2022) - creation and implementation of the State Register of property damaged and destroyed as a result of hostilities, terrorist acts, sabotage caused by military aggression of the Russian Federation (MVP for real estate) Phase II - development of a business process for collecting and processing information on damaged and destroyed movable property Phase III - collection and processing of information about damaged and destroyed movable property in the information and communication system	Ministry of Infrastructure Ministry of Regional Development Ministry of Reintegration Ministry of digital transformation Ministry of Justice Ministry of Culture State Property Fund MIA SES local governments military administration	tbd	international technical assistance	Law of Ukraine, which, in particular, will provide for the creation and operation of a single register, which will accumulate and store all information and data on damages caused by armed aggression Procedure for maintaining the State Register of property damaged and destroyed as a result of hostilities, terrorist acts, sabotage caused by the military aggression of the russian federation Resolution of 26.03.2022 № 380 On the collection, processing and accounting of information on damaged and destroyed real estate as a result of hostilities, terrorist acts, sabotage caused by military aggression of the russian federation

Creation and filling of the Unified register of objects of the state and municipal property on single methodological bases in the order established by the Cabinet of Ministers of Ukraine	Today there is a Unified Register of State Property, the software of which is outdated. There is no single unified approach to the accounting of communal property. This situation complicates the comparison and identification with the objects that have suffered damage, as well as makes it impossible to work analytically with the relevant data. Purpose: to create on a single modern IT platform a centralized information resource (portal), which should unite all assets (enterprises, institutions, organizations and property) that belong to the state in terms of subjects of management of state property as well as of territorial communities.	Technical tasks for the new software are developed, the order of maintaining the register is approved, the software is developed and adjusted, digital data are collected and transferred to the Unified register	SCMU SPFU Ministry of digital transformation Ministry of Regional Development local governments Ministry of Economy Ministry of Finance Ministry of Justice State Geocadastre Ministry of Infrastructure Derzhkomstat, national securities commission	tbd	internatio nal technical assistance	Development and adoption of the Law of Ukraine on Amendments to the Laws of Ukraine “On Management of State Property” and “On Local Self-Government”, as well as the Law of Ukraine on Amendments to the Code of Ukraine on Administrative Offenses and the Criminal Procedure Code of Ukraine on improving the state policy of management of state and communal property (determination of liability for failure to enter information in the Unified Register). Development and adoption of Resolutions of the Cabinet of Ministers of Ukraine on the procedure for maintaining the Unified Register of State and Communal Property (to replace the resolutions of April 14, 2004 №467 “On approval of the Regulations on the Unified Register of State Property” and 30.11.2005 № 1121 “On approval of the Methodology conducting an inventory of state property ”)

DRAFT

REPORT ON DIRECT INFRASTRUCTURE DAMAGES, INDIRECT ECONOMIC LOSSES AND PRELIMINARY ASSESSMENT OF UKRAINE'S RECOVERY FINANCING NEEDS

Contents

1. General conclusions

2. Assessment methodology:

2.1. Key terms

2.2. Damages assessment

2.3. Losses assessment

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3. Damages, losses and preliminary needs assessment by sector breakdown:

Social sector

- Housing and administrative buildings
- Healthcare facilities
- Educational institutions and scientific infrastructure
- Social services
- Culture, religion, sports, and tourism

Productive sector

- Industry and business services
- Commerce
- Agri sector and land resources

Infrastructure

- Transportation infrastructure
  - Roads
  - Railway infrastructure
  - Aviation industry
  - Water transport
- Postal services
- Digital infrastructure
- Vehicles
- Energy
- Housing, utilities and communal services

Financial sector

Environment

Executive Summary

On February 24, 2022, an unprovoked full-scale Russian invasion of Ukraine took place. Since the beginning of the war, Ukraine's losses have been enormous: thousands of civilians have died, dozens of cities have been damaged, hundreds of infrastructure facilities, medical, social and educational institutions, enterprises, and thousands of homes have been destroyed.

Within the National Council for the Recovery of Ukraine, a preliminary assessment of Ukraine's damages, losses and recovery needs from the war with Russia was conducted.

This report presents the results of the assessment of the damages to Ukraine's physical assets; preliminary assessment of losses by sector breakdown, as well as preliminary assessment of the reconstructions and in part - of recovery needs (excluding additional needs for modernization, investment projects, etc.).

The report covers the period from February 24 to **June 13, 2022.**

This report covers only damages and reconstruction needs directly related to russia's military aggression, and **does not cover financial needs for modernizing Ukraine's economy.**

The total amount of Ukraine's recovery needs, as of June 13, 2022; breakdown by type of needs.

The damage assessment was carried out within the National Council for the Recovery of Ukraine by the Kyiv School of Economics (KSE) together with the Ministry of Communities and Territorial Development, coordinated by the Ministry for Reintegration of the Temporarily Occupied Territories and in cooperation with line ministries and the National Bank; the assessment of losses and preliminary reconstruction and recovery needs was carried out by the KSE team, taking into account contributions from central executive bodies.

The assessment of environmental losses was carried out by the team of the Ministry of Environmental Protection and Natural Resources, together with partners, according to its own methodology, and currently contains only certain/ fragmentary estimates of the financial costs of environmental damage caused to Ukraine as a result of hostilities.

The overall assessment of damages and losses under this report was carried out according to the World Bank methodology, and in close collaboration with the World Bank team, but taking into account the significant amount of microdata collected by relevant authorities after the full-scale war outbreak.

The assessment methodology involves the use of indirect methods, statistics and certain assumptions, in particular on the extent of damage in areas where active hostilities are still underway, physical inspection of which is limited due to danger (e.g. mining) or in areas occupied by the aggressor. To calculate the value of damaged and/ or destroyed assets, the average values calculated on the basis of data from the State Statistics Service, line ministries, Prozorro tenders, etc., and adjustment ratios according to the level of damage to objects are used. To calculate the value of damaged or destroyed assets of large industrial facilities, identified institutions, information from the financial statements as of the last available date is used.

At the same time, the receipt of information on the actual (compared to the preliminary assessment) state of damage to facilities in the liberated and controlled territories of Ukraine is used as a proxy to clarify assumptions about the level of damage and the extent of destruction.

The research methodology is described in more detail in the relevant section of this report.

Damages assessment

As of June 13, the total amount of damages to residential and non-residential real estate and other infrastructure **counts over $95.5bln or approximately UAH 2.6 trillion (at replacement cost).**

The largest share in the total damages belongs to residential buildings (39% or $36.8bln) and infrastructure (33% or $31.3bln). Damages of business assets amount to at least $8bln and are growing rapidly. Another $4.3bln is the damages of the agricultural sector.

Damage of public sector facilities (social facilities and institutions, educational, scientific and health care institutions, cultural, sports facilities, administrative buildings, etc.) amount to about $6.7bln.

Damages are estimated at the replacement cost (market value of an appropriate analogue that could be purchased before the military aggression, at the $/ UAH exchange rate as of December 31, 2021). Damages do not take into account undamaged assets in the territories occupied after 24.02.22 and the assets occupied and/ or damaged before 24.02.22.

The most affected are the regions of Ukraine in which direct hostilities took place: Donetsk (25% of damages in monetary terms), Kharkiv (18%), Luhansk (over 13%), Mykolaiv (9%), Zaporizhzhia (7%), Kyiv (7%) and Chernihiv (6%) regions.

Losses, by sector breakdown

The total preliminary assessment of losses of Ukraine's economy are $126.8bln or UAH 3.7 trillion (as of June 13, 2022).

Missile attacks cause great damage to industry, infrastructure and other assets. This leads to a complete or partial shutdown of a significant number of enterprises and institutions, which, in turn, results in significant indirect losses.

The largest share belongs to the business assets and industry – $28.7bln, the agri sector and land resources - $23.4bln. $ 23.3bln is indirect losses to trade.

This estimate does not take into account the total economic losses from the war (GDP decline, cessation of investment, outflow of labour force, additional defence and social support costs, etc.), which according to joint estimates of the Ministry of Economy and KSE, range from $564bln to $600bln.

Reconstruction and recovery needs

According to preliminary estimates, **Ukraine's reconstruction needs amount to $165.1bln or almost UAH 4.8 trillion**. This assessment **does not take into account the need to implement other modernization projects than related to the war time damages.**

The recovery needs include technological modernization and the principle ‘Build Back Better’ when rebuilding destroyed assets, and are assessed in prices and official $/ UAH exchange rate as of June 2022.

Ukraine's housing stock reconstruction needs are the biggest – $57.9bln. Another $41.8bln will be needed to rebuild infrastructure assets, at least $17.5bln – to restore full-fledged agricultural sector operations; $17bln – to restore the business assets and activities.

The assessment of reconstruction needs is preliminary and subject to further clarification. As the war is still going on, it is difficult to predict how many citizens will return to Ukraine and their regions of residence after the end of the war. This makes it difficult to forecast changes in the volume of demand for public services by region; the demand for the social infrastructure, etc. Recovery needs should also take into account the territorial development plans designing; energy balance forecast; prospects for development/ unblocking of trade routes, etc. Therefore, at the

moment there is no final vision of all sectoral development strategies to be assessed in the recovery needs.

Another limitation of the current assessment is that it does not take into account the damage caused by the war to the equipment of enterprises; additional measures to strengthen the institutional capacity of the authorities to support Ukraine's economic recovery; as well as total economic losses from the war (loss of GDP, investment, labour forces, etc.).

The comprehensive assessment of demining needs also yet needs to be made due to the limited information on the forestry, waterways' mining pollution, except modest estimates for the agricultural sector ($0.5bln) and tourism ($0.2bln). According to the World Bank's assessment, demining all territories (including forests, waterways) requires more than $70bln.

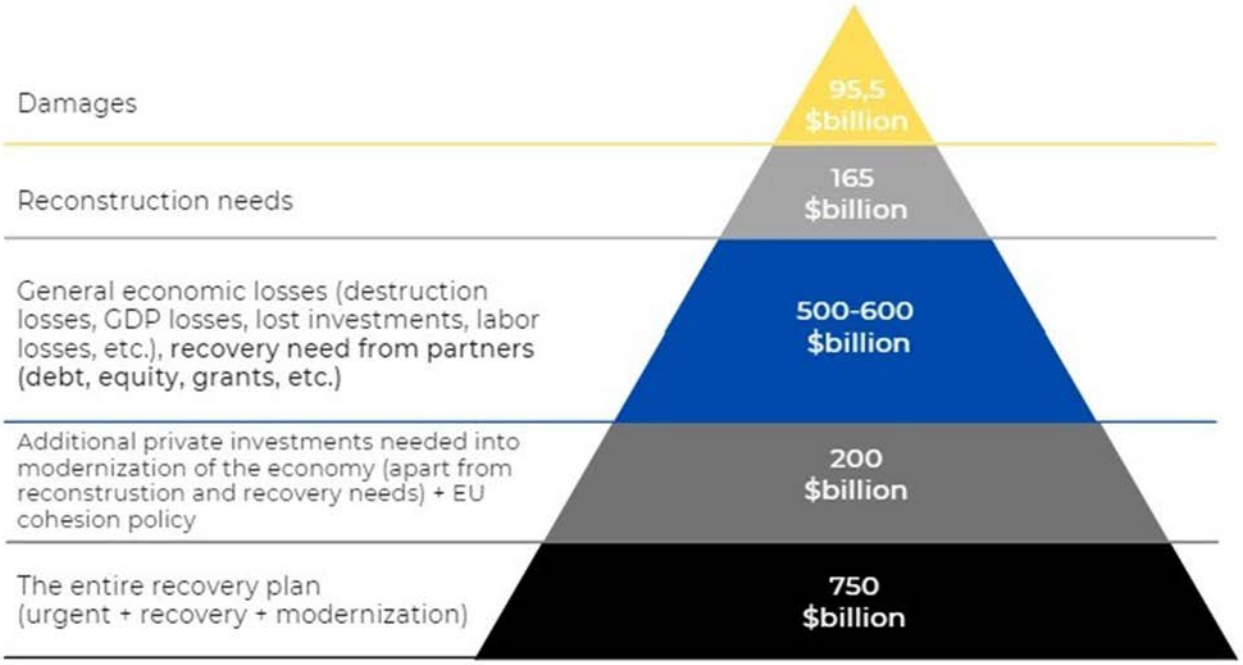
Thus, the total needs including demining are close to 235 $bln.

Damages, losses and reconstruction and recovery needs by sector breakdown, in monetary terms, as of June 13, 2022, $blns

Property type	Damages	Losses	Reconstruction and recovery needs
Housing	36.8	2.7	57.9
Transportation infrastructure	31.3	17.7	41.8
Industry and business services	8.0	28.0	16.8
Agri sector and land resources	4.3	23.4	17.5
Social services	0.2	6.4	6.6
Vehicles	2.3	0.2	4.6
Education	3.5	2.1	4.4
Commerce	2.1	23.3	3.9
Energy	1.8	11.6	3.5
Health care	1.5	2.7	2.3
Utilities	1.3	2.3	1.7
Culture, religion, sport, and tourism	0.7	4.3	1.6
Administrative buildings	0.9	0.1	1.3
Digital infrastructure	0.6	1.1	1.0

Financial sector	0.02	0.2	0.02
Total	**95.5**	**126.8**	**165.1**
Additional needs for demining			
Demining (according to the World Bank preliminary assessment)			**70**
Total, with demining			**235,1**

Chart 1. General needs for financial support of Ukraine, $ billion



Introduction

The war launched against Ukraine by the russian federation on February 24, 2022, became the largest military conflict in Europe since the World War II. The aggressor undertakes its standard methods of combat previously used in Syria and Chechnya with the maximum use of indiscriminate attacks, artillery and rocket fire on settlements, including the largest cities of Ukraine, as well as on critical and other infrastructure facilities.

This results in significant civilian casualties, both as a result of direct hostilities and numerous war crimes. According to the UN, as of June 14, 2022, 4,432 Ukrainians were officially killed and another 5,499 were injured. 288 children were killed and at least 527 were injured. Information on civilian casualties during the war has been delayed considerably and, in all likelihood, does not cover the number of casualties in the occupied territories and does not take into account the deaths of Ukrainian servicemen.

It also leads to large-scale destruction and damage to housing, office buildings, infrastructure facilities, cultural and architectural sites throughout the country, and especially in areas of active hostilities. In the first weeks of the war, in late February – early March, hostilities took place in 10 regions. As of the beginning of June 2022, hostilities continue in Kharkiv, Luhansk, Donetsk, Kherson, Mykolaiv, Zaporizhzhia and Dnipropetrovsk regions. The cities that suffered the most during the war include Mariupol, Kharkiv, Chernihiv, Sievierodonetsk, Lysychansk, Sumy, Rubizhne, Izium, Mykolaiv, and Bakhmut.

The extremely massive nature of damage and destruction, the continuation of active fights, the constant change of the front line, as well as the lack of physical access to a large number of settlements make it difficult to conduct a detailed, objective, comprehensive assessment of damage. Prior to the full-scale invasion, 43,300 sq. km of Ukrainian territories were occupied, which made 7% of Ukrainian territory. Currently, the uncontrolled area is 2.9 times larger and is more than 20% of the total area of Ukraine. However, the use of indirect valuation methods allows to make preliminary calculations on the total volume and structure of damages to physical assets (residential, non-residential buildings; infrastructure); losses of the economy by sector breakdown, as well as needs to rebuild the damaged assets.

This report presents such assessment of damages, losses (by sector breakdown) and preliminary assessment of the reconstruction and recovery needs (excluding additional needs for modernization, investment projects, etc.).

The date on which this estimate is valid is **June 13, 2022.**

The assessment is based on the methodology used by the World Bank and described in the Bank's key methodological documents[1][2][3], taking into account the limitations that exist in Ukraine, in particular the availability of datasets.

Damages assessment is updated on a regular (weekly) basis, based on the latest micro data on damages available. This allows to quickly adjust assumptions used in the assessment as the available and verified micro data is used as a proxy to assess the damage to other assets and/ or regions where such microdata is limited. Therefore, the assessment methodology provides a more accurate approach than purely indirect methods. In the meantime this led to a slight reduction of the damage value in categories of roads, airports, and housing **(Chart 2).**

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[1] Jovel, Roberto J .; Mudahar, Mohinder. 2010. Damage, Loss, and Needs Assessment Guidance Notes: Volume 1. Design and Execution of a Damage, Loss, and Needs Assessment. World Bank, Washington, DC. https://openknowledge.worldbank.org/handle/10986/19047

[2] Jovel, Roberto J .; Mudahar, Mohinder. 2010. Damage, Loss, and Needs Assessment Guidance Notes: Volume 2. Conducting Damage and Loss Assessments after Disasters. World Bank, Washington, DC. https://openknowledge.worldbank.org/handle/10986/19046

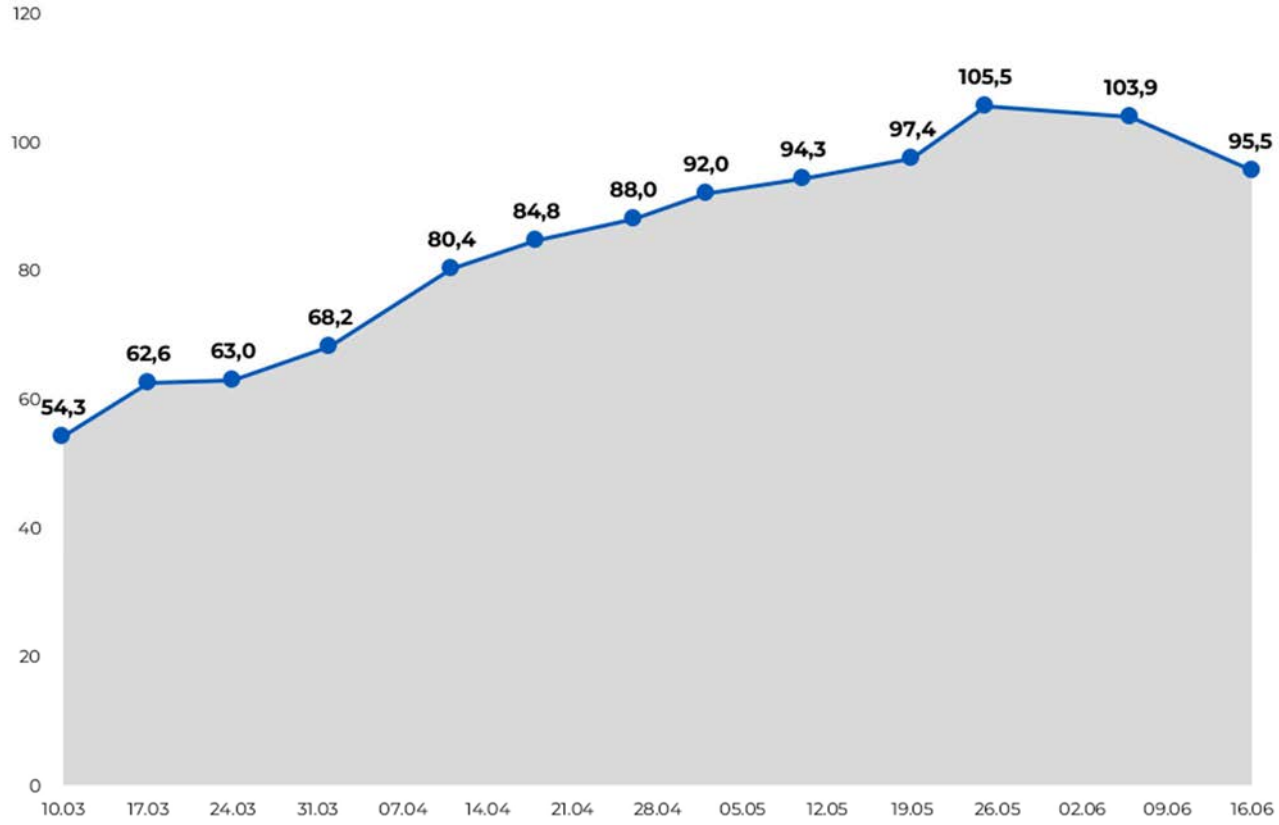
[3] Jovel, Roberto J.; Mudahar, Mohinder. 2010. Damage, Loss, and Needs Assessment Guidance Notes: Volume 3. Estimation of Post-Disaster Needs for Recovery and Reconstruction. World Bank, Washington, DC. https://openknowledge.worldbank.org/handle/10986/19045

Recovery needs assessments as well is subject to regular updates going further, taking into account the determination of sectoral recovery strategies; development of territorial development plans, etc.

The final assessment of the damages, losses and needs assessment is possible only after the war ends in Ukraine.

The report is based on a sectoral principle. At the end of the report there are summary tables with the relevant data for each sector/ industry.

Chart 2. Dynamics of the total damages assessment reflecting adjustments made on obtaining microdata for different sectors, $blns.



Source: Kyiv School of Economics

General principles of assessment methodology

The assessment is carried out by the Kyiv School of Economics, in partnership with the Ministry of Development of Communities and Territories of Ukraine, in coordination with the Ministry for Reintegration of the Temporarily Occupied Territories, and in cooperation with other central authorities, also taking into account information received from military-civilian administrations. The assessment is based on the World Bank's Damage, Loss, and Needs Assessment Guidance Notes, Volumes 1-3, and FAO[4] (Methodology For Damage And Loss Assessment). The assessment is carried out by an indirect method and in close collaboration with the World Bank team.

According to WB methodologies, the assessment of recovery needs includes three steps, which are carried out in sequence: (1) damages assessment to physical assets; (2) losses assessment; (3) assessment of reconstruction and recovery needs.

Key terms:

Damages – total or partial destruction of physical assets existing in the affected area;

Losses – a decrease in the number and value of flows (production, sales of goods and services, cash flows) caused by external factors; temporary changes in economic flows as a result of the war. Losses arise from the moment of invasion to the moment of achieving full economic recovery and reconstruction, which often lasts for many years. In the case of this assessment, this period is 18 months, starting in June 2022, as well as the first three months of the war (a total of 21 months). Losses are expressed in current monetary value.

The replacement cost is the cost of replacing the property with its equivalent at market prices prior to the war start (for the purposes of this report – in December 2021).

The recovery needs include the cost of repairing and replacing damaged assets based on the market price existing immediately after the end of the war, or in this case, the cost of replacement as of June 2022; the Build Back Better principle – that is, measures to improve functionality, energy efficiency, universal access, sustainability and the necessary upgrades. On top of that recovery needs can include part of losses, for example, for clearing debris, demining; additional costs of service providers associated with the restoration of basic services; and providing equitable and accessible services to vulnerable groups and affected population.

Damage assessment methodology:

Damage assessment is calculated in replacement cost; does not take into account objects in Ukrainian territories occupied after 24.02.2022, but considered undamaged.

For the calculation, micro data (where available) and assumptions (where unavailable) about the level of damage is used, according to three coefficients (no damage; damage up to 40%; damage above 40%, which according to the WB approaches is equal to the need for complete reconstruction/replacement of the object). 4 coefficients are applied to buildings (0% of damages; up to 10% of damages; up to 40% of damages; above 40%).

To clarify the assumptions about the level of damage, data from the analysis of satellite and aerial photographs of individual areas are used. High-precision images from drones collected by the Rebuildua project initiated by SmartFarming and Vkursi Zemli were used to calculate the damage to the infrastructure of cities, villages and settlements in Kyiv region (Moshchun, Horenka, Ozera,

[4] https://www.fao.org/3/ca6990en/CA6990EN.pdf

Pushcha-Vodytsia, Zabuchchia). Thanks to cooperation with the World Bank, access to Maxar's images has been gained, which will help clarify the degree of destruction in other cities of Ukraine in the coming months.

Data collection/ in-depth interviews with market participants/ enterprises are also conducted to improve understanding of the damage level.

Damage to large facilities (airports, large industrial enterprises, ships, aircraft, etc.) is assessed individually using financial statements. Individual coefficients of destruction can be used to estimate large infrastructure objects. The value of fixed assets as of the beginning of 2021 is taken for the identified enterprises. Medium-sized objects that can be counted (schools, hospitals, shops, cultural facilities, etc.) are valued at the average unit cost (estimated from financial statements, Prozorro tenders, etc.). Mass facilities (real estate, vehicles, small business assets) and networks (road and rail, electricity and gas distribution, telecommunications) are estimated via indirect methods, a combination of relevant regional statistics and the level of damages for individual regions or cities.

The assessment includes only losses from destruction/ ruining of buildings, not taking into account the cost of equipment. These estimates will be gradually added in the next stages of updating the indicator.

Losses assessment methodology:

This estimate is preliminary, and includes the main "side" effects of the loss suffered by different sectors as a result of the war, in particular: loss of potential income incurred by citizens, the state, businesses and additional expenditures of the state, business entities, citizens incurred as a result of the war. Such lost income and additional expenditures could be used by producers to finance their current activities (including the payment of wages, taxes, etc.), investment in working capital, or capital investment to expand production.

Losses are estimated in relation to our defined baseline scenario, which reflects the basic scenario of economic development without war. In determining the baseline scenario, we used data on production, consumption and trade for the 2021 calendar year (or the last reporting year for which official statistics are available).

To determine losses by project analysts use a regional approach, according to which differentiated loss coefficients were used (according to the duration and/or intensity of hostilities in the region, and, accordingly, the expected production losses). The losses assessment was carried out taking into account the industry specifics, which are described in more detail in the following sections of the report in the relevant areas.

The starting point for estimating losses is the period from the beginning of the war (February 2022) to the moment of full recovery of the economy and infrastructure, complete resolution of social and humanitarian challenges arising from the war. We anticipate that the resumption of such business chains and processes will take **more than 18 months, starting in June 2022. Thus, the total period for which indirect losses are calculated is 21 months (March 2022 - November 2023),** with certain exceptions for industries where the recovery of economic activity will take longer (e.g., horticulture, animal husbandry).

Reconstruction and recovery needs assessment methodology:

The needs for economic recovery reflect a mutually agreed vision of the recovery strategy of Ukraine as a whole and of each sector of the economy in particular as an important prerequisite

for the planning of the reconstruction process, which is designed to restore the country's economic capacity and solve the social and humanitarian challenges that arose as a result of the war. The assessment of Ukraine's recovery needs is based on estimates of damages and losses, described in the relevant sections.

This assessment **does not take into account the need to implement other modernization projects than related to the war time damages.**

According to international approaches, recovery needs are calculated as the aggregate need for financing the recovery of destroyed and damaged assets, which includes:

- the cost of restoring destroyed/damaged assets, taking into account the Build Back Better principle;
- multi-year inflation (for objects that will be reconstructed/built after 2022)
- the Government's vision of structural changes that should occur, for example:
    - changing the location for individual objects (and, accordingly, the costs of land acquisition; relocation of enterprises and employees);
    - a change in the demographic structure of the population, the movement of the population inside and outside the country, and accordingly - a change in the structure of citizens' demand for public services by region;
    - replacing outdated facilities/objects with fundamentally new, more economically justified and energy efficient ones;
- sequence and priority of recovery needs (building a timeline of recovery needs, taking into account real opportunities and priority in recovery)
- the additional need for liquidity for business entities to resume their activities (usually calculated as a ratio of the volume of annual losses);
- an additional need to strengthen the institutional capacity of the Government to support economic development/relaunch of economic entities, for example, the launch of additional electronic services; registers; creation of credit institutions, etc.

As part of this report, the preliminary recovery needs assessment was built on these principles and takes into account the following approaches.

(1) Reconstruction and Transformation. We took into account the needs for reconstruction and rebuilding of damaged infrastructure considering the Build Back Better principle and thus taking into account the additional need for:

- ensuring the energy efficiency of buildings, productions;
- building bomb shelters;
- technological modernization.

(2) Recovery. The restoration of economic activity will require, among other things, the restoration of liquidity of business entities and organizations (to the pre-war level), investments in lost working capital, restoration of personnel potential, accounting and management systems, etc. We estimate such a component of recovery needs as a function (share) of the lost income of such business entities as a result of the war. The assessment of needs has industry-specific features, which are described in more detail in the following sections of the report by relevant areas.

In the meantime, taking into account ongoing military conflict on the territory of Ukraine, within the framework of this report **the preliminary needs assessment was carried out with a number of limitations:**

(1) The assessment of Ukraine's recovery needs is carried out in current prices. Since we assume that the process of reconstruction of physical infrastructure objects will take at least 10 years, the assessment of reconstruction needs in future periods should be adjusted for the level of expected inflation.

In the meantime, as the war still goes on, the current needs assessment does not take into account long-term inflation and uses current prices as of June 2022. According to preliminary calculations of the Ministry of Development of Communities and Territories of Ukraine, the increase in prices for construction materials in June 2022 compared to December 2021 is about 27%. The recovery needs are assessed at the official $/ UAH exchange rate as of June 13, 2022.

Another significant factor is the availability and price fluctuations of construction materials, both on the Ukrainian and international markets.

(2) Current needs assessment does not take into account changes in the scope of service provision due to significant demographic changes in Ukraine; additional measures to strengthen the institutional capacity of authorities.

(3) Another limitation of the current assessment is that it does not count for the monetary value of damages and needs for the environmental recovery. The assessment of environmental damage was carried out by the team of the Ministry of Environmental Protection and Natural Resources, together with partners, according to its own methodology, and currently contains only certain/ fragmentary estimates of the financial costs of environmental damage caused to Ukraine as a result of hostilities.

(4) Current needs assessment does not take into account the general losses of the economy from the war (loss of GDP, investments, labor force, etc.).

SOCIAL SECTOR

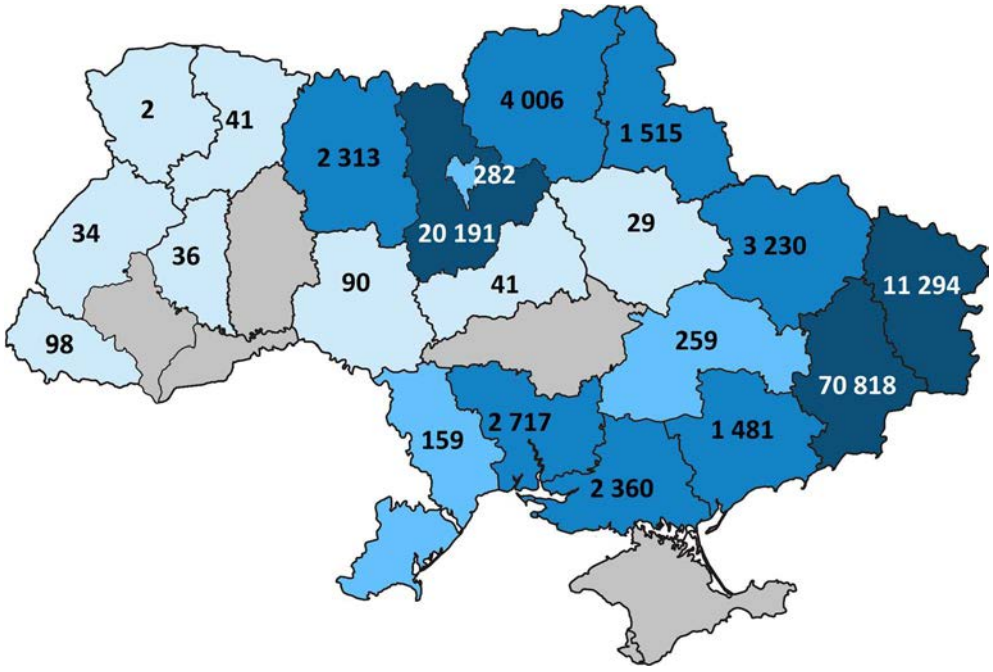
Housing and administrative buildings

Massive rocket and artillery shelling led to massive destruction of the housing stock in cities, especially those located near/on the front line. According to preliminary estimates, as of mid-June 2022, more than 50% of the housing stock was damaged or destroyed in 23 cities and towns as a result of hostilities in the Russian Federation. This creates a need not only for the reconstruction of individual buildings, but also for the comprehensive reconstruction of whole cities, the development of new urban planning documentation, etc.

The housing stock of cities such as Mariupol, Kharkiv, Chernihiv, Severodonetsk and Lysychansk suffered the greatest destruction. In some cities, it is as high as 90-95%. The number of damaged residential buildings is increasing due to the continuation of hostilities in Kharkiv, Luhansk, Donetsk, Zaporizhzhya, Kherson, and Mykolaiv regions.

The total number of destroyed or damaged housing stock is about **121 thousand buildings**, of which 107.8 thousand are private houses; 13.1 thousand are multi-apartment buildings; and also about 100 dormitories.

Map 1. Regional distribution of the number of destroyed or damaged objects of the housing stock



The total area of damaged or destroyed objects is 61.0 million square meters[5], which is 6% of the total housing stock of Ukraine. Of them, almost one third is completely destroyed.[6]

Thus, the housing of about 1 million households (about 2.6 million people) is damaged or destroyed.

[5] When calculating the total area of private and apartment buildings, the average area of buildings was used, which was calculated as the mean based on the analysis of object-by-object data on damage and destruction by regions and by types of buildings. In regions where there were no site-specific data, the value of the average building area of neighboring regions was chosen as the basis. These values may change as a result of detailed on-site technical inspections of buildings.

[6] The distribution of data on the damage level was based on the analysis of object-by-object data. In the regions where active hostilities are taking place (Donetsk, Zaporizhia, Luhansk, Kharkiv and Kherson) and there is no detailed information on the degree of destruction, it was assumed: that of the total number of objects 5% with a degree of destruction of the building up to 10%; 55% - with the degree of destruction of the building from 10% to 40%); 40% - with a degree of destruction of the building over 40%.

In moonetary terms, damage to the housing stock is $36.8bln.[7] This is the largest item among asset types. This is more than a third of the total amount of damages.

To restore housing to its previous state, the following should be done:

- new construction;
- capital repair or reconstruction of residential buildings;
- cosmetic repair of residential buildings;
- restoration of the adjacent territory near residential buildings (fences, benches, landscaping, children's and sports grounds, etc.);
- purchase of durable goods (furniture, household appliances, consumer electronics etc.).

In addition, 511 administrative buildings were destroyed, of which: 494 are buildings of state or local administration bodies; 17 are centers for the provision of administrative services. In monetary terms, damages for administrative buildings is $0.9bln.

The risk of shelling, the destruction of housing, and the loss of lives led to the need to evacuate more than 12 million citizens. 5.1 million of them left Ukraine; another 7.2 million citizens became internally displaced persons (ISPs). To support such citizens, the Government assists them in provision of temporary housing, including:

- compensation of expenses for owners of housing temporarily housing internally displaced persons who moved during the period of martial law ("Shelter" program, in accordance with the resolution of the CMU of March 19, 2022 No. 333). As of June 13, 2022, the government has allocated UAH 100 million by the end of 2022, such losses may increase to UAH 1.7bln ($60 million);
- compensation to local budgets for the payment of communal services provided during the placement of temporarily displaced persons during martial law in buildings (premises) institutions, enterprises, institutions and organizations of state and communal ownership, educational institutions of private ownership. By the end of 2022, such losses may increase to UAH 3.0bln ($100 million).

Additionally, losses include the costs of dismantling destroyed or damaged buildings and removal of construction materials amounting to **$2.5bln** (estimated at approximately $80 per sq. m. of a building). For administrative buildings the respective loss is 60 million.

The reconstruction of housing will require significant investments, since the new housing will be built considering the "build back better" principle, which involves compliance with modern standards regarding:

- security (availability of a bomb shelter, fire exits, etc.);
- energy efficiency (compliance with thermal insulation requirements);
- accessibility (availability of a ramp, elevator, etc.).

Finally, a major factor that would affect the cost of reconstruction will be a significant increase in the prices of construction materials, in particular cement, concrete, reinforcement, glass, etc.

According to preliminary estimates, the total cost of repairing and rebuilding damaged and destroyed housing would cost at least UAH 1,614bln ($55.2bln). For administrative buildings, this is UAH 36.7bln ($1.3bln). (See Appendix 1).

[7] When calculating direct losses, the values of the indirect cost of housing construction by regions of Ukraine as of January 1, 2022, approved by the order of the Ministry of Regional Development of February 17, 2022 №53, as well as other components of replacement cost calculated on the basis of market values and expert assumptions.

Health care

Documented damages of healthcare facilities amount to $1.5bln. In total, since the beginning of the war, at least 779 health care facilities have been damaged or destroyed.

The health care facilities whose damage is assessed as part of the project include hospitals, polyclinics, dentistry, consulting and diagnostic centers, medical offices, paramedics and midwives, dispensaries, rehabilitation and health centers, laboratory centers andblnood centers, outbuildings of health care facilities health. Losses from destruction caused to private medical facilities are calculated separately.

Data on the destruction of healthcare facilities was obtained from the Ministry of Health (for public facilities), microdata (for private facilities) and from open sources.

Information on the number and cost of beds, area of the objects, the cost of square meter and cost of similar objects in the Prozorro public procurement system, as well as data from open sources on the degree of damage to objects is used to calculate losses.

Damages to healthcare facilities account for about 1.3% of the total cost of losses in Ukraine. Dispensaries (268) and hospitals (227) are the most destroyed or damaged types of facilities, while hospitals accounted for more than 34% of the cost of all damages in the industry. As of June 13, at least 24 private medical facilities were damaged. However, the documented losses include primarily state institutions.

The next step is also the detailing of other sectoral losses — institutions of medical education, forensic medical examination and others.

Losses to the industry are more than double than the damages. The total losses are estimated at $2.7bln. The absolute majority of this amount — $2.7bln — are losses of private health care facilities revenues due to business interruption, damages, security threats, occupation, as well as due to the decline in consumer spending due to population displacement and decline in disposable income. The rest of the losses are due to the reduction of budget expenditures under individual programs.

In order to assess the loss of revenues of private health care institutions due to the suspension of activities and the decline of consumer demand, statistical data on revenues under section 86 "Health Care" of the Classifier of Economic Activities was taken.

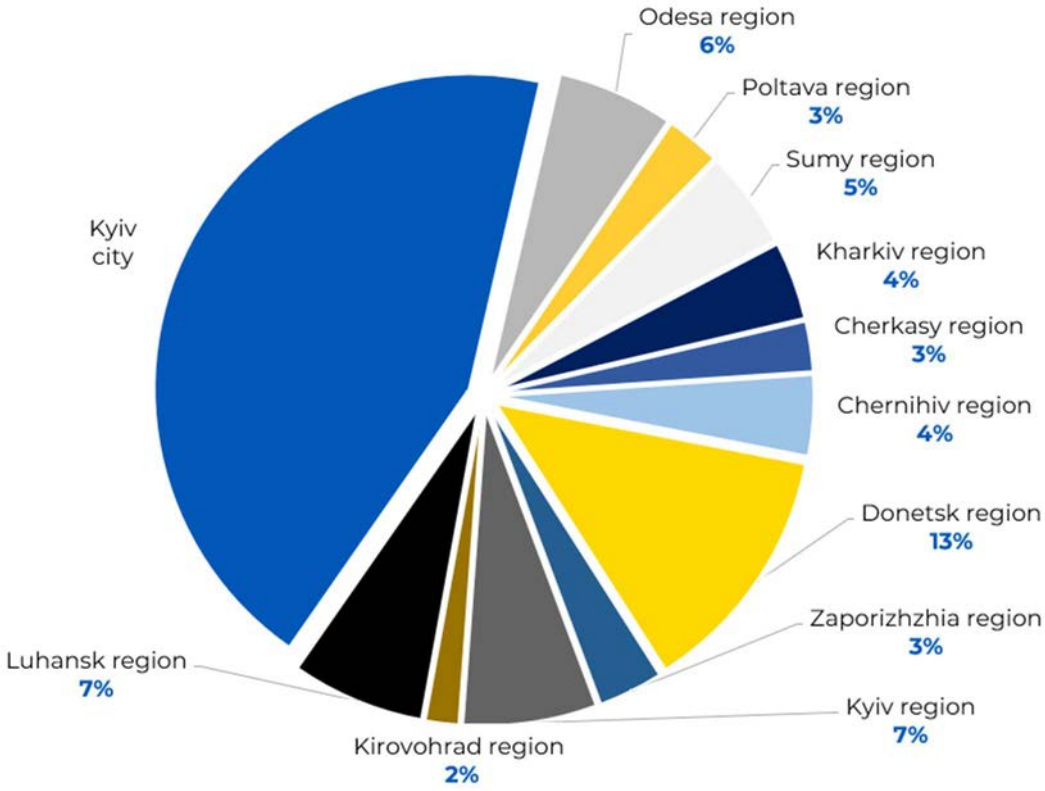
The data on revenues under this section was weighted by coefficients set arbitrarily for regions taking into account information about the degree of damage to the physical infrastructure of the region, the duration and intensity of hostilities, the duration and current status of the occupied/de-occupied territory and the share of residents who moved out and into the region (according to the data of the mobile operator).

Also, taking into account that statistical data on the revenues of companies by type of economic activity is available for 2020 only, an adjustment by the growth of nominal GDP in hryvnia for 2021 was introduced. Given that the statistical data and budget expenditure reductions refer to a calendar year, the data was extrapolated for the assessment period of 21 months from the beginning of the russian invasion.

The assessment of losses of the industry resulting from the reduction of budget spending due to change in spending priorities during martial law was made based on data on budget programs in Resolutions of the CMU dated March 10, 2022 No. 245 and dated April 19, 2022 No. 465.

The key factor for the losses of the economy are decreased revenues of the medical facilities. In addition to the direct impact of hostilities, a significant factor is the decline in consumer demand due to the temporary displacement of the population, the regional distribution of losses is also impacted by the scale of the industry in the region.

Chart 3. Regional distribution of private medical institutions losses



The total recovery needs are about UAH 68.4bln or $2.3bln. Of these, almost UAH 62bln is the cost of rebuilding destroyed and damaged facilities.

The needs consist of an assessed cost of rebuilding the health care infrastructure, taking into account modern requirements for energy conservation and security requirements (installation of bomb shelters), as well as working capital recovery of state, communal and private health care institutions.

Recovery needs were calculated as follows:

The cost of restoring healthcare facilities and other buildings (administrative, dormitories, etc.) is calculated based on the damage assessment, taking into account the "build back better" principle, which involves compliance with modern safety standards (a bomb shelter, fire exits, etc., correction factor 1.125) and energy efficiency (compliance with requirements for thermal insulation, correction factor 1.1).

Also, the cost of restoring destroyed and damaged medical facilities is significant due to the need to use modern medical technologies and standards (Appendix 2).

Educational institutions and objects of scientific infrastructure

One of the biggest victims in terms of the number of destroyed, damaged and lost infrastructure objects are science and education. In total, more than 2,000 educational facilities were damaged as a result of the war. Additionally, the war interrupted the educational process, and the state was forced to reduce budget expenditures in this field to direct part of the "educational" funds to more urgent needs of the state (primarily defense, addressing the consequences of damages and increased need for social protection).

Documented damages from the destruction of educational institutions amount to $3.5bln. In total, as a result of hostilities, at least 196 educational and objects were destroyed and 1865 objects of educational infrastructure and at least 90 scientific were damaged.

The educational institutions whose damages are assessed as part of the project include preschool (kindergartens), secondary (schools), vocational, extra-curricular, pre-higher (colleges and

technical schools), higher (institutes, universities, academies) and specialized education institutions.

The main damages in the field of education concern secondary, pre-higher and technical schools, due to their prevalence and attractiveness to be used during hostilities by the aggressor's manpower. Despite active fighting took place in 11 regions, educational institutions were damaged in 18 regions. There are no losses from the damages and destruction of educational institutions in the Volyn, Zakarpattia, Ivano-Frankivsk, Poltava, Ternopil, and Chernivtsi regions.

The largest number of destroyed educational institutions was recorded in Donetsk, Kharkiv, Luhansk and Kyiv regions. Among the damaged and/or destroyed educational facilities, the largest number belongs to schools and kindergartens.

The total losses of the education sector are estimated at $2.1bln, of which almost $1.6bln are the reduction in expenditures of the general budget fund under educational and scientific programs, and $485 million of losses are attributable to private educational institutions' revenues due to the suspension of operations due to damages, security threats, occupation, as well as due to a decline in consumer demand due to population displacement and a decline in disposable income.

Calculations of losses were made on the basis of the following assumptions:

In order to assess the losses of private educational institutions due to the suspension of activities and the decline of consumer demand, statistical data on the revenues under section 85 "Education" of the Classifier of Economic Activities was taken.

The data on revenues under this section was weighted by coefficients set arbitrarily for regions taking into account information about the degree of damage to the physical infrastructure of the region, the duration and intensity of hostilities, the duration and current status of the occupied/de-occupied territory and the share of residents who moved out and into the region (according to the data of the mobile operator).

Also, taking into account that statistical data on the revenues of companies by type of economic activity is available for 2020 only, an adjustment by the growth of nominal GDP in hryvnia for 2021 was introduced. Given that the statistical data and budget expenditure reductions refer to a calendar year, the data was extrapolated for the assessment period of 21 months from the beginning of the russian invasion.

The assessment of losses of the industry resulting from the reduction of budget spending due to change in spending priorities during martial law was made based on data on budget programs in Resolutions of the CMU dated March 10, 2022 No. 245 and dated April 19, 2022 No. 465.

The main source of losses is a sharp reduction in budget spending due to the need to finance the defense forces, and due to the actual suspension of the educational process, depending on the type of education and region.

Unlike, for example, the healthacare, the revenues of private educational institutions are not that significant, hence the losses due to the suspension of activities and the decline in consumer demand were moderate.

Also an important factor is the long cycle of educational services, which reduced the decline in demand due to hostilities and will lead to faster recovery on controlled territories, which will be limited only by the outflow of consumers of educational services across the border.

The preliminary estimate of the total recovery needs is $4.4bln, of which more than $4bln is the cost of rebuilding destroyed and damaged facilities.

The recovery cost educational facilities and other buildings (administrative, dormitories, etc.) was calculated based on the damage assessment, taking into account the "build back better" principle, which involves compliance with modern safety standards (a bomb shelter, fire exits, etc., correction factor 1.125) and energy efficiency (compliance with requirements for thermal insulation, correction factor 1.1).

At the same time, a key uncertainty that complicates the assessment of recovery needs is the lack of planning for additional needs in educational capacities across regions, taking into account the continuation of changing trends in the movement of citizens within Ukraine and abroad.

Objects of scientific infrastructure

At the time of preparation of this report, there is only limited data on damages to scientific infrastructure facilities, as well as losses of Ukrainian science.

According to preliminary calculations, 117 objects of movable and immovable property of 34 institutes and other institutions of the National Academy of Sciences of Ukraine were destroyed, damaged and seized for the needs of the Armed Forces of Ukraine. The preliminary total estimate of losses ofscientific institutions of the National Academy of Sciences only amounts to UAH 214 million.

In addition to damages, the science suffered losses, in particular due to the reduction of budget expenditures under the relevant budget programs for 2022. Among them, planned expenses for ensuring the activities of the National Research Fund, grants for scientific research and scientific and technical developments were reduced (this reduction is included in the total losses of education and science). Among other factors, essential components of indirect losses of Ukrainian science, for which quantitative data is currently being collected, are:

1) suspension or cancellation of funding of scientific research and institutions under the international scientific cooperation programs;

2) losses of scientific institutions and higher educational institutions as a result of the state granting benefits to tenants of state property, which was introduced by Decree of the CMU No.634 of May 27, 2022 "On the specifics of renting state and communal property during martial law". According to this decree, for the period of martial law and for three months after it ends, the rent is charged at the rate of 50% of the amount of rent established by the lease agreement (taking into account its indexation), and in some territories, tenants are generally exempted from rent for a certain period. In particular, in the territories of Kyiv, Chernihiv, Sumy, Kharkiv, Zaporizhzhia, Mykolaiv regions and the city of Kyiv for the period of martial law (but not longer than September 30, 2022). As a result, only institutions of the National Academy of Sciences, as expected, will lose rent in the amount of UAH 130-140 million.

The recovery and modernization of Ukrainian science is crucial for the recovery of Ukrainian economy and will require prioritization of funding in favor of areas and institutions capable of producing significant scientific results, including long-term, in fundamental research. Such a prioritization can be carried out through the National Research Fund, which during its activities since 2018 managed to gain and demonstrate a certain institutional capacity and credibility (Appendix 4).

Social services

Due to large-scale hostilities in various regions of Ukraine, social facilities, including social protection institutions, geriatric institutions, sanatoriums, children's camps and orphanages, and boarding schools, were damaged.

Damages of social networks amount to $0.2bln. This includes the destruction and damage of social infrastructure facilities under the Ministry of Social Policy. The largest share of damages belongs to social protection and geriatric institutions; in particular in Kyiv, Donetsk, Luhansk, Mykolaiv, Sumy, Zaporizhzhia and Chernihiv regions.

Losses and a preliminary needs for reconstruction significantly outweigh due to unprecedented increase in potential recipients of social services due to military aggression and thus the significant additional social expenditures that the Government is forced to make to support a considerable number of victims of hostilities (internally displaced persons; children who have lost their breadwinners; persons with disabilities, etc.).

The minimum amount of funds needed for social support (under the budget programs of the Ministry of Social Policy) is **$6.4bln**. (Based on the number of additional recipients of social assistance, which arose due to the war as of June 1, 2022).

The total losses needs are at least $6.6bln.

Significant housing losses for family-type orphanages can significantly reduce the pace of implementation of the state care reform for orphans and children deprived of parental care.

If the recovery does not take place in full, the number of people who will need social services will significantly outweigh the number of people who will be able to receive them. It will negatively affect the quality of human capital and reduce the adaptive capacity of the population in the face of prolonged military confrontation, deteriorating economic situation and prolonged recovery (Annex 3, Annex 6).

Culture, sport and tourism

The cultural sphere is a special part of the national identity and therefore the restoration of damaged cultural institutions and objects will play an important role in rebuilding the country in the postwar period.

Due to the high intensity of hostilities in eastern and southern Ukraine, as well as regular rocket fire throughout its territory, most cultural, sports, and religious institutions have ceased operations or significantly reduced them. As a result, 12.5 million residents of at least 6 regions of the country (Donetsk, Zaporizhzhia, Luhansk, Mykolaiv, Kharkiv, and Kherson regions) have lost access to cultural services, and other 13 million people from 7 regions have limited access to them.

Unprecedented increase in security risks and cancellation of civilian flights directly affects the tourist attractiveness of the country, which is currently close to zero. The mining of the coastal zone leads to a full stop for domestic seaside tourism.

As of June 13, damage to culture, sport and tourism is minimum $0.7bln or UAH 21.9bln.

According to micro data, at least 527 cultural facilities, 36 religious buildings, 49 tourism and 95 sports facilities have been damaged or destroyed. In particular, 32 churches/temples, 4 monasteries, 253 houses of culture, 31 sports schools, 36 museums, and 49 tourist facilities, which are mainly located in 14 regions, have been damaged.

Important cultural and religious sites were damaged, including the Holy Dormition Svyatogorsk Lavra, the Donetsk Academic Regional Drama Theater (Mariupol), the National Literary Memorial Museum of Hryhoriy Skovoroda, and many others. In addition, some art collections were lost, including a collection of Scythian gold discovered by archaeologists in the 1950s, which was probably removed by the occupation authorities from the Melitopol Museum of Local Lore.

This assessment is based on the site-by-site list of damaged/destroyed sites provided by witnesses and local administrations, which creates the risk of incomplete data on the list of damaged objects.

An important methodological limitation of this assessment is that the financial value of the objects is calculated without actual cost of their cultural value due to the difficulties in its remote calculation as well as the absence of a single and integral register of cultural buildings, which would contain detailed data on cultural heritage, art objects. Given this limitation, damages to libraries and museum collections, costs for relocation of museum funds, etc are not included into the damages assessment at the current stage. Projects of restoration, conservation, museification of cultural heritage sites are developed individually for each site, taking into account a set of survey data and world best practices, which requires the involvement of international experts. The valuation of such projects takes time and is based primarily on the results of a comprehensive survey and careful documentation.

Another limitation is difficulty with costing the interior decoration of religious and other cultural institutions, art objects, decorations, exhibits, icons, frescoes, etc.. Accordingly, the damages

value will increase at a later stages when the price of their restoration will be additionally calculated.

Damages to cultural and tourist facilities leads to substantial loss of cultural and tourist sectors. **The total losses of culture, sport and tourism are at least $ 4.3bln.** According to experts, about 50 thousand people have lost or may lose their jobs in culture and tourism due to the closure of institutions. The migration of professional communities is also an important factor for losses.

Tourism is badly affected by the war Ukraine. Ukraine has lost its foreign tourists that amounted to 4 million people in 2020. Due to active hostilities, threats of missile strikes, and land mining 13 out of 24 regions faced a full of partial stop of the tourism activities.

The total recovery needs for tourism, sport and culture amount at least to $ 1.6bln. (Annex 5).

A significant factor for recovery is demining of cultural and touristic sites as well as substantial increase in prices for construction materials. The minimum area for demining of the seashore is about 20 thousand sq. km. Until complete demining of most coastal tourist areas, which can take several years, tourism will suffer major losses in the affected regions.

Another factor is a need in relocation of movable cultural objects (e.g. museum collections), part of which have already been transported to safer places.

PRODUCTIVE SECTOR

Industry and business services

The total damage to the assets of enterprises is estimated at $8bln. In total, at least **388** enterprises have been damaged or destroyed since the beginning of the war. Probably, the actial figure is higher, because not all companies have information, especially when it comes to the temporarily occupied territories.

Enterprises can be divided into two groups. The first are destroyed accidentally or as a collateral damage during the shelling of military units and settlements. The second are destroyed deliberately, as part of targeted strategic missile strikes. In addition to the transport and energy infrastructure facilities described in the relevant departments, these are primarily military and dual-production use facilities. Unlike the first group, which is concentrated in the frontline regions, the second is evenly distributed throughout Ukraine.

Damages include:

- Damage to property, plant and equipment (initial valuation is taken because it is not possible to acquire an asset at its book value in most cases);
- Damage to unfinished capital investments;
- Damage to inventories of finished goods and intermediate materials (we assume that in most cases the stocks were located near the main production facilities).

Depending on the availability of data, losses are calculated in one of the following ways:

- For private enterprises for which the owner has reported her own estimate of losses, after verification, the following estimate is used;
- For the enterprises of the state sector the estimations provided by the ministries and agencies whom respective enterprises report to.
- For large and medium-sized private enterprises, for which the level of damage is known, the financial statements are taken as of the last available date. We distinguish between destruction (100%) and partial damage (40%).
- For small private enterprises, an indirect calculation basiyв of an expert assessment of the level of damage in the most affected settlements was done.

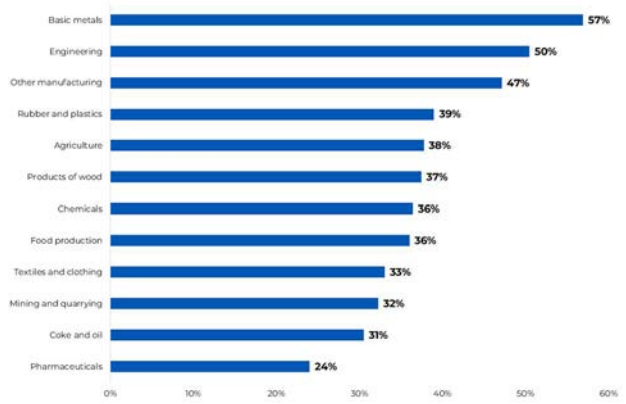
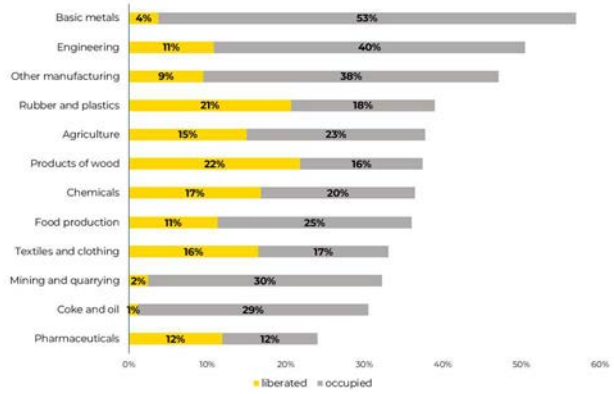
The main conclusions about the losses of enterprises are as follows:

1. Enterprise assets are the third largest item of damages. It accounts for about 10% of the total losses.
2. In terms of industries, metallurgy suffered the most. In particular, two enterprises were destroyed, which are the largest in the list of damaged / destroyed - Azovstal and MMK. Ilyich (both - Mariupol).
3. In terms of regions, the Donetsk region suffered the most, accounting for almost half of the total direct losses of enterprises. Also significant losses in Kharkiv, Luhansk and Kyiv regions (Annex 7).

The total losses of enterprises are estimated at $28.7bln. Similar to danages, the actual figure is likely to be higher, as the impact on value chains will still need to be investigated in detail.

Currently the economy is recovering from the initial shock. People are returning to their homes from abroad and from other regions, and businesses are gradually resuming work. As of June 3 (100th day of the invasion), according to a survey among members of the European Business Association (EBA), 50% of companies returned to normal operation, while in early May there were only 28%. Therefore, not all indirect long-term effects have manifested themselves.

In total, nine front-line regions accounted for 30% of Ukraine's GDP in 2020. Excluding the three liberated areas in the North, this figure is 21%. And the share is even higher if you look at exports (33% and 26% respectively) or individual industries.

Chart 4. The share of regions in GDP, 2020	Chart 5. The share of affected areas in industrial and agricultural production, 2020.
	

Source: Ukrstat, CES calculations

Indirect losses incurred by owners of industrial enterprises include loss of income. We use the following assumptions:

- Destroyed and damaged enterprises are considered as noe operating, unless proven otherwise (for damaged);
- Enterprises in certain sectors of the economy have stopped or significantly reduced their activities, regardless of physical injuries, due to a significant drop in demand (advertising, employment, exhibitions, rental of cars and recreational goods, etc.);
- As only historical financial statements are available, we assume that hryvnia revenues would grow in proportion to the consumer price index.

The total need for business recovery is estimated at $16.8bln, of which 65% goes to the reconstruction of physical assets, 35% goes for the recovery of activities.

Asset **reconstruction needs** are calculated based on the amount of direct losses indexed to rising construction prices and the need to meet modern requirements for human safety, emissions and energy efficiency...

Activity **recovery needs** means the need to replenish working capital, which is calculated on the basis of indirect losses multiplied by the coefficient (Annex 8)

Commerce

The total damages to the retail are estimated at **$2.1bln**. During the fighting, 2,903 retail outlets with a total area of 1.6 million square meters were severely damaged. It is difficult to calculate the final number of damaged objects at this time due to the continuation of active hostilities in Kharkiv, Luhansk, Donetsk, Zaporizhzhia, Kherson, Mykolaiv regions and the temporary occupation of some territories.

The following establishments and objects were included in the objects of the branch:

- Warehouses (excluding wholesale warehouses),
- Pharmacies,
- Shops.

Information on the destruction of these facilities was obtained from members of the Association of Retailers of Ukraine and the Ukrainian Council of Shopping Centers, the professional community, and from open sources.

Damage assessment was performed according to the expert method of standardized interviews and online surveys of owners and top managers of retail companies, taking into account the area and nature of damage to the building, based on the cost of construction and repair work, equipment and inventory. The survey involved 295 leading network companies that represent about 1,000 brands and have 28.5 thousand outlets with a total area of 15.4 million square meters.

The calculation includes: the cost of restoration of buildings owned by companies, the cost of repairs, utilities, the cost of store equipment and inventory, the cost of warehouses owned by companies, warehouse inventories, and vehicle fleet.

This does not include enterprises with less than three outlets, merchants in the street markets, warehouses of wholesalers and manufacturers, stores that have suffered only minor damages.

The indirect losses of retail are estimated at $22.6bln. All this amount falls on the reduction of retail trade due to emigration, falling purchasing power of the population and the destruction of stores.

The sector needs $3.9bln to reconstruct. Working capital needs were not calculated separately, as they consist in the purchase of goods, while destroyed stocks of goods are already included in the assessment of direct losses.

Damages and losses of **shopping centers**, which are not participants of the retail market themselves, but provide space for such participants, are calculated separately. **Damages to shopping centers amounted to $347 million.**

Shopping center status is granted to commercial real estate objects that are considered shopping centers according to the ICSC European classification of shopping centers. According to this classification, a shopping center is an architectural structure with a lease area of more than 5,000 square meters, which has a professional management company and at least 10 tenants. In total, there are 329 shopping centers in Ukraine, another 19 new ones were to open in 2022.

Estimation of damage was done by an expert method taking into account the area and nature of the damage based on the construction cost of $ 800-1100 per m2, depending on the type. The calculation does not include losses of tenants (equipment and goods), they are taken into account in the previous section.

The total losses incurred by the shopping center industry are estimated at $1.7bln. Losses are calculated by determining the cash flow of domestic shopping malls based on the potential they would have in 2022, given the increase of 15% compared to 2021. This growth was observed in January 2022 and also corresponds to the growth rate of retail trade in Ukraine in early 2022.

The largest losses to the shopping center is attributed to eastern Ukraine, where hostilities continue. Despite the fact that some shopping centers resume operation, income remains at 30% of pre-war levels. On the contrary, the Center and the West show a rapid recovery in April and May. Gradually, from May and June, the North, Kyiv and the South begin to recover, too.

The key factors for estimating losses for retail are the reduction in consumption due to migration and hostilities. The industry is also affected by the difficulties that retailers have now in Ukraine such as logistics, foreign exchange transactions, staffing problems, lack of financing, higher prices due to the depreciation of the hryvnia, and massive damages due to destruction.

The total need to reconstruct the industry is estimated at $347 million. All this amount falls on the reconstruction of shopping centers. Unlike most other areas in this report, the loss on the recovery of physical assets was taken without an increasing factor, as modern shopping centers

are already being built taking into account modern conditions for security, energy efficiency, accessibility, etc. (Annex 9).

Agriculture and farmland resources

The amount of damages to the land fund and agro-industrial complex of Ukraine is $4.3bln.

Assessment of damages in Ukrainian agriculture includes the following main components: damaged farmland; agricultural machinery; elevators and other storage facilities; damages in livestock and beekeeping; damage to perennial crops; damaged and stolen inputs and loss of harvested grain and oilseeds products.

The damages are estimated by an indirect method, using relevant state and regional statistics.

Damage to farmlands includes the costs of land recultivation after the explosions; costs of demining the minefields and unexploded ordnance; the replacement and repair cost of irrigation infrastructure; and damage caused by farmers' inability to harvest winter crops due to occupation or mining pollution.

The estimated amount of damages to owners (land users) of agricultural land, taking into account the actual costs incurred to bring the farmland to a usable condition, is determined in accordance with the Procedure for determining and compensating landowners and land users, approved by the resoluton of Cabinet of Ministers №284 dated 19.04.1993.

The largest portion of damages is caused by the inability to harvest winter crops, resulting in an estimated more than $1.43bln in damages. The second-largest category of damages is destroyed agricultural machinery. The estimated cost of repairing and replacing damaged equipment exceeds $926 million.

About 19% of all irrigated agricultural lands in Ukraine are located in the temporarily occupied Kherson region, and another 10% are in the partially occupied Zaporizhia region. The estimated cost of replacing and repairing damaged irrigation infrastructure is $225 million.

The cost of surveying the lands in areas with a high risk of mining pollution and demining the affected areas is estimated at $436 million.

The total losses of Ukrainian agriculture are estimated at $23.35bln, $11.93bln of which are losses caused by the navalblnockade that caused logistics disruptions and, on average, 33.7% lower domestic prices for key agricultural export-oriented commodities. A decrease in crop production caused losses estimated at $9.85bln. A decrease in livestock production and beekeeping resulted in an estimated $706 million in losses for farmers, and another $859 million in losses were caused by rising prices for key inputs.

We estimated five major sources of losses in Ukrainian agriculture as a result of the Russian invasion. In our analysis, we estimated losses caused by:

- lower crop production (annual crops)
- lower livestock and beekeeping production
- lower perennial crops production
- the navalblnockade and consequent decrease in domestic prices for key export-oriented commodities
- higher cost of production because of an increase in input prices

For the production of the annual crops, we estimated an expected decrease in the upcoming harvest by considering two key components - a decrease in the sowing area (by region) and reduced yields. The expected sowing area reduction coefficients are region-specific and depend on the extent of the hostilities taken (taking) place in the area and whether a portion of the region was (or still is) under the occupation.

The same region-specific coefficients were used to estimate the losses for the livestock and beekeeping sectors. For these sectors, on the other hand, we do not assume a decrease in productivity, and while losses for the beekeeping, similarly to losses in annual crops production,

were estimated for only one year - for the livestock sector, the losses were estimated for two years of lower production. For perennial crops, the losses are estimated at five years of lower yields, as the estimated average time needed for newly planted gardens to start bearing fruits is five years.

To estimate the losses caused by the navalblnockade, we calculated the difference between farm-gate prices before the Russian invasion and post-invasion prices for the main export crops - wheat, sunflower, corn, and barley. The expected volume of these crops' production for 2022 (without Russian invasion) was used to determine the combined losses because of the supply chain disruption caused by the navalblnockade.

To estimate losses due to higher key input prices - fertilizers and fuel - we estimated the expected consumption of these inputs, adjusted for the decrease in the sowing area. The expected consumption estimates were multiplied by the post-invasion price changes for these inputs.

Key sources of losses in Ukrainian agriculture due to the russian federation's invasion:

- Decrease in the annual crop production. Factors that affected the crop production - reduction in sowing areas due to occupation, active hostilities, and mining pollution, as well as - an expected decline in yields because of logistical disruptions in the supply of factors of production (fuel, fertilizers, seeds, and spare parts for agricultural machinery).
- Decrease in farmers' revenues due to the navalblnockade of sea traffic by the russian navy. The maritimeblnockade severely limits Ukrainian export capabilities leading to a surplus of export-oriented commodities on the domestic market and collapsing domestic prices for key agricultural commodities.

The biggest source of losses caused by the russian invasion is a decrease in domestic prices for export-oriented commodities, resulting in more than $11.93bln in losses.

1. The weighted average reduction in domestic prices for the main export-oriented agricultural commodities reaches 34%.
2. The estimated drop in the sowing area is about 21%.

The total estimated reconstruction and recovery needs are $17.52bln.

There are four categories of reconstruction and recovery needs:

1. Reconstruction needs - compensation for the damages.
2. Support for the production recovery - compensating a fraction of the losses in the amount required to restore production.
3. Restoring agricultural financing - liquidity support to banks for agricultural financing.
4. Supporting public institutions for service delivery.

In compensating for damages, the principle of “build back better” is applied. Thus, following this principle, the compensations for damaged storage facilities, apiaries, perennials, dead livestock, and bees are 20% higher than the replacement cost of these assets. All other categories of damages are compensated without additional coefficients.

The share of losses caused by the lower production should be compensated so that farmers who have not been able to begin their production cycle due to hostilities, occupation, or mining pollution have the resources to restart their production. This compensation is estimated as a share of revenues corresponding to the cost of production. A provision for compensating for the war-induced increase in input prices is set to 50% of the losses caused by the increase in input prices.

There is also a need to compensate for 10% of losses incurred due to lower domestic prices for export-oriented agricultural commodities. Given the 25% average profitability of crop production and a 34% decrease in domestic prices after the Russian invasion - a 10% compensation of losses will allow farmers to continue their operations and avoid bankruptcy.

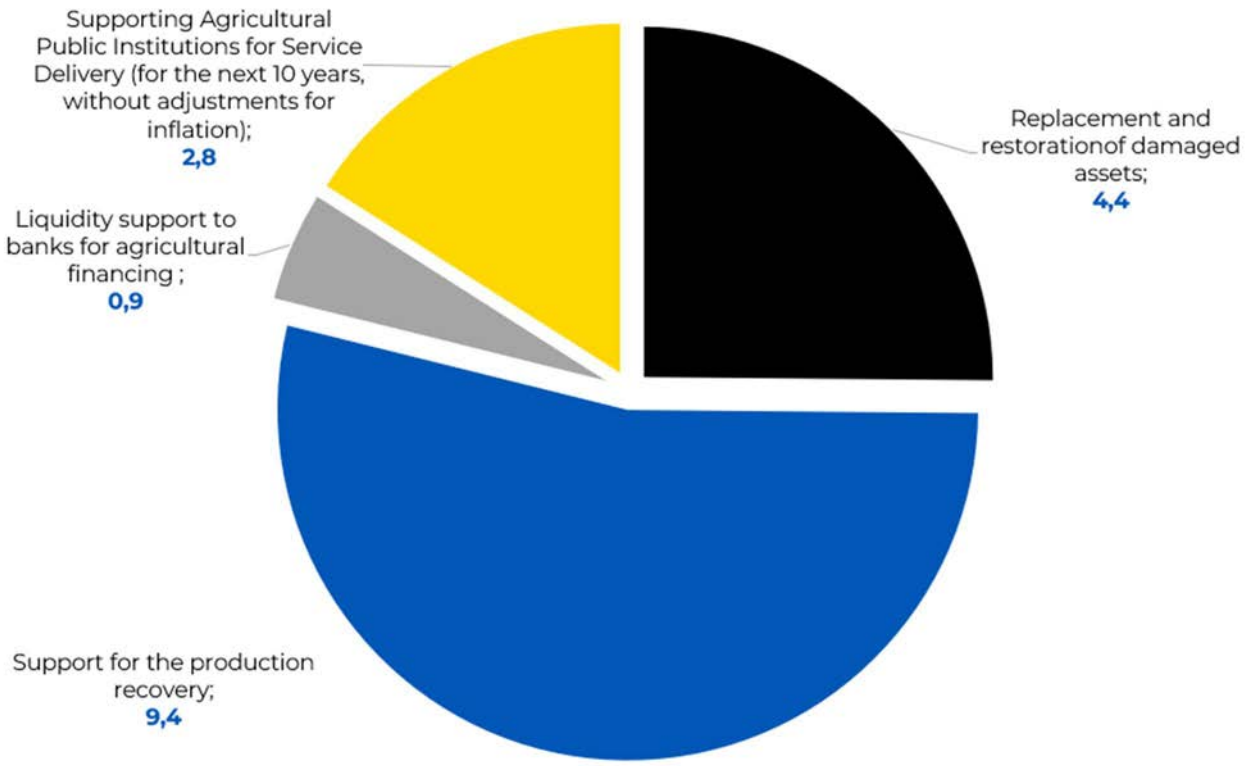
The estimated need for additional liquidity in the banking system for a sustainable renewal of financing in agriculture is 30% lending volume to farmers as of January 1, 2022 (according to the National Bank of Ukraine's statistics). The funding of public institutions needed to facilitate the

industry's recovery includes the continuation of current funding with an additional 20% of the budget required to cover the growing administrative workload caused by the Russian aggression.

The main conclusions on the recovery needs:

1) The overall reconstruction and recovery needs are substantially higher than the damages the agricultural sector faced. The most significant component of needs is the partial compensation of losses caused by the decreased production, accounting for $ 9.4bln, or almost 54% of all needs. This compensation is required so that farmers who have not been able to begin their production cycle due to hostilities, occupation, or mining pollution have the resources to restart their production.
2) The time needed for a full recovery of agricultural production and reaching the pre-invasion 2021 level of production depends on the pace of farmlands inspection for mining pollution, unexploded ordnance, and clearing of these hazards.
3) There is a need to develop and strengthen the public infrastructure for the administration of payments and post-war assistance to farmers and communities (including spatial planning). The need to maintain this infrastructure will remain long after the end of active hostilities.
4) The production cycles in agriculture imply a high risk of facing the cash flow gaps. Farmers need working capital to procure inputs and to sow and fertilize crops. The revenue from selling their products appears only at the end of the production cycle, after the harvest. Under these circumstances, the availability of financing instruments is essential for the effective functioning of the industry. Therefore, resuming agricultural financing is vital, which requires additional liquidity for the banking system. The reason is that in short to medium term, the financial institutions would not be able to provide the financing in the volume needed for the industry's recovery. In addition to measures aimed at risk mitigation for lenders (such as the further development of the Partial Credit Guarantee Fund), the sector needs intervention to refinance non-performing loans and finance the working capital for agricultural producers. The need for additional liquidity is estimated at $ 912 million (Annex 10).

Chart 6. Needs for restoration of agro-industrial complex and land resources by articles, $bln



Source: KSE calculations

INFRASTRUCTURE

Transportation infrastructure

Infrastructure facilities were one of the key areas that came under most attack by the aggressor with the deployment of a full-scale war against Ukraine. In particular, in the first weeks of the war, Russian forces carried out massive shelling of aviation infrastructure, primarily airfields not only for military, but also civilian and military-civilian (dual-use) purposes. Subsequently, railway infrastructure, including electrical substations, became the targets of active attacks.

But the greatest destruction of infrastructure, both in absolute terms and in terms of value, was to road infrastructure. Firstly, given that they naturally become targets of shelling during artillery attacks, and secondly, because it is Russian tanks that are actively moving along Ukrainian roads during the entire period of military aggression. In particular, lines of communication between Russian forces in Ukraine and their rear areas in Russia and Belarus are often run by the roads.

Since the war started, 19 airports and civilian airfields, at least 57 railway stations have been damaged. Total damages amount to $31.3bln, losses are $17.7bln. Preliminary reconstruction needs are estimated at $41.8bln.

Road maintenance

A detailed analysis of the condition of damaged roads could be implemented only within a specialized technical survey, which is not possible until active fighting is still going on on a significant part of the territory of Ukraine.

However, comparison of the map of combat operations with the infrastructure network allows to make preliminary calculations as to what approximate length of roads has been damaged, both as a result of rocket fire and tank movements. According to the study ‘Damaging effect of moving tank loads on flexible pavement’, Journal of Engineering, 2010, the destructive effect of a tank can be as much as 2.36 times the destructive effect of a standard axle load from civilian vehicles.

This study took T-72 tanks, which is a good approximation in the case of war in Ukraine, since most tanks are similar in physical characteristics or even heavier. The surface layer of the roads suffers severe damage due to the metal tracks. The destructive effect of tank braking is 2.38 times more than the destructive effect of tank mass on road stretching. Finally, the destructive effect of tank maneuvers is 1.22 times greater than the effect of the destructive effect of the tank mass on the stretching of the road. What is important - the stress effect from the tank is not only horizontal, but also vertical, and the maximum stress, according to the research, is at a depth of up to 3 meters, which affects the degree of destruction of not only the surface layer of the road.

The average cost of damage of one kilometer of road in the city is usually significantly higher (the difference can be by a third or more) compared to the cost of roads outside the city, due to the road construction in cities, which includes communication networks, sidewalks, lighting, etc.

About 23.8 thousand km of roads and 305 bridges and bridge crossings are damaged. According to the Ministry of Infrastructure, a preliminary review of road conditions in the de-occupied regions (Chernihiv, Kyiv, Sumy, Kharkiv regions) confirm preliminary estimates of significant damage to road structure as a result of the passage of tanks and other heavy military equipment, which will require reconstruction of a large part of the damaged roads. Damaged are approximately 40% of roads occupied by Russian troops or where fighting takes place.

According to Ukravtodor, the average weighted cost of reconstruction of roads in 2021 (taking into account different categories of roads) was approximately 29 million UAH per 1 km of road. Thus preliminary estimates of the total damaged roads is $25.4bln.

Additionally the military aggression has led to significant losses in the road construction industry due to the cancellation of state capital investment in the planned roads building since the beginning of a war. Losses are estimated at $5bln.

An important factor for the road reconstruction will be the disruption of supply chains; a decrease in the domestic supply of materials needed for reconstruction; a significant increase in competition for materials given the nationwide reconstruction needs; and risks of devaluation of the national currency.

According to preliminary estimates, the total reconstruction and recovery needs for roads is estimated at $31.2bln. Given the significant amount of damages caused to roads means that reconstruction will take at least 3-5 years.

Railroad Infrastructure

With the outbreak of war, the Ukrainian railroad took the brunt of the free of charge evacuation of millions of Ukrainian citizens (as well as a large number of businesses) caught up in the war zone; as well as the delivery of critical supplies and equipment to those regions. In response, the Ukrainian railroad has become an active target of Russian shelling and attacks.

The total damaged railroad bed is up to 200 km; the number of damaged railway stations and stations is at least 57. As of June 13, about 1200 km of railroad tracks are located in the temporarily occupied (after 24.02.) territory. There is reason to believe that all movable property of “Ukrzaliznytsia” (UZ), which was not removed from such territories in time, can be considered as completely lost (destroyed or stolen by the troops of the aggressor country).

Thus, the total damages of the railroad as of June 13 are estimated at $3.1bln. Losses of the railway infrastructure (without private players) are estimated at least at $4.4bln, primarily due to the shortfall in income from transportation, the cost of (re)evacuation of the population, transporting humanitarian aid, payment of financial aid to the families of the dead, wounded employees, as well as other services provided for the defense of the country.

Given the difficult financial situation in "Ukrzaliznytsia" prior to the war, this means further deterioration of its financial metrics, which means much higher recovery needs.

The total railroads reconstruction and recovery needs is preliminary estimated at $5.3bln. Apart from the reconstruction one of the key needs is investment in the expansion of the railroad export capacity to the EU in order to partially compensate for the loss of export goods (and hence UZ income from freight transportation) through blocked seaports. This estimate does not generally take into account the need for modernization, due to the high degree of depreciation of fixed assets (rolling stock, in particular).

Aviation industry

The aviation industry began to suffer losses from the military aggression even before it had actually started. On February 12, global insurance companies informed Ukrainian carriers that they had stopped insuring aircraft due to the high threat of invasion by Russia. This led to the risk of cancellation of flights of international air carriers to Ukraine. To counter this a working meeting with the leadership of the Office of the President of Ukraine, the State Aviation Service, SE "Ukraerorukh", SE IA "Borispol" and Ukrainian airlines was held and the government expressed its willingness to support air carriers by providing additional financial guarantees to the aviation market.

With the outbreak of the war, the airspace over Ukraine was immediately closed and air traffic ceased. Russian forces began active rocket attacks on all key airfields in Ukraine in an attempt to deprive it of its ability to provide air defense. As a consequence, 19 airfields were damaged out of 35, including 12 civilian and 7 dual-purpose airfields (not including military airfields). Some of the airfields were hit several times each.

Detailed information about the state of damage/capacity to repair airfields at most airports can be made only after detailed technical surveys. However, according to preliminary calculations, **the damage to the aviation industry (airports, airfields, aviation equipment) is about $2.04 bln.**

A comparable amount is also indirect losses of the industry from military operations, as since the war started the work of the entire civil aviation industry has actually been stopped; revenue from passenger traffic has ceased completely.

Losses of the aviation industry are estimated at $5.3bln, of which $0.46bln are losses of the airports, $4.28bln are losses of the airlines, $0.25bln - of the state air traffic service enterprise (Ukraerorukh), $0.29bln - of other subjects of commercial activity on airports.

Chart 7. Losses of Ukrainian airports, $bln

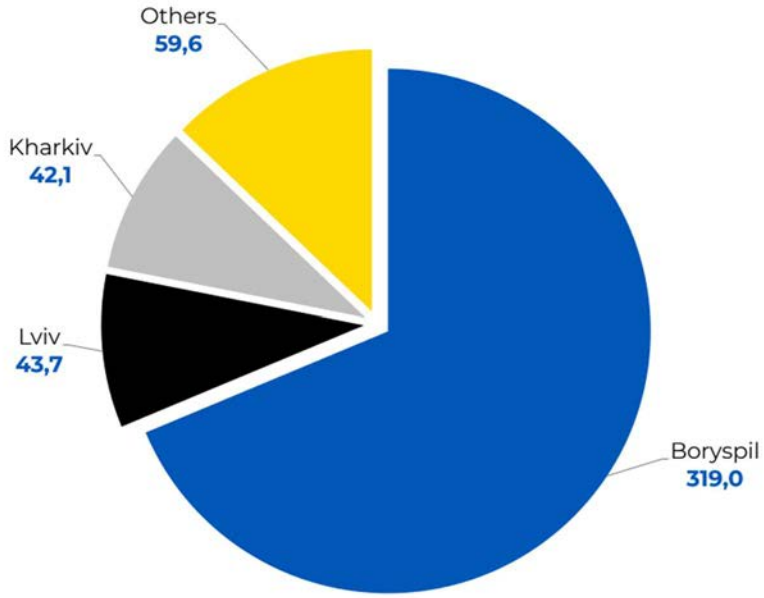


Chart 8. Losses of Ukrainian handlings companies, $bln

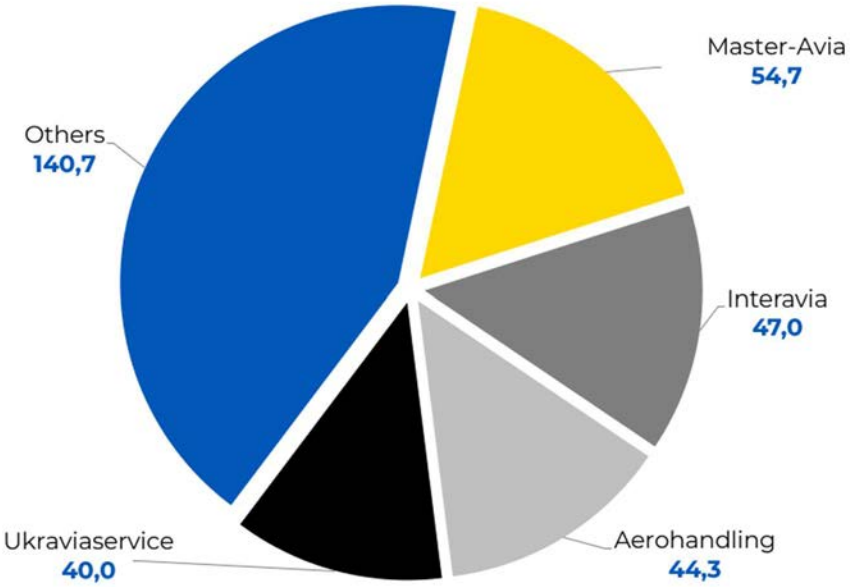
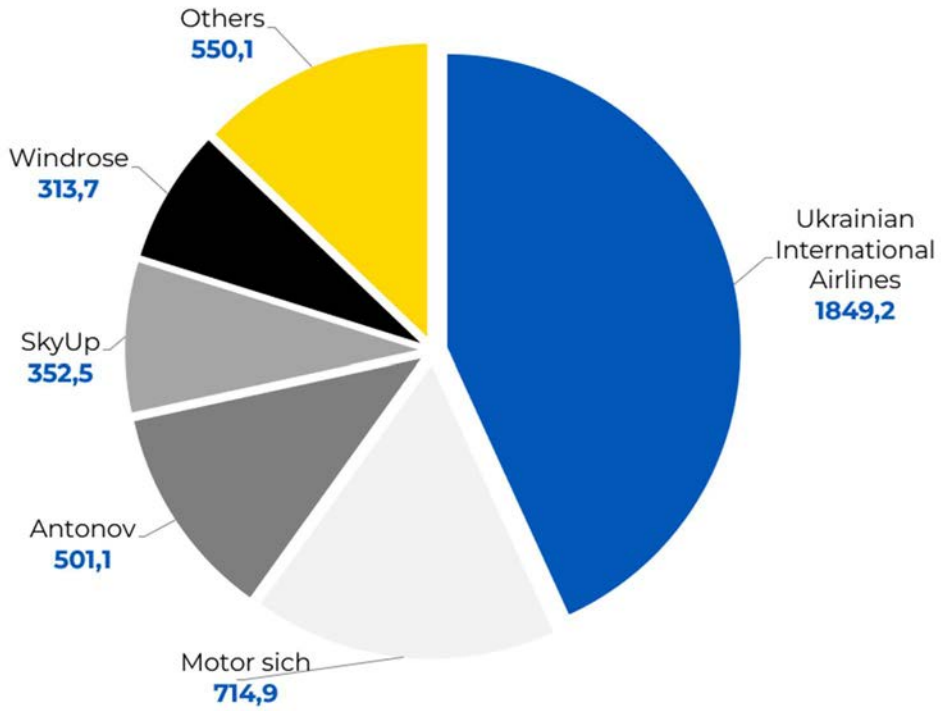


Chart 8. Losses of Ukrainian airlines, $bln



Source: Calculations of the Kyiv School of Economics

The reconstruction of the aviation sector can be conventionally divided into several stages according to the priority of measures for the quick launch of the industry.

The total estimate of priority (short to medium term) needs is $3.0 bln, including $1,41bln to reconstruct in first 5 post war years 5-7 airports that would meet modern standards of ICAO and adapted to receive new types of aircraft (including a family of A320/NEO and B737NG/MAX).

At the next stages of reconstruction, as demand for air transportation will grow, it will be necessary to restore/construct about 5 more airports in new locations to provide sufficient capacity of the airport industry of Ukraine.

Water transport

The total damage to water transport infrastructure is estimated at **$471 million**. This estimate includes both seaport infrastructure and inland water transport facilities destroyed during the war.

At least four ports have had property destroyed or damaged since the war began. For example, the grain terminal at the Nikolaev port of Nika Terra was destroyed.

The moderate destruction of ports is due to two factors. Firstly, the port is quite a complex and spacious facility, consisting of many large parts. So it is impossible to completely destroy such an object with a few precise missile strikes. Second, the aggressor seized or used its own and friendly cargo ships in order to export grain, ferrous metals, etc., for which it needed operating ports.

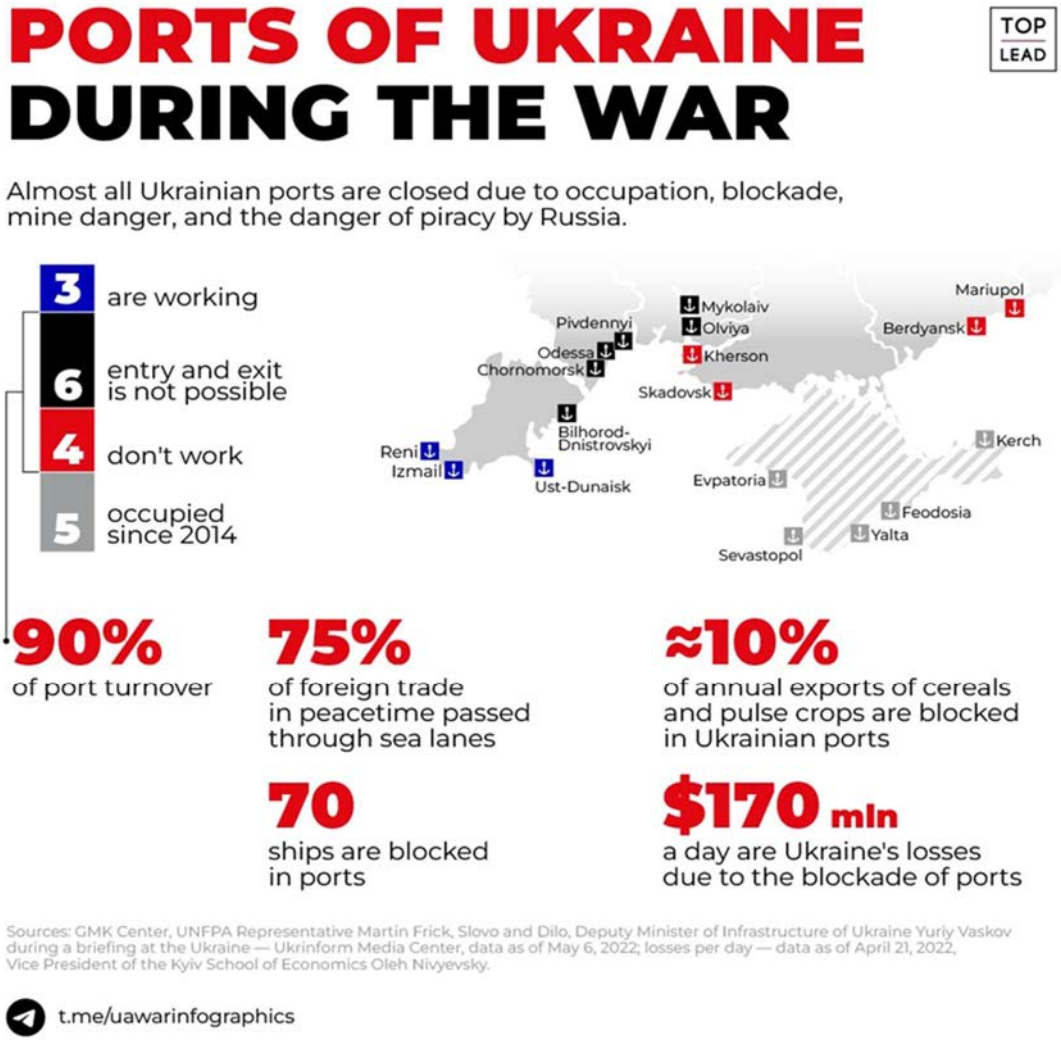
For example, the Metinvest group reported the enemy's plans to remove 200,000 tons of metal products worth $170 million from the Mariupol plants. In turn, regarding grain, it was reported that 400-500 thousand tons (worth hundreds of millions of dollars) were stolen from the four occupied southern regions, which is more than a third of the local reserves. It is expected that the aggressor will try to sell these stocks through partners in the Middle East, particularly through Syria. (Clarification: stolen stockpiles of goods are not included in the above figure, they are accounted for in the losses of the relevant industries).

Despite moderate damage to the physical infrastructure, losses of the water transport industry are enormous. The total losses of of sea ports and inland water transport is estimated at **$2.7bln**. The aggressor controls Sea water area with the help of the fleet, missile installations in the Crimea and sea mines. Maritime trade traffic is completely stopped.

The ports of Mariupol, Berdyansk, Skadovsk and Kherson are occupied. The ports of Nikolaev, Odesa and other cities are shut down. There is no traffic on the Dnipro due to the blockage of the lower part of the river. Only the ports on the Danube River work, their turnover increased fourfold compared to the pre-war period.

The total need for the reconstruction of the enterprises of water transport is estimated at **$1.021bln**. This amount is roughly evenly divided between the restoration of damaged infrastructure and the funding needs to keep the industry running again.

Map 2. Status of Ukrainian ports



Postal operators

Total damages to postal operators are estimated at **$11 million**. The amount is calculated based on data from Ukrposhta and Nova Poshta, which account for the lion's share of the market. A total of several hundred post offices, dozens of terminals/depots and vehicles, as well as a large number of parcels, for which the operators are financially responsible, have been destroyed or damaged since the beginning of the war.

Total indirect market losses are estimated at **$266 million**. The lion's share of this amount is due to lost revenue. Market players also made additional payments to employees and their families, and also financed evacuations and personnel relocation.

The total recovery needs estimate is **$18 million**. All of this amount is needed to rebuild and repair fixed assets (Appendix 12).

Vehicles

In the territories and towns where heavy fighting took place, both public and private vehicles were severely damaged. The direct damage to both municipal and private carriers is $0.9bln, which is replacement cost for destroyed trolleybuses, streetcars, and buses. Damages to private cars amount to $1bln/ 105 thousand vehicles. 623 firefighting vehicles worth $ 30 million were lost, excluding other specialized equipment, as well as trucks (to be calculated at the later stages). Damages to private cars are calculated based on available data on the officially registered number of cars and does not take into account cars not registered in Ukraine and imported without customs clearance.

Damages to municipal transport vehicles are calculated using both indirect methods and micro data available on damaged/destroyed municipal property provided by military administrations.

The greatest damage to municipal property, which includes municipal (public) transportation, was inflicted in Luhansk and Donetsk regions, as well as in Kharkiv.

Losses of passenger carriers (except “Ukrzaliznytsia”) amount to approximately UAH 5.9bln or almost $200 million. If in Kyiv, Chernihiv and Sumy regions after de-occupation there is partial resumption of passenger transport work, in some regions as of mid-June, provision of such services was not renewed due to intensive combat operations or occupation - Luhansk, Donetsk, partially Kharkiv, Zaporizhzhia and Mykolaiv regions.

The vehicles damaged include the destroyed “Mriya” aircraft, with the reconstruction value, according to “Ukroboronprom”, is more than $0.5 bln. Although damages to air passenger transport are likely to be higher due to possible destruction of other civilian/cargo aircraft during shelling of Ukrainian airportss; however, in the absence of detailed information on the location of such aircraft at civilian airfields, such assessment will be carried out at later stages.

At least $4.5 bln is needed for rebuild destroyed vehicles, of which biggest shares are the bus fleet and private vehicles (Annex 11).

Digital infrastructure

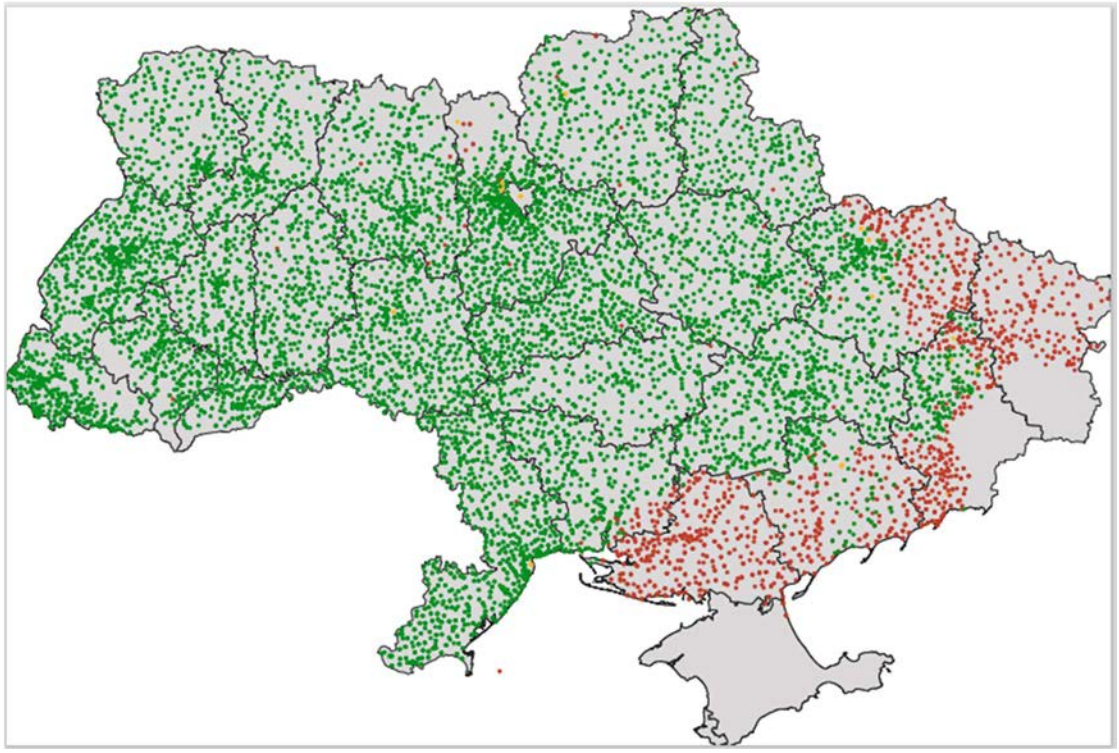
The total damages to telecom operators are estimated at **$566 million**. The sector of electronic communications includes:

- Internet networks of fixed-line operators;
- Radio networks of mobile operators;
- Backbone/core networks;
- Technical and related means of electronic communication.

At least 726 fixed-line electronic communication operators have suffered damages as a result of hostilities. After the de-occupation of settlements, the destruction of networks reaches 100%. Across the country, the quality of data transmission over fixed-line Internet access networks decreased by an average of 13% (estimated as of May 01, 2022).

In 12.2% of settlements there is no access to mobile communication; in 3.1% it is partially accessible. 3,534 base stations of mobile operators do not work, which is almost 11% of their total number. Over the last month, the total number of non-operating base stations increased by 700. Across the country, the quality of data transmission over mobile Internet access networks decreased by an average of 26% (estimated as of May 01, 2022).

Map 3. Breakdown of non-operating mobile base stations



Determining the cost of losses to owners of electronic communications network infrastructure or its components (including the objects under construction) of various categories differs. The following classification is used:

- National companies, electronic communications operators that provide electronic communication services to citizens of Ukraine throughout its territory;
- Medium-sized companies that provide electronic communication services in several regions;
- Small companies that provide electronic communication services within the region.

For national companies, damages are calculated based on the results of inspections to the destroyed or damaged objects of electronic communications network infrastructure, if they are accessible (even, if possible, in the temporally occupied territories). The amount of damage is set in physical units (km, pieces, etc.), and it is also calculated in money terms based on an approximate estimate of the cost of restoration works.

For medium-sized and small companies, damages are calculated based on the estimated cost of restoration/reconstruction of networks or based on the average subscription fee for 24 months.

The total losses of telecom operators are estimated at **$1.097bln**. This is due to a 22% reduction in service delivery and respective payments.

The need to reconstrust the assets and recover the activities of telecom operators are estimated at **$1.012bln** (Annex 13).

Energy

As of June 13, damage to Ukrainian energy infrastructure is estimated at $1.8bln.

Both direct and indirect methods of calculating the value of destroyed and damaged facilities were used to assess damages in the energy sector. The cost of rehabilitating energy facilities was estimated, as either the initial book value, the cost of current repairs, or the replacement cost.

Basic information is obtained from open sources and from business owners involved in this sector. Some of the larger energy assets (like CHP plants) were estimated individually.

Damages to electric powr plants were assessed based on the cost of kW of installed capacity. Damages to power transmission and distribution companies were assessed using the area of damage (share of the region affected by the active military hostilities).

The assessment of losses in the energy sector is at its "initial stage" due to the lack of accurate data on privately owned facilities, no access to facilities located in the war zone and in the temporarily occupied territories of Ukraine.

According to the Ministry of Energy, distribution system operators suffered losses amounting to about UAH 15.4bln. But this amount is highly likely to increase significantly after assessing losses in the areas with ongoing hostilities and after taking into account the amounts of better repairs. Currently, all distribution system operators have carried out the smallest possible repairs, which allowed to quickly restore power supplies, but the reliability has deteriorated significantly.

About 4% of the generating capacities were destroyed during hostilities; 35% of the capacities is in the occupied territories. The loss of occupied assets is not taken into account when calculating direct damages to the infrastructure, but it affects the amount of indirect losses, including lost revenue.

The transmission system operator *Ukrenergo* estimates its losses at UAH 7.7bln without taking into account the assets located on the occupied territories. Gas distribution system operators suffered losses amounting to about UAH 6.1bln. 3 combined heat and power plants (CHPs) were completely destroyed; 5 CHPs were damaged. In general, about 50% of heat generation has been destroyed or is located in the occupied territories.

Zaporizhzhia Nuclear Power Plant, the largest in Europe, is located in the occupied territories with limited access to its proper maintenance. Despite the fact that it operates in the Ukraine's energy system, it is under constant pressure from the Russian occupiers. Furthermore, Zaporizhzhia Thermal Power Plant and Luhansk TPP are located in the occupied territories; fierce hostilities are around Vuhlehirska TPP.

Kakhovka Hydroelectric Power Plant remains occupied. Ukrhydroenergo estimates previous losses due to equipment damages at UAH 550 million.

About 30% of solar generation and more than 90% of wind generation are located in the occupied territories of Kherson, Zaporizhzhia and Mykolaiv regions. According to preliminary estimates, assets at the amount of about UAH 870 million were destroyed.

Since the beginning of the war the total indirect losses in the electric power sector are estimated at UAH 340.3bln. In the sector of gas production, transit and distribution, losses reach UAH 61bln. Losses account for UAH 64.6bln in the oil production and refining sector.

The methodology for calculating indirect losses in the electric power sector is based on the electricity consumption and production forecast before and after the start of the hostilities. Indirect losses are calculated for different groups of producers taking into account changes in tariffs and production. For regulated businesses like electricity transmission and distribution the indirect losses were calculated using the lost transmission/distribution volumes and average distribution

tariff for distribution companies and dispathcing and transmission tariff for the transmission system operator Ukrenergo.

The balance of production, consumption and imports is calculated for the sector of gas production, transit and distribution. Losses of пфы зкщвгсешщт companies are calculated based on the reduced production volumes. Gas production decreased by 10-12% during the full-scale invasion. For the gas transmission system operator, losses are calculated as reduction of revenues due to lower gas transmission for domestic consumption, revenues from the reduced fee for the entrance into to the GTS due to the reduction in imports imports, and losses of gas for technological needs (due to the leaks from the damaged pipelines, etc.). For a gas distribution company, losses due to reduced distribution volumes and gas losses due to technological needs are taken into account.

For the refining sector, losses of Ukrainian refineries from production shutdowns are taken into account. No oil refinery is operating now (own production provided about 30% of oil products); there are logistical difficulties with the supply of oil products.

Main conclusions about indirect energy losses:

1. In the electric power sector, major losses (70%) are incurred in the generation sector. The main factor of losses in the electric power sector is the reduction in electricity consumption volumes. As a result of hostilities, there is a significant decline in demand (35% drop compared to 2021), which, in turn, is due to a significant decline in industrial production (especially metallurgy), reduced volumes of freight transportation by electric trains, and a general decline in economic activity. In addition, the electricity consumption profile has changed significantly due to the relocation of consumers to the western regions.

2. In the gas segment, the largest losses are due to decreased production in the damaged wells or the wells that ceased production due to military hostilities. The main factors of the indirect losses are the decline in gas consumption and production volumes. Ukrainian production companies lose up to $1,000 for every 1,000 m3 of gas which is not produced. Production volumes tend to decrease due to naturall decline and lower CAPEX in new drilling and workovers. Industrial consumption has fallen by ca. 50% thus forcing domestic gas products to inject gas into the underground gas storages due to the reduction in demand.

3. In the oil refining segment, the main indirect losses were incurred due to the shutdown of production at the Kremenchuk refinery and Shebelinsky gas refinery.

A significant increase in energy and fuel prices makes it difficult to meet demand and/or prepare for the autumn-winter period.

Energy prices and tariffs for heat and energy transportation remain unchanged for a large proportion of consumers, which increases financial imbalances in the energy system. Thus, as of June 1, 2022, the expected deficit of funds in the electricity market is about UAH 35bln.

At present, the assessment of needs in the electric power and gas supply sectors is extremely difficult due to the fact that it is necessary to build a new forecast balance of energy consumption in order to calculate the needs. The country's energy balance is the basis to determine the necessary generating capacities, structure of the transmission and distribution networks. Ukrainian power system uses outdated power generation technologies which significantly limits the system's ability to increase the share of energy from renewable sources and thus we believe that the sector's needs should account for additional provisions to improve the energy system's flexibility.

If we use a simplified calculation procedure based on losses and liquidity needs to resume operational activity, without future energy balance taken into account, **the total needs of the**

sectors account for about UAH 103bln. In order to take into account the needs of the industry in technological modernization and to calculate the needs of the power system in the recovery, the cost of physical losses of assets was adjusted by a 1.4x multiplier; it was also suggested that in order to resume operations, the financial support should be provided in the form of working capital injection, amounting to about 10% of the lost annual revenue.

The estimate of the energy sector losses can be further adjusted to account for: 1) a decrease in the level of payments for electricity and services in the electricity market as a result of fierce hostilities in some territories; 2) lost revenues and other losses of the energy sector participants related to the decisions of the Energy Ministry, sector regulator or other government bodies as a result of the war (like limiting payemnts to renewable power producers, etc. see Annex 14).

Utilities

The infrastructure of utilities, which is an important part of the life support systems of settlements, has become one of the targets of Russia's missile and artillery strikes. Constant shelling and hostilities made it impossible or significantly difficult to carry out repair works, which led to the disconnection of heat and water supply systems. In some cities, residents do not receive utility services and have no adequate access to drinking water.

For example, because of the damaged water supply system the majority of districts of Mykolaiv have no centralized water supply since April 12. It cannot be repaired because of constant attacks made by the Russian Federation. As of June 13, 2022, only technical water is available in the city, while drinking water is still being delivered from other cities.

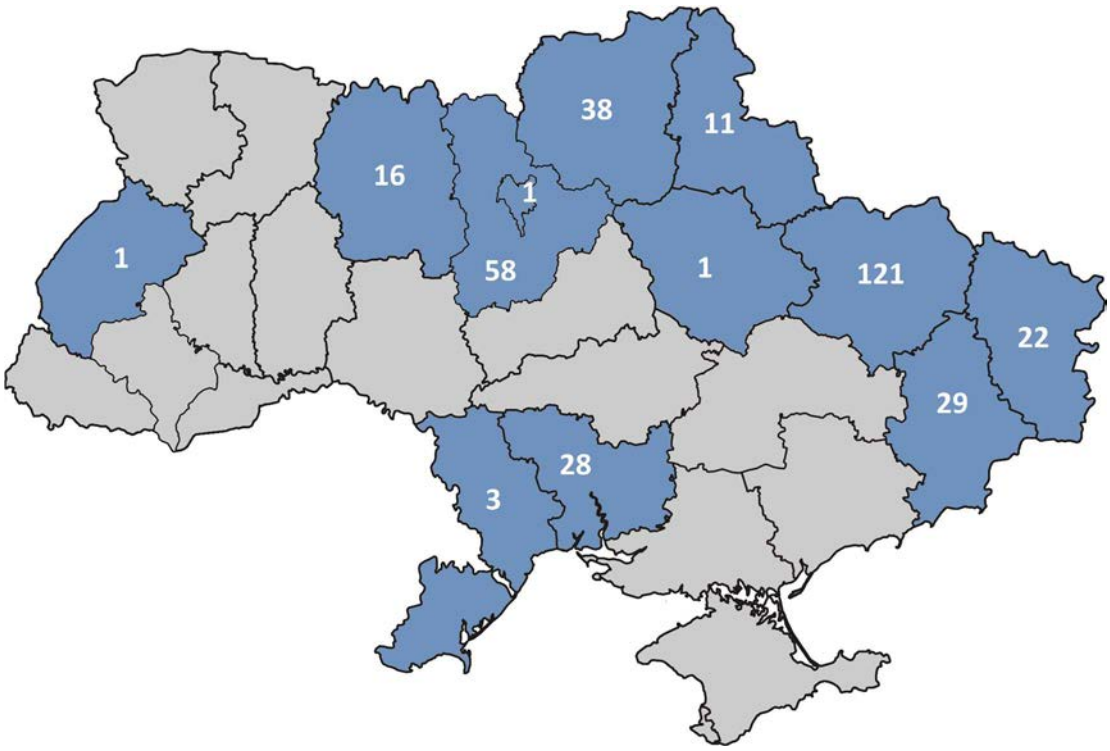
The situation with life support systems in Donetsk and Luhansk regions remains difficult. In Severodonetsk, where fierce hostilities are currently taking place, it is impossible to repair the boiler/heating facilities of the municipal enterprise Severodonetskteplokomunenergo, which provides heat supply for 180 apartment buildings. The operation of Severodonetsk CHP (combined heat and power plant) has also been suspended. Moreover, there is no water supply in the cities of Rubizhne and Popasna.

Damages to heat supply facilities (excluding CHP), water supply and sewage, and household waste management facilities is estimated at $1.3bln.

According to preliminary estimates, during the full-scale invasion phase, in the territories with current active hostilities, three thermal power plants were completely destroyed and five more were damaged. For example, the destroyed Kremenchuk CHP (Poltava region) covered about 70% of the city's needs, which is about 180 thousand residents of the community, who may be left without heat and hot water for the next heating season. Cakculation of damages caused by the destruction or damage of CHP is presented in the section "Energy".

In addition, 329 boiler/heating facilities were partially damaged or completely destroyed. Most of them are in Kharkiv, Kyiv, Chernihiv and Mykolaiv regions. 99 centralized heating stations were partially damaged or completely destroyed. About 222 running kilometres of heating networks were completely destroyed.

Map 4. Regional distribution of the number of destroyed or damaged boiler/heating facilities



About 816 running km of water supply networks were destroyed; 10 water treatment facilities were partially damaged or completely destroyed. Furthermore, 38 water pumping stations were also destroyed/damaged. Laboratories that analysed the state of water supply in the region were also destroyed or damaged. Preliminary estimates indicate that five such facilities were destroyed/damaged.

About 242 running km of sewerage networks were destroyed; 51 sewage pumping stations were partially damaged or completely destroyed, most of which are located in Kyiv, Kharkiv and Chernihiv regions (9, each). 14 sewage treatment plants are also considered destroyed/damaged.

As a result of the Russian invasion to Ukraine, 13 landfills for household waste were destroyed/damaged. Also, three waste sorting lines and three biogas facilities were completely destroyed. Vehicles for waste removal were also destroyed, in particular, 172 garbage trucks were ruined.

Total losses related to the objects of heat and water supply, and water disposal are estimated at $2.3bln. These are losses of service providers due to the reduction of payments for services.

The total needs for heat supply facilities (excluding CHP), water supply and sewage, and household waste management facilities are estimated at $1.6bln (Annex 16).

FINANCIAL SECTOR

A full-scale war causes a wide range of operational risk events for banks: disruption of processes, damage and destruction of assets, system failures, etc.

From the first day of the war, banks had to reduce the activities of their branches in the areas where there was a threat to safety of the staff. According to the Financial Stability Report of June 2022, published by the National Bank, in early March only 21% of systemically important bank branches operated in or near the war zone, and 60% – in Ukraine as a whole. As of mid-June, 85% of bank branches are already operating in Ukraine due to the de-occupation of the northern regions.

Hundreds of branches, objects of investment property and other bank assets remain in the war-torn area. At the beginning of May, the residual value of banks' real estate in these territories exceeded UAH 700 million. Banks have already recorded **UAH 154 million** in damages incl. UAH 33 million in the occupied areas or areas that are suffering from hostilities. Financial institutions do not have any information on the destruction or loss of the rest of the property due to limited access, so they do not write it off so far. However, the risks of potential loss of these objects are extremely high. It will be possible to finally estimate the losses only after the end of the war.

One more category of losses is cash stored by banks in the areas where hostilities have taken place or which have been occupied. As of begining of May, the volume of banknotes lost due to robberies or seizures of branches amounted to UAH 470 million, which is only 0.6% of all cash in the banks on the eve of the invasion. Another UAH 60 million of banknotes were destroyed by banks or taken away for further exchange in the NBU.

From the beginning of the full-scale war to May, banks reduced their staff by 3%. About 11% of employees were on unpaid leave or facing downtime. These changes are partly due to a decrease in the number of working branches. Some of the employees went abroad or were drafted to the Armed Forces. At the same time, banks' staff costs increased. On the first days of the war, financial institutions paid their employees in advance, financed the evacuation and the creation of new jobs for the internally displaced personnel. Some banks have even raised wages.

Banks have successfully met the first challenges of the war: they continue operating and providing services where it is possible. The system of electronic payments and transfers works smoothly. This maintains customer confidence in financial institutions and reduces liquidity risks. However, losses incurred by banks will negatively affect their profitability and capital. Losses may increase due to the long-term effect of the implementation of certain operational risks.

According to the National Bank, as of the beginning of May, 51 banks reported losses caused by the war from the implementation of operational risks. The total amount of these losses is about **UAH 6.6bln**, which is more than three times higher than the damage caused by hostilities and crisis of 2014-2015 and more than ten times higher than the losses incurred during the first year of the COVID-19 pandemic. At the same time, the actual volume of losses may be even higher due to ongoing hostilities and the long-term negative effect of operational risk events.

However, the calculations of total damages and losses caused by the war reflect only direct physical losses, as the losses of assets that acted as collateral for loans issued were probably already taken into account in the damages of the relevant sectors of the economy (Annex 15).

ENVIRONMENT

As of June 21, the State Environmental Inspectorate recorded 330 events that pose a threat to the environment in Ukraine. Some damages to natural ecosystems and unique natural objects are already irreparable. The restoration of other damages (soils, forests, natural resources of flora and fauna in some areas) will take decades.

Given the significant number of indirect effects of hostilities on the environment, it is currently not possible to estimate the total amount of damages and losses. Below there are the key areas of impact of hostilities on the environmental situation in Ukraine, and where possible – their financial assessment.

Damage to the nature reserve fund and other protected areas

Damage to the nature reserve fund and other protected areas means the destruction and damage of natural ecosystems and objects due to fires, explosions, movements of equipment and military forces, various types of pollution, deterrence of rare and endangered animals, irreparable loss of old trees, other natural monuments, and especially rare animals and plants, loss of access and reduced attractiveness for tourism and research purposes, and the long-term unpredictable effects of the war on wildlife restoration.

As a result of hostilities, 812 wildlife sanctuaries of Ukraine are in danger. It is about 20% of the area of all protected territories in Ukraine. Hostile actions of the russian federation threatened to destroy 2.5 million hectares of protected areas: 160 objects of the Emerald Network and 17 Ramsar sites with an area of 627.3 thousand hectares. The Emerald Network sites are the areas of plant, animal and natural ecosystems and habitats that are protected at the European level. Ramsar sites are wetlands of international importance.

Territories and sites of the nature reserve fund of Ukraine are protected by law. According to the EcoZagroza website (official site of the Minustry of Ecology and Natural Resources), there are complaints about violations of the nature reserve fund caused by the actions of the occupants on the total area of 1.24 million hectares.

European biodiversity is dying from military equipment and explosions. These are many species of plants that are listed in the Red Book of Ukraine and are protected by law, as well as plants from the lists under the protection of international conventions. Hostilities disturb the peace of wild animals. They either die or try to escape from hotspots, leaving their traditional breeding places. Russia is fighting in protected areas of international and European importance, which destroys part of the European natural heritage and habitat of rare and endemic species.

Damage to forests

Damage to forests means the destruction and damage of stocks of standing timber and lumber, other components of forest ecosystems due to fires, explosions, etc., and as a result of occupation and mining – loss of access to logging, reforestation, other forestry measures, forest use, e.g., picking berries, mushrooms, etc., tourism and recreation. In addition, damage to forest causes complete or partial loss of its useful properties – absorption of greenhouse gases from the atmosphere, air purification, protection against erosion and landslides, water purification and replenishment, ensuring the life and reproduction of animals.

Military actions are destroying Ukraine’s forests, which will also affect the global food security. Hostilities are fierce in the eastern and southern regions of Ukraine now. These regions are known to have low forest coverage. But even that amount of forests perform protective functions. Their destruction and damage will affect the local climate, lead to significant erosion, and threaten

significant crop losses in these regions. In particular, in the south of Ukraine, the aftermath may be wind erosion and desertification, rising extreme summer temperatures and atmospheric drought, and reduced soil moisture reserves. Thus, it will affect agriculture.

Deforestation will lead to difficulties in implementing Ukraine's plans and measures to adapt to climate change.

In total, almost 3 million hectares of forest in Ukraine have been engulfed in war since the start of a full-scale Russian military invasion. It is the size of Belgium. As of June 2022, 567 thousand hectares of forests in Ukraine and 136 forestries remain under occupation.

The number of forest fires caused by hostilities is 487; their area is 7109 hectares. The damage caused to state-owned forestry enterprises as a result of Russian military aggression is estimated at **$433 million**.

Damage to water resources

Russian troops are carrying out targeted strikes on the infrastructure of water intake, treatment and supply, as well as sewage treatment plants. Water supply and sewerage facilities were significantly damaged in Donetsk, Zaporizhzhia, Kharkiv and Mykolayiv region. As a result of the war, more than 4.6 million people in Ukraine have problems with access to drinking water (for more details, please see the section on utilities).

Pollution of rivers, as a result of russian aggression, may also affect neighbouring countries, i.e., it poses a cross-border threat. We share large rivers, such as the Danube, Dniester, Prut, Tisza and Western Bug with Poland, Hungary, Romania and Moldova.

Damage directly caused by hostilities

As a result of hostilities, environmental security problems are becoming more complicated. Hazardous waste is generated due to destruction and military waste.

According to the State Emergency Service of Ukraine (SES), from February 24 to June 22, 2022, 143,287 explosives were neutralized in the territory of Ukraine, including 1,995 aviation bombs. The area of 61,809 hectares was surveyed.

According to the SES, the area of about 270,000 square kilometres needs demining in Ukraine now (including the occupied territories). Complete demining of areas contaminated with explosives will take 5-10 years.

Mine explosions lead to soil contamination with heavy metals – lead, strontium, titanium, cadmium, nickel. This makes the soil dangerous, and in some cases unsuitable for further agricultural use.

Currently there is no comprehensive assessment of demining needs, except estimates for the agricultural sector ($0.5 billion) and tourism ($0.2 billion). According to the World Bank's assessment, demining all territories (including forests and waterways) requires more than $70 billion.

Russia has fired more than 2,500 missiles at Ukraine since February 24. Shells, which hit critical infrastructure and housing in Ukraine on a daily basis, cause significant fires. This leads to significant air pollution with hazardous substances.

During the detonation of missiles and shells, a number of chemical compounds are formed, such as carbon monoxide, brown gas, nitrogen dioxide, formaldehyde, etc. During an explosion, all

substances undergo complete oxidation, and the products of the chemical reaction are released into the atmosphere.

Damage from attacks on infrastructure and industrial facilities

Pollution occurs due to the destruction of transport and industrial infrastructure, which leads to large-scale spills of petroleum products and other hazardous substances.

The war damaged or destroyed at least 388 enterprises, plants and factories, including chemical enterprises. The activity of a number of mining enterprises had stopped, which led to a shortage of salt, coal and other minerals; the status of deposits and the possibility of their further development is questionable now.

There is a significant threat to nuclear and radiation safety due to the damaged nuclear and radiation-hazardous facilities (namely, due to the temporary occupation of the Zaporizhzhia Nuclear Power Plant and the Chornobyl Exclusion Zone). In the Exclusion Zone, the radiation monitoring system was destroyed; eight objects were destroyed and 142 objects were damaged. The aggressor's troops destroyed almost 100 units of valuable analytical equipment, which has no analogues in Europe.

276 real estate objects of the State Forest Agency and 296 objects of the State Water Agency were destroyed or damaged. 194 minerals mining sites were seized. Moreover, 28 of such sites were destroyed or damaged.

Military waste (destroyed equipment, destroyed and used ammunition)

Losses incurred from accumulated military waste consist of 1) costs for their collection and removal, safe recycling and disposal, possibly for the construction of landfills or other facilities for this purpose, 2) loss of access to land and its intended use while these wastes are located on it, 2) costs of measures taken to eliminate (decontaminate) pollution of lands and waters, to restore the quality of lands, water bodies and natural ecosystems.

According to the EcoZagroza website, at least 199,652 tons of military waste have been accumulated as a result of the destruction of the aggressor's equipment. The longer they stay in the environment, the more they pollute soils, groundwater, rivers, water reservoirs, and vegetation. The composition of these wastes, their degree of toxicity, duration and persistence of pollution are not fully estimated and predicted yet.

Emissions of hazardous substances into the atmosphere

As a result of the destruction of military equipment, explosions, burning of oil products and other fires, a huge amount of hazardous substances was released into the atmosphere. Those are 26 thousand tons of destroyed enemy's equipment, 7.25 million tons of forest fires and fires at industrial facilities (according to EcoZagroza). Hazardous substances eventually either settle to the ground or degrade air quality and have a negative effect on global climate change.

Damage from emissions into the atmosphere must be compensated to the extent that would allow taking measures to clean up the environment and to prevent climate change and to adapt to it.

Damage to land resources

Direct damage means the destruction and damage of lands of various categories (not limited to agriculture) due to mine pollution and demining, pollution caused by burning and spilling of petroleum products, pollution from emissions of substances deposited on the ground, pollution by

military waste, other hazardous substances as a result of military actions (for example, chemicals which were stored at industrial facilities), as well as the need for measures to rehabilitate lands damaged by explosions and heavy military equipment, and measures to eliminate (decontaminate) pollution and clean up the land.

Areas of contaminated and disturbed lands have not been determined yet. Furthermore, the amount of hazardous substances that contaminated soils and lands is unknown. At least 5,589 tons of oil products have been spilled into the soil (according to EcoZagroza), but precise assessment can be made only for oil storage facilities, while destroyed military equipment and civilian vehicles damaged by mines and shelling are also the sources of significant pollution of lands with petroleum products.

Annexes

Annex 1.

Residential housing

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Apartment buildings	pcs.	17921,0	4 063,0	60,1	2,2
Private houses	pcs.	8 984 976,0	37 205,0	487,5	17,9
Dormitories	pcs..	7 114,0	34,0	3,0	0,1
Damaged					
Apartment buildings	pcs.	178 921,0	9 067,0	45,1	1,7
Private houses	pcs.	8 984 976,0	70 557,0	406,1	14,9
Dormitories	pcs.	7 114,0	70,0	2,1	0,1
Total damages				***1 003,9***	***36,8***
Losses					
Increased expenditures to support the sector	x	x	x	4,7	0,2
Costs for dismantling and removal of construction waste	x	x	x	73,6	2,5

Total losses	x	***x***	***x***	***78,3***	***2,7***
Needs					
Need for repair and reconstruction of housing	x	x	x	1 614,0	55,2
Costs for dismantling and removal of construction waste				73,6	2,5
Increase in expenditures to support the sector	x	x	x	4,7	0,2
Total needs	***x***	***x***	***x***	***1 692,3***	***57,8***

Source: State Statistics Service, Ministry of Communities and Territories Development (Ukraine), Order of the Ministry of Regions dated February 17, 2022 No. 53, data of regional military administrations, official currency exchange rates of the NBU, market data; calculations of the Ministry of Regions and KSE

Annex 2.

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Health care

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Hospitals	pcs	1135	32	12,5	0,458
Polyclinics and RCDCP	pcs	1131*	12	1,0	0,036
Outpatient clinics	pcs	1131*	54	0,9	0,032
Blood centres	pcs	28	2	0,1	0,004
Other (medical offices, laboratories, medical warehouses, dormitories, forensic medical examination bureaus)	pcs		22	0,4	0,016
Damaged					
Hospitals	pcs	1135	189	14,7	0,5
Polyclinics and RCDCP	pcs	1138*	86	1,5	0,1
Outpatient clinics	pcs	1138*	214	0,7	0,0
Blood centres	pcs	28	3	0,1	0,0
Other (medical offices, laboratories, medical warehouses, dormitories, forensic medical examination	pcs		163	4,0	0,1

bureaus)					
Total damages			***777***	***35,9***	***1,3***
Losses					
Decrease in revenue in the private sector due to the shutdown of institutions and a decline in demand	x	x	x	77,1	2,6
Reduction in planned budget expenditures	x	x	x	1,3	0,0
Total losses	***x***	***x***	***x***	***78,3***	**2,7**
Needs					
Reconstruction of the damaged/destroyed facilities			777	52,9	1,8
Compensation of a part of indirect losses in the amount necessary to restore the operational activities of private medical institutions	x	x	x	6,3	0,2
Total needs	***x***	***x***	***x***	***59,2***	***2,0***

Source: Data on the number of damaged state-owned health care facilities – Ministry of Health; Data on the number of damaged private health care facilities – public sources; Data on the cost of replacing one health care facility is calculated with several methods: (1) for facilities for which the number of square meters and/or beds is known, data of the Ministry of Regions is used on the average cost of construction of 1 square meter of health care facilities; (2) for institutions for which the number of square meters and/or beds is unknown, the results of tenders in the Prozorro system are used for the cost of ordering the construction of similar health care institutions in 2020-202; estimate of indirect losses in the sector calculated on the State Statistics Service database; as well as the decisions of the CMU regarding the redistribution of budget funds.

Annex 3.

Social sector

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Damaged					
Orphanages, boarding schools, geriatric institutions	pcs	281	25	2.0	0.1
Social centres	pcs	no data	19	1.5	0.1
Sanatoriums/resorts, children's camps	pcs	1655	12	1.6	0.1
Total damages			***56***	***5.1***	***0.2***
Losses					
The need for social benefits based on the number of IDPs and other categories of citizens who additionally need social support as of June 1, 2022	x	x	x	186.4	6.4
Total losses	***x***	***x***	***x***	***186.4***	***6.4***
Needs					
Needs to restore damaged and destroyed physical assets	x	x	x	6.2	0.2
Extra budget expenditures for social support of the population ***	x	x	x	186.4	6.4
Total needs	***x***	***x***	***x***	***192.7***	***6.6***

Source: the number and cost of damaged facilities – Ministry of Regions; the amount of needs for additional expenditures on social protection – Ministry of Social Policy; KSE calculations

* The number of damaged facilities and their estimated value according to the Ministry of Communities and Territories Development

** Information on needs for additional funds for social benefits according to the Ministry of Social Policy

*** Calculation of the extra needs based on the number of additional (compared to the pre-war number) recipients of social benefits, as of June 1, 2022; the number of recipients exceeding this amount will depend on the dynamics and duration of hostilities

Annex 4.

Educational institutions and scientific infrastructure

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Institutions of secondary education	pcs	13991	109	11,6	0,424
Pre-school education institutions	pcs	15335	50	2,9	0,107
Vocational schools	pcs		9	2,6	0,095
Institutions of higher education	pcs	515	8	1,6	0,057
Institutions of professional pre-higher education	pcs	129	7	0,9	0,032
Institutions of extracurricular education	pcs		8	1,1	0,042
Institutions of specialized education	pcs		1	0,1	0,005
Institutions of special education	pcs		4	0,4	0,016
Damaged					
Institutions of secondary education	pcs	13991	852	36,1	1,324

Pre-school education institutions	pcs	15335	640	15,0	0,550
Vocational schools	pcs		99	11,4	0,418
Institutions of higher education	pcs	515	38	4,7	0,173
Institutions of professional pre-higher education	pcs	129	61	3,1	0,112
Institutions of extracurricular education	pcs		47	2,7	0,099
Institutions of specialized education	pcs		23	1,2	0,042
Institutions of special education	pcs		15	0,6	0,023
Scientific institutions	pcs	*213**	90**	0,2	0,008
***Total* damages**	x		x	***96,2***	**3,527**
Losses					
A decrease in revenues in the private sector due to the shutdown of the operation and a decline in demand	x	x	x	14,2	0,485
A decrease in revenues of scientific institutions due to a decrease in revenues from rent**	x	x	x	0,1	0,005
Reduction in planned budget expenditures	x	x	x	46,6	1,592
Total losses	***x***	***x***	***x***	***60,9***	***2,082***
Needs					
Needs for recovery of physical	x	x	x	119,0	4,069

assets					
Compensation of a part of indirect losses in the amount necessary to restore the activities of educational institutions	x	x	x	9,6	0,729
Total needs	***x***	***x***	***x***	***128,6***	***4,397***

Source: Ministry of Education and Science; Ministry of Regions; National Academy of Sciences of Ukraine; calculations of KSE

* the number presented is according to the State Register of scientific institutions that receive state support; the list is not complete. http://rnib.rit.org.ua/rni?page=4
** currently, it includes assessment only of damaged institutions of National Academy of Sciences of Ukraine; the assessment of losses of other scientific institutions will be carried out during the next steps

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Annex 5.

Culture, religion, sports, and tourism

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Religious institutions	pcs	no data	17	1,4	0,1
Sports facilities	pcs	16199	24	2,4	0,1
Youth centres	pcs.	no data	5	0,01	0,00
Cultural sector	pcs	34340	280	9,6	0,4
Tourism	pcs	no data	28	0,3	0,0
Damaged					
Religious institutions	pcs	no data	19	0,8	0,0
Sports facilities	pcs	16199	71	1,7	0,1
Youth centres	pcs	no data	23	0,01	0,0
Cultural sector	pcs	34340	247	5,6	0,2
Tourism	pcs	no data	21	0,1	0,0
Total damages			**683**	***21,9***	***0,7***
Losses					
Decrease in revenues in the culture and sports sectors	x	x	x	15,5	0,5
Decrease in revenues in tourism	x	x	x	110,8	3,8
Total losses	***x***	***x***	***x***	***126,3***	***4,3***
Needs					
Repair and reconstruction of damaged assets in the culture sector	x	x	x	20,7	0,7
Repair and reconstruction of damaged assets in the sports	x	x	x	4,9	0,1

sector					
Repair and reconstruction of damaged religious objects	x	x	x	3,0	0,1
Repair and reconstruction of objects in tourism	x	x	x	0,4	0,0
Compensation of a part of indirect losses for the support and restoration of enterprises in the culture sector	x	x	x	3,1	0,1
Compensation of a part of indirect losses for the support and restoration of enterprises in the tourism sector	x	x	x	11,1	0,4
Costs for surveying the coastal tourist zone in terms of demining	ha	x	2 000 000,00	0,9	0,0
Costs for demining the coastal tourist zone	ha	x	200 000,00	4,4	0,2
Total needs	***x***	***x***	***x***	***48,5***	***1,6***

Source: Data of the Ministry of Regions on the number and value of damaged objects; Data of State Statistics Service on the initial number of objects; other – calculations of KSE

Annex 6.

Extra amount of funds to cover social payments based on the calculations per month, based on the number of additional recipients of social aid as a result of the war, as of June 1, 2022

Name of the budget program	Number of recipients of social aid; thousands of people	Extra amount of funds, UAHbln
CPCEC 2501030 “Payment of certain types of benefits, compensations, financial support and payment of services to certain categories of the population”	8.5	0.4
CPCEC 2501150 “Annual one-time monetary assistance to war veterans and victims of Nazi persecution and social assistance to persons who have special and special labour merits to the Motherland”	63.4	0.1
CPCEC 2501480 “Provision of monthly targeted assistance to internally displaced persons to cover living expenses, including payment of housing and communal services”	562	8.4
Total	633.4	8.9

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Annex 7.

The largest affected industrial assets (according to available information on the damaged assets)

Item	Enterprise	Industry	Status	Damages, $ million
1	Ilyich Iron and Steel Plant	Metallurgy	Destroyed	1,959
2	Azovstal	Metallurgy	Destroyed	1,494
3	Ukrainian Energy Machines	Machine engineering	Destroyed	432
4	Antonov	Aircraft engineering	Damaged	159
5	Ukrtatnafta	Oil refining	Damaged	155
6	Avdiiv Coke Chemical Plant	Coke and chemical	Damaged	142
7	Zorya – Mashproekt	Machine engineering	Destroyed	141
8	Vetropak Gostomel Glass Factory	Production of glass	Destroyed	95
9	Rubizhansky Cardboard and Packaging Mill	Paper production	Destroyed	86
10	Energomashspetsstal	Machine engineering	Damaged	74
11	Odesa Oil Refinery	Oil refining	Damaged	71
12	Severodonetsk Association “Azot”	Chemical industry	Damaged	67
13	Coca-Cola Beverages Ukraine	Production of beverages	Damaged	62
14	Pharmak (products warehouse)	Pharmaceuticals	Damaged	53
15	Kub-Gas	Gas production	Destroyed	48

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Annex 8.

Industry and business services

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Large and medium-sized private enterprises	pcs	5270	10	107,0	3,9
Small private enterprises	pcs	78060	no data	43,3	1,6
State-owned enterprises	pcs	1665	18	17,9	0,7
Damaged					
Large and medium-sized private enterprises	pcs	5270	30	21,6	0,8
Small private enterprises	pcs	78060	no data	17,3	0,6
State-owned enterprises	pcs	1665	330	11,8	0,4
Total Damages	***x***	***x***	***x***	***219,1***	***8,0***
Losses					
Decrease in revenues of large and medium-sized private enterprises	x	x	x	411,2	14,1
Decrease in revenues of small private enterprises	x	x	x	143,4	4,9
Decrease in revenues of state-owned enterprises	x	x	x	41,6	1,4
Decrease in revenues of certain industries at the national level	x	x	x	223,2	7,6
Total losses	***x***	***x***	***x***	***819,5***	***28,0***
Needs					
Reconstruction of damaged/destroyed facilities	x	x	x	306,7	11,2
Compensation of a part of indirect losses in the amount necessary to support/restore the activity of enterprises	x	x	x	163,9	5,6

Total needs	***x***	***x***	***x***	***470,6***	***16,8***

Sources: information on the destruction of individual facilities, municipality (level of destruction in the cities), State Statistics Service; calculations of KSE

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Annex 9.

Retail

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed				39,6	1,3
Shops	pcs	26000	796	25,5	0,9
Shops	pcs	no data	9	3,6	0,1
Gas stations	pcs	7000	123	2,7	0,092
Pharmacies	pcs	12400	238	0,5	0,0
Shopping malls according to ICSC classification	pcs	329	8	7,3	0,2
Damaged				21,1	0,7
Shops	pcs	26000	1195	15,3	0,5
Warehouses	pcs	no data	5	0,8	0,0
Gas stations	pcs	7000	182	1,6	0,1
Pharmacies	pcs	12400	355	0,3	0,0
Shopping malls according to ICSC classification	pcs	329	15	3,1	0,1
Total damages	x	x	x	***60,7***	***2,1***
Losses					
Lost revenue of retail	x	x	x	631,3	21,6
Lost revenue of shopping malls	x	x	x	50,2	1,7
Total losses	***x***	***x***	***x***	**681,5**	**23,3**
Needs					
Repair and reconstruction of retail outlets	x	x	x	67,9	2,3
Repair and reconstruction of	x	x	x	10,4	0,3

shopping malls					
Resumption of work of retail outlets	x	x	x	36,1	1,2
Total needs	***x***	***x***	***x***	114,3	3,9

Sources: State Statistics Service, Ukrainian Council of Shopping Centres, Retail Association of Ukraine

Annex 10.

Agri sector and land resources

	Unit	Baseline, units	Damaged, units	UAH bln	$ bln
Damages					
Totally Damaged					
Mining pollution - technical inspection, demining	ha	28387500	594456	10,1	0,3
Recultivation of lands	ha	28387500	198152	0,3	0,0
Unharvested winter crops	ha	9093100	2391935	42,0	1,4
Irrigation systems	ha	1819800	53533	4,7	0,2
Agricultural machinery	pcs	764323	14581	19,3	0,7
Storage facilities	volume, thousands of tons	75084	1297	5,7	0,2
Livestock (including poultry)	heads, thousands	203292	6095	4,0	0,1
Destroyed beehives	bee colonies	2272740	110375	0,8	0,0
Perennial crops	ha	197100	2623	1,9	0,1
Destroyed and stolen inputs	ton	962951	174861	3,5	0,1
Destroyed and stolen grain and oilseeds	ton	25486613	1194458	17,9	0,6
Partially Damaged					
Mining pollution – non-technical inspection	ha	28387500	5944555	2,6	0,1
Recultivation of lands	ha	28387500	1981518	0,9	0,0
Irrigation systems	ha	1819800	107065	1,9	0,1
Killed and missing bees	bee colonies	2272740	304954	0,4	0,0
Agricultural machinery	pcs	764323	29162	7,7	0,3
Storage facilities	volume,	75084	2595	2,3	0,1

	thousands of tons				
Perennial crops	ha	197100	5246	0,7	0,0
Total damages	**x**	**x**	**x**	***126,8***	***4,3***
Losses					
Lower crop production (annual and perennial crops)	*x*	*x*	*x*	288,1	9,9
Lower livestock and beekeeping production	*x*	*x*	*x*	20,6	0,7
Decrease in domestic prices for key export-oriented commodities caused by the naval blockade	*x*	*x*	*x*	349,1	11,9
Higher cost of production because of an increase in input prices	*x*	*x*	*x*	25,1	0,9
Total losses	***x***	***x***	***x***	***683,0***	***23,4***
Needs					
Replacement and restoration of damaged assets	x	x	x	130,0	4,4
Support for the production recovery	x	x	x	274,9	9,4
Liquidity support to banks for agricultural financing	x	x	x	26,7	0,9
Supporting Agricultural Public Institutions for Service Delivery (for the next 10 years, without adjustments for inflation)	x	x	x	80,9	2,8
Total needs	***x***	***x***	***x***	***512,4***	***17,5***

Source: calculations of KSE's Agrocenter (Food and Land Use Research Center)

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Annex 11.

Vehicles

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Damaged/Destroyed					
Trolleybuses*	pcs	2980	341	0,9	0,03
Trams*	pcs	1922	151	5,0	0,2
Buses	pcs	241426	16838	21,0	0,8
Passenger cars **	pcs, million	10,10	105190	28,5	1,0
Fire trucks	pcs	4216	623	0,9	0,03
An-225 Mriia aircraft	pcs	1	1	8,2	0,3
Total damages	**pcs**		**123144**	64,5	**2,4**
Losses					
Decrease in revenues in the sector of communal and long-distance passenger transportation in the affected regions	x	x	x	5,9	0,2
Total losses	***x***	***x***	***x***	***5,9***	**0,2**
Needs					
Restoration of the trolleybus fleet of the ME	x	x	x	1,8	0,1
Restoration of the tram fleet of the ME	x	x	x	10,1	0,3
Restoration of the bus fleet	x	x	x	53,6	1,8
Passenger cars	x	x	x	52,3	1,8
Mriia aircraft				15,6	0,5
Fire trucks	x	x	x	1,9	0,06
Total needs	***x***	***x***	***x***	***135,3***	**4,6**

Source:
The number of cars registered in Ukraine https://dostup.pravda.com.ua/request/statistika_kilkosti_zarieiestrov;
Data on losses of municipal transport for four regions (Kharkivska, Donetska, Luhanska, Dnipropetrovska) – information of military-civilian administrations; for other areas – KSE's assumptions
data on the trolleybus and tram fleet http://www.ukrstat.gov.ua/druk/publicat/kat_u/2021/zb/10/zb_Transpot.pdf
data on the bus fleet https://dostup.pravda.com.ua/request/statistika_kilkosti_zarieiestrov
Data on the cost of restoration of the Mriia aircraft – data of Ukroboronprom
**only officially registered private cars are taken into account, excluding cars imported without customs clearance into the territory of Ukraine
***at the current stage, the following are not taken into account: (1) loss of trucks; (2) loss of other transport vehicles, in particular those belonging to authorities; (3) loss of aircrafts (except for the Mriia aircraft, the information on its loss is publicly available)
The assumption for the calculation is that the average cost of replacing one unit of public transport is 1/3 of the replacement cost (the cost of purchasing similar objects on Prozorro tenders in 2021, at the exchange rate valid at the end of 2021). For buses: we take the average between the cost of a bus and a minibus as the exact structure of the bus fleet (distribution between large buses and minibuses) is not known.

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Annex 12.

Infrastructure

	Unit	Baseline, units	Damages, units	UAH bln	$ bln
Damages					
Destroyed					
Airports	pcs	34	9	47,1	1,7
Property of postal operators	x	x	x	0,1	0,002
Damaged					
Public roads, bridges and overpasses on them	km	69.7 thous. km	12 185	353,4	13,0
Communal/municipal roads (in the cities and other settlements)	km	260 thous. km	11 664	338,3	12,4
Assets of Ukrainian Railways	various	no data	-	85,8	3,1
Infrastructure of seaports and inland water transport (ports; wharves; warehouses; terminals; movable property)	various	no data	-	13,8	0,5
Airports	pcs	34	9	9,1	0,3
Air bases	pcs	1	1	1,1	0,04
Ukraerorukh	pcs	no data	1	4,6	0,2
Property of postal operators		x	x	0,3	0,01
Total damages				**853,5**	**31,3**

Losses					
Decrease in the industry revenue (Avia)	x	x	x	154,7	5,3
Decrease in the industry revenue (UR)	x	x	x	112,3	3,8
Costs for (re)evacuation of the population, transportation of humanitarian aid, assistance to employees/their families involved in the war (UR)	x	x	x	17,2	0,6
Reduction of expenditures on road construction (forecast for 18 months, starting from June 2022)	x	x	x	145,7	5,0
Decrease in revenue of ports and other subjects of inland water transportation	x	x	x	80,3	2,7
Decrease in revenue of postal operators	x	x	x	7,8	0,3
Total losses	x	x	***x***	**517,9**	**17,7**
Needs					
Reconstruction and restoration of roads, bridges and overpasses according to the new standards (the forecast volume for 5 years, taking into account multi-year inflation)	x	x	x	913,3	31,2
Replacement and restoration of damaged assets (UR)	x	x	x	115,3	3,9
Expansion of the infrastructure capacity in the Ukraine-EU connection (UR)	x	x	x	17,1	0,6
Compensation of a part of indirect losses of UR	x	x	x	22,9	0,8
Ensuring the activities of the aviation industry enterprises during the period	x	x	x	37,5	1,3

Aviation projects for the recovery of operation, development and increase in the industry's safety, reconstruction/construction of 5-7 regional airports during the first 5 years after the war + other airports – during 5 years after that	x	x	x	86,4	3,0
Restoration and repair of the infrastructure of seaports and inland water transport (ports; wharves; warehouses; terminals; movable property)	x	x	x	13,8	0,5
Restoration of work of sea ports	x	x	x	16,1	0,5
Restoration and repair of the infrastructure of postal operators	x	x	x	0,5	0,02
Total needs	***x***	***x***	***x***	**1 223,0**	**41,8**

Source: Road management – calculations of KSE; Railway transportation – data and calculations of UR, calculations of KSE; Aviation industry – official statistical data, public data, calculations of KSE; Infrastructure of sea ports and inland water transport - MIU data; Postal operators – Nova Poshta, Ukrposhta; calculations of KSE.

Annex 13.

Digital infrastructure

	Unit	Baseline, units	Damages, units	UAHbln	$bln
Damages					
Damaged					
Fixed-line operators	pcs	4162	726	9,3	0,3
Mobile operators	x	x	x	6,1	0,2
Total damages	x	x	x	**15,4**	**0,6**
Losses					
Decrease in revenues of fixed-line operators	x	x	x	9,4	0,3
Decrease in revenues of mobile operators	x	x	x	22,7	0,8
Total losses	***x***	***x***	***x***	**32,1**	**1,1**
Needs					
Restoration of the infrastructure of communication operators	x	x	x	21,6	0,8
Restoration of the activity of communication operators	x	x	x	6,4	0,2
Total needs	***x***	***x***	***x***	**28,0**	**1,0**

Source: Ministry of Digital Transformation, NKRZI (the National Commission that carries out state regulation in the field of communication and informatization), communication operators

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Annex 14.

Energy sector

	Unit	Baseline, units	Damages, units	UAHbln	$bln
Damages					
Destroyed					
CHPP	Pcs	87	3	2,399	0,088
Oil bases	Pcs	no data	28	7,4	0,3
VDE (renewable energy industry)	MW	8451	36	0,9	0,0
Damaged					
CHPP	Pcs	87	5	0,436	0,016
Electric distribution networks	km	820 145	no data	15,4	0,6
Main power grids	Km	24 327	218*	7,7	0,3
Gas transportation	Km	289 111	180*	5,1	0,2
Gas distribution	Km	38 550	7453*	6,1	0,2
Other assets	Various	no data		4,2	0,2
Total damages				***49,5***	***1,8***
Losses					
Loss of revenues in the electric power sector	x	x	x	214,5	7,3

Loss of revenues in gas production and gas supply	x	x	x	61,2	2,1
Loss of revenues in oil production and oil refining	x	x	x	64,6	2,2
Total losses	***x***	***x***	***x***	***340,3***	***11,6***
Needs					
Replacement and restoration of damaged assets				69,3	2,4
Compensation of a part of indirect losses in the amount necessary for the restoration of production by industry enterprises	x	x	x	34,0	1,2
Total needs	***x***	***x***	***x***	***103,4***	***3,5***

Source: Ministry of Energy; Ukrenergo; OGTSU, State Statistics Service; calculations of KSE

* - number of incidents

Annex 15.

Financial sector

Type of losses	Unit	Baseline, units	Damages, units	UAHbln	$bln
Damages					
Destroyed/ Damaged*					
Immovable property of banks	UAHbln	28,8	no data	0,112	0,004
Investment assets of banks	UAHbln	6,124	no data	0,002	0,000
Unfinished capital investment of banks in construction	UAHbln	1,273	no data	0,000	0,000
Property received by banks as collateral	UAHbln	4,277	no data	0,040	0,001
Cash in the bank branches	UAHbln	78 333,00	0,470	0,470	0,016
Total damages	***x***	***x***	***x***	**0,624**	**0,021**
Losses					
Evacuation of the personnel by banks from the territories involved in hostilities	x	x	x	no data	no data
Losses from realization of operational risks due to war[8]	x	x		6	0,205
Total losses	***x***	***x***	***x***	***6,0***	***0,205***
Needs					

[8] Some components of losses are not reflected in the report on financial results, in particular, lost revenues; include losses from damage or loss of property, banknotes.

Reconstruction of damaged/destroyed real estate objects [9]	x	x	x	0,7	0,023
Additional support for banks' liquidity during the crisis period	x	x	x	no data	no data
Total needs	***x***	***x***	***x***	***0,7***	***0,023***

Source: National Bank of Ukraine; Financial Stability Report, June 2022
https://bank.gov.ua/admin_uploads/article/FSR_2022-H1.pdf?v=4

* at the current stage, only data on bank losses are included in the Section, excluding direct and indirect losses to other financial institutions

[9] Estimates of the value of property located in the territory which is not under control of banks, and there is a high probability that it may be damaged or destroyed, but it is not reflected as losses yet.

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Annex 16.

Utilities

Type of losses	Unit	Baseline, units	Damages, units	UAHbln	$bln
Damages					
Destroyed					
CHPP	pcs	87	3	included in another section	
Boiler/heating premises	pcs	19 025	71	0,955	0,035
Thermal networks	thousand running meters	18,987,083	222.358	13,230	0,485
Central thermal points	pcs	5 523	43	0,491	0,018
Water treatment facilities	pcs	400	2	0,113	0,004
Sewage treatment facilities	pcs	967	4	0,350	0,013
Water pumping stations	pcs	5 646	18	0,378	0,014
Sewage pumping stations	pcs	2 908	19	0,644	0,024
Water supply networks	thousand running meters	98,076.47	816.314	6,121	0,224
Sewage networks	thousand running meters	37,053.2	241.665	8,464	0,310
Wells	pcs	22 134	13	0,011	0,000

Laboratories	pcs	no data	2	0,010	0,000
Clean water reservoirs	pcs	2 129	12	0,215	0,008
Water towers	pcs	6 947	24	0,120	0,004
Containers for collecting household waste	pcs	no data	17 439	0,296	0,011
Garbage trucks	pcs	3 669	172	0,946	0,035
Landfills for disposal of household waste	pcs	5 969	9	0,742	0,027
Garbage sorting lines	pcs	34	3	0,123	0,005
Container sites	pcs	no data	231	0,006	0,000
Biogas equipment/premises	pcs	18	3	0,139	0,005
Damaged					
CHPP	pcs	87	5	included in another section	
Boiler/heating premises	pcs	19 025	258	1,364	0,050
Thermal networks	thousand running meters	18,987,083	0	0,000	
Central thermal points	pcs	5 523	56	0,246	0,009
Water treatment facilities	pcs	400	8	0,191	0,007
Sewage treatment facilities	pcs	967	10	0,355	0,013
Water pumping stations	pcs	5 646	20	0,164	0,006

Sewage pumping stations	pcs	2 908	32	0,436	0,016
Water supply networks	thousand running meters	98,076.47			
Sewage networks	thousand running meters	37,053.2			
Wells	pcs	22 134	11	0,000	0,000
Laboratories	pcs	no data	3	0,000	0,000
Clean water reservoirs	pcs	2 129	4	0,027	0,001
Water towers	pcs	6 947	8	0,027	0,001
Containers for collecting household waste	pcs	no data			
Garbage trucks	pcs	3 669			
Landfills for disposal of household waste	pcs	5 969	4	0,132	0,005
Garbage sorting lines	pcs	34			
Container sites	pcs	no data	87	0,001	0,000
Biogas equipment/premises	pcs	18			
Total damages				***36,296***	***1,331***
Losses					
Decrease in revenues in the industry	x	x	x	68,579	2,344

Total losses	***x***	***x***	***x***	***68,579***	***2,344***
Needs					
Needs for recovery of physical assets	x	x	x	45,370	1,551
Needs for business recovery (compensation for lost revenue)	x	x	x	3,919	0,134
Total needs	***x***	***x***	***x***	***49,3***	***1,7***

Source: data of the State Statistics Service, data of the Ministry of Communities and Territories Development (Ukraine), data of regional military administrations, official currency exchange rates of the NBU, market data, expert assumptions, etc.

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Construction, urban planning, modernization of cities and regions” working group

July 2022

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1. General vision of recovery and development

Ukraine seeks to overcome crises, including those caused by the war. Systematic planning of reconstruction and further development of the country provides a unique opportunity to rethink, redesign and modernize buildings and livelihood systems, to ensure a comprehensive transformation of territorial communities and regions.

The key development goals for the next decade are to accelerate the economic growth of regions and territorial communities based on the effective use of domestic potential, job creation, improved employment, accessibility of public service and services, which creates conditions for repatriation of migrants.

Particular attention will be paid by the state to support potential growth centres that can spread their positive impact on the development of neighbouring territories and affect the development of the region as a whole, as well as support the development of areas with special development problems, which should help to reduce the level of inter- and intra-regional asymmetry in the development of territorial communities and improve the quality of human life regardless of place of residence.

All citizens who lost their homes due to the Russian military aggression must be provided with housing. One of the key tasks is to restore and create quality new housing and living infrastructure with protective, sustainable and inclusive solutions.

The reconstruction of Ukrainian towns and villages after the war is a complex process that must ensure modernization and further development for decades ahead. New challenges related to the war - ensuring a balanced resettlement of migrants, relocation of enterprises and businesses in all regions of the country, creating a socially oriented business environment as a prerequisite for economic development of communities - must be combined with the best, modern world approaches and practices. architecture and the UN Sustainable Development Goals. Human-centeredness, rational spatial planning, ensuring the balance of resettlement and jobs, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness and many other current trends in human settlements should be the signs of our great recovery.

Transition to a circular model of the economy of community life support systems, comprehensive improvement of resource efficiency (including energy on both the consumption and supply side) together with an increase in the share of local renewable energy sources and construction of NZEB buildings level of energy consumption) are one of the key elements of the European Green Course and are a logical continuation of Ukraine's integration into the European Union.

Systematic implementation of this course will be the basis for achieving Ukraine's energy independence from imported fossil fuels, as well as for the green transformation of the infrastructure of settlements.

All these factors will allow displaced Ukrainians to return to their homes and communities and transform them into higher living standards. Such an approach should also ensure the long-term well-being of future generations of Ukrainians throughout Ukraine.

2. Key principles of recovery and development

- **Rebuild better than before** - the restoration and development of settlements will be based on best international practices using modern solutions and "green" technologies, which will make a significant transformational leap for communities and regions of Ukraine.

- **Openness and transparency** - the state will continue to provide free access for all citizens of Ukraine and international partners to the plans and actions of public authorities at all stages of Ukraine's reconstruction and development.

- **European integration** - fulfilling each task of the recovery plan will contribute to Ukraine's rapid rapprochement with fundamental European values and standards, and the eventual acquisition of membership in the European Union.

- **Sustainable development** – the reconstruction and development of Ukraine will be ensured taking into account the global goals of sustainable development of the United Nations.

- **Energy independence** - decarbonisation of buildings and livelihood systems by significantly increasing their energy efficiency and increasing the share of renewable energy sources in communities will allow Ukraine to completely abandon imports of fossil fuels (including natural gas of Russian origin).

- **Inclusiveness -** creating an enabling environment for equal access to opportunities for all citizens, strengthening involvement in the development of all sections of the population, and equitable distribution of material and social benefits.

- **Civil protection** - creation of a space aimed at ensuring maximum security for the population and sustainable functioning of economic entities in emergency situations, including military.

3. General analysis of the initial state

Recovery and sustainable region development

Ukraine is a large European country, and its regions significantly differ among themselves on characteristics as natural nor socio-economic characteristics. In particular, there are considerable differences in the indicator of human development among the regions (the difference in 2020 between the region with the highest indicator and the region with the lowest indicator was 1.4 times).

For the 2019 year, GRP per capita in 13 regions was more than 80% of the average in Ukraine, for the remaining 12 regions this figure was lower, while in several regions the figure was less than 50% of the Ukrainian average.

One of the main factors of regional inequality over the last decade is the intensive growth of Kyiv and agglomerations. Thus, the share of GRP of the city of Kyiv in the total is 24%, while the share of some regions is less than 2%.

The armed aggression of the Russian Federation against Ukraine and the temporary occupation a part of Ukraine territory deepened the gap in the levels of regional development, caused the destruction of infrastructure and mass outflow of working population and capital from the territories adjacent to the temporarily occupied, also increased the migration burden for the regions due to involuntary internal displacement; increased business and investment risks.

Housing, energy efficiency and civil protection

According to the Office of the High Commissioner for Refugees of the United Nations (UNHCR), 11.4 million Ukrainians left their homes only in the first month and a half since the start of the hot phase of the current Russian-Ukrainian war. As of June 7, 2022, 4,816,923 refugees from Ukraine were registered in Europe alone, and a total of 5.5 million people left the country. Most of them went to Poland - more than 3 million people. According to the latest data, more than 817,000 people left for Romania, almost 520,000 for Hungary, more than 443,000 for Moldova, and almost 372,000 for Slovakia.

According to the assessment of the UN International Organization for Migration (IOM), another 7.7 million citizens of Ukraine are considered internally displaced persons (IDPs), that is, they remained in the country, but had to leave their homes.

As of 14.06.22, 12,900 apartment buildings (~ 13,5 million m2) and 107,707 private buildings (~ 1.9 million m2) were destroyed / damaged.

In general, the building sector in Ukraine accounts for about 40% of total energy consumption and the corresponding share of greenhouse gas emissions. The national building stock is rather heterogeneous, outdated and very slow to renew. More than 85% of existing buildings were built before 2002, are currently physically worn out, do not meet modern construction requirements and have low energy efficiency. It should be noted that 80-90% of the buildings that exist today and have not suffered significant damage will be used in 2050. However, the rate of thermal modernization of buildings in Ukraine remains extremely low compared to European countries, where the corresponding figures are 0.4-1.2% per year, while in 2021 the European Commission has set a goal to increase the rate of 3%.

At the same time, for the needs of heating and cooling of premises, water supply accounts for about 70% of the energy supplied to consumers in residential and public buildings.

The vast majority of protective structures built in the 60-70s of the last century, today morally and physically obsolete, many structures are partially or completely destroyed. The fund of protective structures is gradually falling into decay. The number of protective structures built during the years of independence is measured by several dozens.

Infrastructure of life support systems

Most life support systems are characterised by significant technological backwardness, high energy consumption and low efficiency, with about half of the equipment and networks have exhausted their design life and need to be replaced. More than 80% of the energy for the livelihood of settlements is produced from fossil fuels.

Given the high dependence on energy imports, this situation has a negative impact on Ukraine's energy security, people's ability to pay their energy bills and live in healthy and comfortable conditions.

The current state of water supply systems does not provide consumers with stable and affordable services, and is characterised by incomplete compliance with the quality and safety of drinking water to the requirements of suitability for human consumption. Only about 65% of the population has access to drinking water supply systems, of which less than 30% of Ukrainian settlements are provided with centralised water supply. However, less than half of the population has access to sewerage systems. Only 50% of wastewater goes through a full cycle of biological treatment, and a third of wastewater is discharged into water bodies without any treatment at all.

Only a small proportion of household waste (both liquid and solid) is recyclable, although it has significant resource and energy potential. The scale of accumulation of sewage sludge generated at the treatment plants of settlements has become threatening. Also, about 80% of the population is covered by solid waste disposal services, of which more than 92% are disposed of in landfills and landfills, which does not meet the key principles of the hierarchy of waste management.

In addition, as a result of the ongoing armed aggression of the Russian Federation against Ukraine, territorial communities have faced significant challenges. Fighting, temporary occupation and significant internal migration have made the infrastructure of human settlements problematic, and many buildings, facilities and livelihoods have been lost, damaged or destroyed.

Today, there is a double urgency to reduce Ukraine's energy dependence: the country's high import dependence on fossil fuels (including natural gas), which Russia uses as economic and political weapons, and countering the climate crisis, which was severely exacerbated by Russia's aggression against Ukraine. Modernization of the huge urban infrastructure, which combines consumption (building sector) and supply (heat and water sources, networks, water treatment plants, etc.) requires significant financial, human and time resources. In fact, the scale of Ukraine's recovery, taking into account modern approaches, should change the principles of state and local energy and

investment planning, as well as the targets for the next two decades, first of all change the planning horizons. There has been no experience of such changes in Ukraine yet.

Regulation in construction

Significant changes in the legislation adopted over the past two years contributed to the growth of construction activity, which in 2021 amounted to UAH 254 billion. (+5.1%) due to: housing construction (+16.8%); non-residential construction (+3.2%); infrastructure construction (+3.1%). At the same time, urgent issues in the field of urban planning that reduce the investment attractiveness of Ukraine and require a systematic solution include the following: the absence of an electronic urban planning cadastre at the state level, the difficulty of obtaining urban planning conditions and restrictions and technical conditions for joining engineering networks, the duration of permit and registration procedures, the ineffectiveness of the architectural and construction control system, the regulation of the majority of building regulations, the lack of life cycle management of public and residential buildings, the lack of sustainable management of construction waste.

The main obstacles to the creation of an electronic urban planning cadastre at the state level, as a single information system, are the low percentage of urban planning documentation in the digital format of geodatabases, insufficient updating of data, and the lack of quality raw data in digital form for the development of urban planning documentation, the lack of integration of all urban planning information systems and services in a single information system. As of 01.01.2022, all 21 regions are provided with territorial planning schemes, 21 of which have up-to-date planning schemes developed after 2011. At the same time, only 263 (56.3%) of the 464 available district planning schemes can be used as urban planning documentation at the regional level. The main type of urban planning documentation at the local level is the spatial development plan of the territory of the territorial community, which is developed for the entire territory of the territorial community. The decision to develop comprehensive plans was made in 93 out of 1469 territorial communities, which is 6.3%, but none of them were approved in 2021. Among the main reasons inhibiting the development of comprehensive plans is the lack

of the necessary cartographic basis. Out of 1,469 newly formed territorial communities, only 33 (2.2%) of their total number have a conditionally up-to-date cartographic basis in digital form in the USK-2000 state geodetic coordinate system for the development of comprehensive plans. All 397 settlements with the status of cities are provided with valid general plans. At the same time, 168 general plans of cities are recognized as not meeting the requirements of the legislation and potentially cannot be used in the implementation of integrated spatial development activities in the territories of newly formed territorial communities in the future. Therefore, 229 (57.7%) of the existing city master plans are considered relevant. Out of 675 urban-type settlements, 602 or 89.2% have master plans. However, 291 of them, according to the results of the analysis, do not meet the current requirements of the legislation. Thus, 311 (51.7%) master plans of urban-type settlements can be used in the future for planning activities. Out of 26,765 rural settlements, 19,329 have existing master plans, of which 12,012 (62.2%) are recognized as not complying with the updated legislation. Accordingly, the number of actual village master plans is only 37.8%. The total number of available detailed area plans is about 30,000 copies, covering approximately 2.2% of the country's territory. At the same time, a large part of them (about 40%) will not meet the updated legal requirements during the development of comprehensive plans and will lose their validity after their approval. The creation of an electronic urban planning cadastre at the state level will simplify the obtaining of town-planning conditions and restrictions and technical conditions for joining engineering networks and will form the prerequisites for the automation of permit-registration procedures.

The system of state architectural and construction control, which is inefficient because it does not provide effective influence on urban planning entities that do not fulfill the legal requirements of state architectural and construction control bodies and/or interfere with inspections, requires continued reform.

To meet the needs of the construction market and remove obstacles to the introduction of innovative and progressive technologies and modern construction products, the transition to parametric standardisation has been initiated. At the same time, the current building code is mostly still of a

regulatory nature, which does not allow the transparent and quick introduction of new technologies and materials to the market. Among the positive changes, it should be noted the adoption in 2020 of the Law "On the provision of construction products on the market", which implemented into national legislation the provisions of Regulation (EU) No. 305/2011 of the European Parliament and of the Council of 9 March, 2011, laying down harmonised conditions for the marketing of construction products and repealing Council Directive 89/106/EEC. In 2021, the Government completed the implementation of the Regulation on the legislative level, which created the prerequisites for its practical implementation. As part of the implementation at the legislative level, the main requirements for the safety of buildings and structures were established: mechanical resistance and stability, fire safety, hygiene, health and environmental protection, safety and accessibility during operation, protection against noise and vibration, energy-saving and energy efficiency, steel use of natural resources (includes construction waste management). Fulfilment of these requirements is ensured, including, through the use of construction products with appropriate operational characteristics. Evaluation and verification of the stability of operational characteristics are carried out by manufacturers together with the designated bodies for assessing compliance with the requirements of Regulation (EU) No. 305/2011. However, there are currently no designated conformity assessment bodies. The situation is complicated by the absence of understaffing of existing laboratories with the equipment necessary for testing construction products.

Further development of the construction market is impossible without technological development and global penetration of innovations at all stages of construction processes and management of the object's life cycle. In the long term, Ukraine should join global trends: "green" construction and carbon-free production as elements of a circular (closed-loop) economy; development of the "smart cities" concept, etc.

4. Directions of recovery and development

I. Reconstruction and sustainable development of the regions

1. The main problems that need to be addressed in the framework of the Recovery Plan in the area of "Reconstruction and sustainable development of the regions"

1.1. The impact of war on a particular area of analysis:

Demography

The demographic situation in Ukraine has tendency to gradually deteriorating in recent years. The main demographic threats are depopulation and population aging. Since 2013, the number of deceased has begun to exceed the number of born. As of 1 January 2022, according to the State Statistics Service, 41 million 167 thousand people lived in Ukraine. This is 4.2 million less than in 2013. From 2000 to 2021, the average age of the population increased from 37.9 years to 42.1 (39.2 - for men, 44.5 - for women).

The obvious negative result of the involuntary mass migration of the young population of Ukraine to the abovementioned foreign countries will be a significant decrease in the population of our country as a whole and a significant increase in gender and age disparities in regions and communities. The greatest demographic risks of depopulation are for the regions and territorial communities bordering Russia and Belarus. At the same time, a significant increase in the population of the western and central regions will have a significant impact on the infrastructure and service networks, labor market congestion.

Regional economy

As a result of Russia's full-scale military invasion, the Ukrainian economy has faced an unprecedented challenge. The production of the main types of products decreased, the ports were blocked, and thus the main share of foreign trade. The

production, transport and logistics, energy, engineering, and social infrastructure of entire regions have been largely destroyed.

The total loss from the transport blockade, in particular sea trade ports, is approximately 3-5 billion dollars a month.

About 25% of the country's arable land, which is actually concentrated in several regions, is at risk or not available at all for the sowing campaign, which will have negative consequences in the coming periods.

According to the Ministry of Social Policy, as of the beginning of June 2022, about 35% of workers who had a job before the large-scale invasion of Russia lost it, i.e. every third employee. This primarily applies to employees of large industrial enterprises located in the south-eastern and north-eastern regions of Ukraine.

Business activity decreased the most in Sumy, Mykolaiv and Kherson oblasts, significantly in Chernihiv, Zaporizhia, Kharkiv, and Odesa. At the same time, in the western and central regions of Ukraine during May-June there is a resumption and recovery of economic activity (including due to the relocation of enterprises and the influx of new labor).

Social infrastructure

The existing network of preschool and general secondary education institutions has almost 30,000 institutions. So far, more than 1,000 general secondary schools and more than 600 preschools have been damaged and destroyed.

The existing network of healthcare facilities includes 18,940 health care facilities (2,043 specialized health care facilities and 16,897 primary health care facilities). More than 700 health facilities have been damaged and destroyed so far.

The existing network of cultural institutions has 34,025 institutions. So far, 255 cultural facilities have been damaged and 295 destroyed.

The existing network of social protection institutions has 1,815 institutions. So far, 41 social protection institutions have been damaged and destroyed.

The existing network of sports infrastructure has 58,230 facilities. So far, 35 sports facilities have been damaged and 60 completely destroyed. Of the 1,055 existing ASC, 17 ASC were completely destroyed; 117 ASC are damaged, 13 of them are unsuitable for further use.

Local Government

During 2015-2020 in Ukraine had been underwent a system of reform of local self-government and territorial organisation (decentralisation), which culminated in the creation of 1,470 territorial communities and 136 districts, the forming of a new budget system and progressive budget equalisation between communities.

At the same time, the implementation of strategic planning at the local level is not yet complete, management decisions are often made in the absence of quality and up-to-date data, there is a low level of professional skills of local governments and local self-governments. There is a problem with the efficiency and capacity of institutions to support regional and local development. Local self-governments and local governments were not sufficiently prepared to work in a situation of martial law and military invasion.

Key challenges (generalized for a specific area)	• Changes in the demographic/gender and age composition and total population of Ukraine and different regions and territorial communities. • Destruction of critical and social infrastructure, enterprises, housing and public facilities. • Increasing the burden on infrastructure in regions with a significant influx of internal displaced persons. • Significant reduction in production. • Decline in exports and its block. • Suspension of investment activities in a significant number of regions. • Imbalances in the labour market, the need for retraining. • Unpreparedness of institutions to function in crisis situations.
Key features (generalized for a specific area)	• Increasing the population, in particular working age in certain areas. • New quality of social capital (to return people with experience of living in European countries to Ukraine). • Strengthening civil society institutions and horizontal links between people, through mutual assistance and volunteering. • Inflow of investments (grants) for Ukraine recovery. • Restoration of infrastructure with the use of modern design solutions, materials and technologies. • Structural and technological modernization and diversification of the economy of the regions (network of industrial parks, centres of creative economy, etc.). • Development of deconcentrated fuel production based on bioresources. • Access to credit and grant resources.

	• Simplification of access to foreign markets, the possibility of integration into them. • Creation of new jobs in the process of reconstruction of Ukraine. • The transition to a green economy (Green Deal) and the expansion of the use of renewable energy sources. • Creating new and strengthening the capacity of existing institutions aimed at Ukraine and regional development. • New quality of inter-municipal, inter-regional and cross-border cooperation and intersectoral partnership.
Key limitations (generalized for a specific area)	• Irreversible migration of the population, in particular young people. • Declining living standards and solvency of the population. • Housing and social infrastructure shortage for internally displaced persons. • Long duration and high cost of infrastructure restoration and modernization. • Budget cuts at all levels. • Risk of damage, including recurrence. • Loss of transit potential. • Loss of traditional export industries. • Increased risk of doing business activities, lack of insurance for business and investment risks, especially in areas with a high level of security risks. • Insufficient coordination of central, local government and local self-government bodies.

Goals, objectives, stages of the Recovery Plan in the direction of "Recovery and sustainable development of the regions"

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 1.1. Sudden and significant territorially differentiated change in the number and sex and age composition of the population. **Goal 1.1.** Bring people back to Ukraine and home. Create conditions to provide people with jobs, housing, public services and a safe living environment. Stimulate fertility and provide support for families with children. To form a territorially balanced settlement system			
The goal to be achieved to solve the problem at each stage	Return people to Ukraine and places of permanent residence Internally displaced persons are provided with temporary housing and work in temporary accommodation	Return people to Ukraine and places of permanent residence	Improve the demographic situation in different types of territories To form a territorially balanced settlement system
Deadline within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	Continuation of active hostilities and missile strikes (shelling) on the territory of Ukraine Encouraging host countries to keep Ukrainians abroad Absent of coordination of various policies in the field of employment, housing, public services	Annexation of Ukrainian territories by Russia Risks of shelling in border areas Lack of financial resources for reconstruction Incoordination of various policies in the field of employment, housing, public services Failure to return to Ukraine a significant proportion of women of childbearing age who went abroad during the war Lack of financial and other support for the birth rate and support for families with children	Lack of financial and other support for the birth rate and support for families with children Low efficiency of executive and local self-government bodies in responding to challenges of human capital loss Absent of coordination of various policies in the field of employment, housing, public services

Measuring indicator of goal achievement	60% of citizens returned to deoccupied territorial communities 50% of citizens who left after martial law returned to Ukraine 70% of IDPs were employed in the respective region (community) of forced residence	75-80% of those who left after martial law returned to Ukraine 75% of citizens returned to deoccupied territorial communities positive balance of external migration 75% of citizens have access to quality public services (education, medicine, social protection, security, etc.)	annual positive natural population growth all citizens have access to quality public services (education, medicine, social protection, security, etc.) positive balance of external migration the share of the population living in rural areas at the level of 25-30%
The total amount of need for financial resources to achieve the goal	will be determined after making the necessary calculations, approximately UAH 250 million	will be determined by the results of the first stage, approximately UAH 1 800 million	will be determined after making the necessary calculations, approximately UAH 700 million

Linking the goal to other areas	Audit of war losses Digitalization Infrastructure restoration Economic recovery and development Energy security Functioning of the financial system, its reform and development Audit of war losses	Audit of war losses Digitalization Infrastructure restoration Economic recovery and development Energy security Functioning of the financial system, its reform and development	Audit of war losses Digitalization Infrastructure restoration Economic recovery and development Energy security Functioning of the financial system, its reform and development

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Goal. Return people to Ukraine and places of permanent residence. Internally displaced persons are provided with temporary housing and work in temporary accommodation			

Stage 1: June 2022 - end of 2022			
1	Improve the unified national information database (register) of data on the existing needs and opportunities for accommodation, employment, and retraining (if necessary) of internally displaced persons	December 2022	Return of citizens Digitalization
2	Estimate the number, sex, age, professional composition of Ukrainians who have left their places of permanent residence (incl. using the capabilities of "Diia"): - outside Ukraine from each region; - outside the region, but did not leave Ukraine	December 2022	Return of citizens Digitalization
3	Conduct a survey among citizens of Ukraine (abroad) and IDPs to determine return intentions and conditions for return (incl. using the capabilities of "Diia"):	December 2022	Return of citizens Digitalization
4	Ensure the preservation of ties of citizens who went abroad with Ukraine, in particular through the preservation of opportunities for remote (remote) work	December 2022	Return of citizens Governance Digitalization

5	Develop a regional development program "Territorial Cohesion of Ukraine" in the following areas: - creating opportunities for cooperation between regions in the field of education, culture, historical and cultural studies; - formation of an attractive image of regions in Ukraine, integration of regional identities into the all-Ukrainian identity; - integration of IDPs and protection of the interests of IDPs in the temporarily occupied territories	December 2022	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development
6	Develop a regional development program "Human Capital Development" taking into account the characteristics of different types of territories in the following areas: - people (raising the professional level of certain target groups or segments of the population of the region in accordance with the needs of its development and the regional labour market); - institutions and networks (creation of new or strengthening the capacity of existing institutions and their networks, which contribute to improving the quality and professionalism of human resources in the region, create conditions for innovation and	December 2022	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development

	strengthen relationships between key actors in the regional labor market); - research (study of the existing environment in local and regional labor markets, the formation and implementation of proposals to improve the level and quality of employment)		
Goal: To return people to Ukraine and to their places of permanent residence.			
Stage 2: January 2023 - December 2025			
7	Implement the regional development program "Territorial Cohesion of Ukraine"	December 2025	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development
8	Implement the regional development program "Human Capital Development" taking into account the characteristics of different types of territories	December 2025	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development

9	Developing regional and local fertility incentive programs	December 2025	The social protection
Goal. Improve the demographic situation in different types of territories. To form a territorially balanced settlement system			
Stage 3: January 2026 - December 2032			
10	Implement the regional development program "Territorial Cohesion of Ukraine"	December 2032	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development
11	Implement the regional development program "Human Capital Development" taking into account the characteristics of different types of territories	December 2032	Return of citizens Education and science Youth and sports Culture and information policy Governance Economic recovery and development
12	Ensure the implementation of regional and local birth control programs	December 2032	The social protection

Goals, objectives, stages of the Recovery Plan in the direction of "Recovery and sustainable development of the regions"

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 1.2. The accessibility of different types of territories to markets and people to public service infrastructure has deteriorated. **Goal 1.2.** Plan, restore and develop critical, social, economic, transport infrastructure; public facilities and a network of public services according to modern approaches and in accordance with the challenges, opportunities and constraints in different types of territories.			
The goal to be achieved to solve the problem at each stage	Assess the status, identify needs and plan for the rehabilitation and modernization of the infrastructure and public service network in each region. Restore critical infrastructure in the deoccupied territories	Build / rebuild / upgrade public service infrastructure and network in modern approaches and in accordance with challenges, opportunities and constraints in different types of territories	Develop the infrastructure and network of public services in modern approaches and in accordance with the challenges, opportunities and constraints in different types of territories, in accordance with the new needs and requirements of the EU

Deadline within the stage	December 2022	December 2025	December 2032
Risks of achieving the goal	Impossibility to assess losses due to occupation, active hostilities, security risks Insufficient number of specialists to conduct a professional inspection of damaged objects Uncertainty over the return of people who have left their homes Insufficient quality of local statistics Insufficient level of capacity of local authorities to identify and prepare the territory for construction / restoration / modernization of infrastructure facilities	Impossibility to update the assessment of the situation and needs due to security risks, in particular mines Uncertainty over the return of people who have left their homes Impossibility of carrying out restoration and construction works due to security threats Insufficient financial, labor, material (building materials, machinery and equipment for restoration) resources for construction / restoration / modernization Corruption risks	Inconsistency of Ukrainian legislation with EU requirements Insufficient financial, labor, material (building materials, machinery and equipment for restoration) resources for construction / restoration / modernization Corruption risks

	A large number of mined areas remain		
Measured indicator of goal achievement	An assessment of the state of infrastructure and public service delivery network in all territories (except for temporarily occupied territories and areas where hosts are taking place) An assessment of the need for infrastructure in all territories, in accordance with certain norms (except for the temporarily occupied and areas where hostilities are taking place) Plans for the restoration and modernization of infrastructure facilities (schools, clinics, security centers, bomb shelters, ASC, etc.) have been formed,	An assessment of the state of infrastructure and public service delivery networks in the liberated territories has been made. The need for infrastructure in all territories has been updated and appropriate plans for the restoration and modernization of infrastructure facilities have been formed. 75% of citizens have access to quality public services	The entire infrastructure and public service delivery network meet the needs of different functional types of territories and EU requirements. All citizens have access to quality public services (education, medicine, social protection, security, etc.)

	including areas for construction.		
The total amount of need for financial resources to achieve the goal	will be determined after making the necessary calculations, approximately UAH 23 934 million	will be determined by the results of the first stage, approximately UAH 111 581 million	will be determined after making the necessary calculations, approximately UAH 878 348 млн. million
Linking the goal to other areas	Audit of war losses Digitalization Economic recovery and development Creating conditions for the return of people to Ukraine and places of permanent residence Functioning of the financial system, its reform and development	Audit of war losses Digitalization Economic recovery and development Creating conditions for the return of people to Ukraine and places of permanent residence Functioning of the financial system, its reform and development	Economic recovery and development Digitalization Creating conditions for the return of people to Ukraine and places of permanent residence Functioning of the financial system, its reform and development

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
Goal: Assess the status, identify needs and plan for the rehabilitation and modernization of the infrastructure and public service network in each region. Restore critical infrastructure in the deoccupied territories			
Stage 1: June 2022 - end of 2022			
1	Audit existing facilities for the provision of public services and facilities, security facilities for citizens and create a geographic information system for social infrastructure facilities in existing networks for the provision of public services and services, security facilities for citizens	October 2022	Digitalization Education and science Healthcare Youth and sports Culture and information policy Governance

2	Provide the possibility of obtaining basic services in the conditions of destroyed or insufficient infrastructure at the expense of mobile and remote solutions (mobile ASC, mobile outpatient clinics and diagnostic centers, distance learning, etc.)	December 2022	Education and science Youth and sports Culture and information policy Health care The social protection Digitalization
3	Develop and approve standards (norms) of accessibility and quality of service provision for networks of institutions providing services in the field of: - education; - Health Care; - social protection; - administrative services (ASC); - sports; - security of citizens (security centers, bomb shelters, radiation protection shelters, etc.)	November 2022	Digitalization Education and science Healthcare Youth and sports Culture and information policy The social protection Governance

4	Model a new viable network of public services and facilities, public safety facilities, including public and local government buildings, administrative services, taking into account the existing circumstances, in accordance with the challenges, opportunities and constraints in different types of territories	December 2022	Education and science Healthcare Youth and sports Culture and information policy The social protection Digitalization
5	Assess the possibility of repairing damaged facilities in new optimized networks for the provision of public services and facilities, public safety facilities in accordance with the needs of communities and regions	December 2022	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance
6	Identify the need for reconstruction / overhaul or new construction of social infrastructure facilities in optimized networks of public services, public safety facilities, and generate information cards for each facility in need of restoration	December 2022	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance

7	Develop reuse projects (or adapt existing ones) for public service facilities, public safety facilities, by projects: - education; - Health Care; - social protection; - buildings of state and local government bodies, provision of administrative services (ASC); - sports; - provision of services by executive bodies and local self-government bodies; - objects of public safety; - security centers. Prepare a manual that will include guidelines for project development, architectural design solutions, sketches (renderings) of projects, decisions on inclusion, energy efficiency, etc. and developed project documentation for re-use	September 2022	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance Digitalization

8	Develop plans for reconstruction / overhaul or new construction of social infrastructure facilities in optimized networks for the provision of public services, public safety facilities in each region	December 2022	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance
Goal: Build / rebuild / upgrade public service infrastructure and network in modern approaches and in accordance with challenges, opportunities and constraints in different types of territories.			
Stage 2: January 2023 - December 2025			
1	Determine the priority (stages) of reconstruction / overhaul or new construction (until 2025) of social infrastructure facilities in the networks of public services and services, public safety facilities in each region	April 2023	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance

2	Providing all social infrastructure facilities for the provision of public services and facilities, public safety facilities in accordance with optimized networks for the provision of public services and services, in accordance with the identified project documentation priorities (project development in accordance with the approved manual with proposed design solutions) or reuse projects terrain-based use	April 2023	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance
3	Identify mechanisms for funding the reconstruction / overhaul or new construction of social infrastructure facilities in the networks of public services, public safety facilities in each region, including the expansion of mechanisms and forms of public-private partnership in the development of social infrastructure .	April 2023	Functioning of the financial system
4	Identify sources of funding for the reconstruction / overhaul or new construction of social infrastructure facilities in the networks of public services, public safety facilities in each region, in accordance with possible financing mechanisms, including the PPP mechanism.	June 2023	Functioning of the financial system

5	Initiate reconstruction / overhaul or new construction of social infrastructure facilities in public service networks, according to priority and financial capabilities	August 2023	Functioning of the financial system
6	Take measures to create new networks of special regional projects, such as cultural service centers, creative hubs, creative centers, science museums and others	December 2024	Education and science Culture and information policy
7	In accordance with the new administrative-territorial structure to adjust the networks of public services and facilities, security facilities of citizens in each region	December 2025	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance Digitalization
Goal: Develop the infrastructure and network of public services in modern approaches and in accordance with the challenges, opportunities and constraints in different types of territories, in accordance with the new needs and requirements of the EU			
Stage 3: January 2026 - December 2032			

1	In accordance with the needs of citizens to update and adjust plans for construction / restoration / modernization of social infrastructure in the networks of public services and facilities, security of citizens in each region	June 2026	Education and science Healthcare Youth and sports Culture and information policy The social protection Governance Digitalization
2	Complete the process of construction / modernization of social infrastructure facilities in the networks of public services and public safety facilities, taking into account modern approaches and in accordance with the challenges, opportunities and constraints in different types of territories	December 2032	Functioning of the financial system Education and science Healthcare Youth and sports Culture and information policy The social protection Governance Digitalization

Goals, objectives, stages of the Recovery Plan in the direction of "Recovery and sustainable development of the regions"

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 1. 3. Sharp and significant reduction of local, regional and macro-regional economies. **Objective 1. 3.** To stimulate the development of local, regional and macro-regional economies based on the potential of different types of territories and taking into account the principles of "green economy".			
The goal to be achieved to solve the problem at each stage	Restore economic activity in the regions and territorial communities (except for areas of hostilities and temporarily occupied territories)	Ensure the growth of local, regional and macro-regional economies based on the potential of different types of territories, taking into account the principles of "green" economy	Different types of territories fully realize the potential of local, regional and macro-regional economies, taking into account the principles of "green economy"
Deadline within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	Continuation of hostilities Lack of proper interaction between government and business, disregard for business interests Insufficient activity of the entrepreneurial environment in using the possibilities of budgetary support A significant share of the "shadow economy" Outflow of capital and investment Infringement of logistical chains regarding the supply of products Lack of incentives for accelerated economic recovery and economic development Lack of energy resources Critical infrastructure destroyed	Limiting export opportunities Underestimating and disregarding local capacities Lack of proper interaction between government and business, disregard for business interests Limited budget support for entrepreneurship in different types of territories A significant share of the "shadow economy" Excessive regulatory and fiscal pressure on business Lack of energy resources	Insufficient business guarantees in the field of investment protection (insurance) A significant share of the "shadow economy" Failure to achieve set goals in economic and investment policy Lack of energy resources

Measured indicator of goal achievement	30% of the business entity, which suffered as a result of the armed aggression of the Russian Federation, resumed their activities after its termination (except for the territories of hostilities and occupied territories) In 15% of the regions, the index of industrial production increased compared to the corresponding period of the previous year In 10% of the regions, the index of agricultural products increased compared to the corresponding period of the previous year In 15% of regions, the number of SMEs per 10,000 of the existing population	In all regions, more than 80% of the business entity resumed their activities after their termination In 70% of the regions, the index of industrial production increased compared to the corresponding period of the previous year In 50% of the regions, the index of agricultural products increased compared to the corresponding period of the previous year In 50% of regions, the number of SMEs per 10,000 of the existing population increased compared to the corresponding period of the previous year In 30% of regions, the employment level of the	In all regions, the annual growth of the index of industrial production compared to the corresponding period of the previous year In all regions, indices of agricultural products increased compared to the previous year In 20 regions, the number of SME entities per 10,000 existing population, units, increased annually compared to the previous year In 18-20 regions, the employment rate of the population aged 15-70 (according to the ILO methodology) increased in % compared to the previous year

	increased compared to the corresponding period of the previous year In 10% of regions, the employment level of the population aged 15-70 (according to the ILO methodology) increased compared to the corresponding period of the previous year In 10% of regions, the unemployment rate of the population aged 15-70 (according to the ILO methodology) decreased compared to the corresponding period of the previous year At least 4 pilot industrial parks were granted state guarantees on a portfolio basis for bank loans for the	population aged 15-70 (according to the ILO methodology) increased compared to the corresponding period of the previous year In 30% of regions, the unemployment rate of the population aged 15-70 (according to the ILO methodology) decreased compared to the corresponding period of the previous year In 10 regions, the gross regional product per capita increases annually compared to the previous year In 20 regions, capital investment indices increased compared to the previous year	In 20 regions, the unemployment rate of the population aged 15-70 (according to the ILO methodology) decreased compared to the previous year In all regions, the gross regional product per capita increased compared to the previous year In all regions, capital investment indices increased compared to the previous year In 20 regions, real wage rates indices increased compared to the previous year In all regions, the revenues of local budgets (without transfers and own revenues; in comparative terms) per unit of

	construction of industrial real estate	In 20 regions, real wage rates indices by region increased compared to the previous year In 20 regions, the revenues of local budgets (without transfers and own revenues; in comparative terms) per unit of population, in thousand UAH, increased compared to the previous year At least 25 industrial parks are provided with engineering and transport infrastructure	population, in thousand UAH, increased compared to the previous year Regional volumes of goods exports in 20 regions increased compared to the previous year The share of capital investment in GRP in 20 regions is at least 25% At least 60 industrial parks are provided with engineering and transport infrastructure

The total amount of need for financial resources to achieve the goal	Approximately 1,600 million UAH	will be determined by the results of the first stage, approximately 145 100 million UAH	will be determined after making the necessary calculations, approximately 85 700 million UAH
Linking the goal to other areas	Economic recovery and development Digitalization Infrastructure restoration	Economic recovery and development Digitalization Infrastructure restoration	Economic recovery and development Digitalization Infrastructure restoration

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Goal: Restore economic activity in regions and territorial communities (except for areas of hostilities and temporarily occupied territories)			
Stage 1: June 2022 - end of 2022			

1	Move critical enterprises in the risk zone from Russia to safe areas	December 2022	Economic recovery and development
2	Create backup / duplicate production of the most critical products in the rear regions	December 2022	Economic recovery and development New agricultural policy
3	Restore economic activity in the field of food and critical services in the deoccupied territories	December 2022	Economic recovery and development New agricultural policy
4	Improve the current legislation on the peculiarities of business incentives (on business risk insurance, reduction of tax rates, etc.) in certain types of territories	December 2022	Economic recovery and development Functioning of the financial system
5	Encourage the renovation and efficient use of abandoned areas (areas and objects of all forms of ownership that are not used).	December 2022	Economic recovery and development

6	Develop a regional development program **"Stimulating the development of regional growth poles"** (RPZ - agglomerations; regional centers; cities of the second tier that meet certain criteria), providing in particular the following areas and priorities: Direction 1. Competitive economy of RPZ Priority 1.1. Development of infrastructure to support SMEs, promoting the expansion of business and export opportunities of local enterprises (with innovative potential). Priority 1.2. Support of innovative startups in priority sectors of the economy, stimulation of applied research and commercialization of their results on the basis of smart specialization. Priority 1.3. Development of RPZ investment potential, support of infrastructure development projects for industrial investment. Direction 2. Impact on the surrounding areas (Promoting the formation of RPZ partnerships, supporting the implementation of projects that have a positive impact on the surrounding areas) Priority 2.1. Support for "growth points" - joint projects of cities and rural areas.	December 2022	Economic recovery and development

	Priority 2.2. Support for cluster initiatives (and cluster projects) in priority sectors of the economy. Priority 2.3. Improving public-private dialogue, intersectoral and inter-municipal cooperation, supporting IMI initiatives. Direction 3. Infrastructure for the person Priority 3.1. Creating a favorable urban environment, an attractive image of RPZ for residents, investors and tourists. Priority 3.2 Supporting the modernization of local infrastructure that creates better living conditions and promotes increased private investment in RPZs (including migrant workers). Priority 3.3. Human capital development, support of measures to adapt labor resources to market needs.		

7	Develop a regional development program "New Ukrainian Village", providing, in particular, the following areas and priorities: Direction 1. Local capacity development Priority 1.1 Supporting employment and diversifying the local economy Priority 1.2 Human capital development Direction 2. Improving accessibility, infrastructure development Priority 2.1 Improving the accessibility of rural areas to the centers of territorial communities and key cities Priority 2.2 Rural infrastructure development Within the framework of the specified directions and priorities to consider, in particular, the following tasks / measures: - Stimulate the development of small and medium enterprises in rural areas, especially remote and low-density, through the use of financial, methodological and organizational tools, including the provision of affordable entrepreneurship training online, offline and blended learning, as well as expanding the network of business support centers “Action. Business ”and the provision, in	December 2022	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization

	particular by these centers, of specialized professional consultations, educational and consultative events; improving access to finance, partnerships and investment resources; improving communication between rural entrepreneurs and local executive bodies, local self-government bodies: - Improve legislation in the field of state support for the development and promotion of farms - Improve the legal conditions for the development of rural tourism - Provide methodological support for the development of rural tourism for legal entities and individuals who create tourism products and provide rural tourism services, promote their implementation by organizing training for representatives of such legal entities and individuals - Provide favorable conditions for the creation of high-tech enterprises of primary and deep processing of raw materials (fruits and berries); creation of enterprises for energy processing of forestry and agricultural waste; production of biodiesel, bioethanol; restoration of crafts.		

8	Develop a program of regional development "Development of border areas in adverse conditions", providing, in particular, the following areas and priorities: Direction 1. Local capacity development Priority 1.1 Supporting the diversification of the local economy Priority 1.2 Human capital development Direction 2. Improving accessibility, development of communication networks and systems, safety of life Priority 2.1 Improving access to services and developing transport infrastructure Priority 2.2 Development of information and computer technology infrastructure Priority 2.3 Development of community safety infrastructure	December 2022	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization Education and science

9	Develop a regional development program "Development of the macroregion of the Ukrainian Carpathians", providing, in particular, the following areas: 1. Formation of a competitive economy of mountainous areas 2. Elimination of infrastructure restrictions, development of spatially balanced road, production and social infrastructure 3. Development of tourism potential by preserving and maintaining the cultural heritage and traditional crafts of the local population 4. Ensuring environmental safety 5. Placement of high-tech dual-use industries	December 2022	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization

10	To develop the Concept and the State target program of **fair transformation of monofunctional cities of Ukraine** (including coal), having provided, in particular, the following directions: - study of economic and budgetary capacity of monofunctional communities (including coal); - create conditions for the development of human capital, investment development and diversification of the economy of mono-profile cities (including coal); - to ensure the transition to renewable energy sources and increase the level of energy efficiency in the housing and communal sphere of mono-profile cities (including coal).	December 2022	Economic recovery and development Energy security
11	Assess the state and possibilities of using the potential of the **macro-region "Azov - Black Sea"**	December 2022	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Ecological safety

12	Ensure the development of industrial parks in Ukraine, in particular in the following areas: - state funding for the construction of engineering and transport infrastructure of pilot industrial parks; - simplification of the procedure and compensation of the cost of connection of industrial parks to engineering networks, simplification of the procedure of connection to networks and control over abuse of monopoly position of economic entities - operators of such networks; - providing tax and customs benefits to participants in industrial parks (bills 5688, 5689); - lending for the construction of commercial real estate on the territory of pilot industrial parks; - providing insurance of business risks and investments in industrial parks	December 2022	Economic recovery and development Functioning of the financial system

13.	Enhance legislative support and methodological support for the preparation and implementation of public-private partnership projects at the regional and local levels, in particular in the following areas: - carry out a detailed analysis of legal acts on public-private partnership and study the practice of its application at different levels of governance with the purpose of simplifying the procedure (requirements) for the preparation and implementation of certain types of PPP (municipal) projects; - develop typical (pilot) projects at the regional and local levels, in particular in the fields of: education, medicine, energy, sports, social services, culture, communal infrastructure, housing and communal services; - develop standard documents necessary for the initiation of PPPs, examples of additional funding for regional (local) development projects at the expense of sources other than the budget available to executive authorities and local self-government bodies with justifications for their application;	December 2022	Economic recovery and development Education and science Healthcare Youth and sports Culture and information policy

	- - to conduct an analysis of the negative practices of the application of PPP (initiated criminal proceedings) and to prepare a collection of typical mistakes made during the registration of partnerships, as well as to determine legal norms that provide the opportunity to initiate cases without grounds, and to develop proposals for making changes and clarifications to the relevant legislation		

Goal: Ensure the growth of local, regional and macro-regional economies based on the potential of different types of territories, taking into account the principles of "green" economy			
Stage 2: January 2023 - December 2025			
14	Develop and ensure the implementation of the regional development program **"Development of the potential of the Azov-Black Sea macro-region"**, foreseeing, in particular, the following areas: 1. Expansion of transport and logistics accessibility of the macro-region. 2. Preservation and development of human capital. 3. Sustainable economic development (deepening processing of local raw materials, spread of small organic farming, restoration of traditional crafts, ensuring self-employment of the population). 4. Comprehensive development of resort areas, tourist and related communal infrastructure, taking into account inclusion and gender-oriented approach.	December 2025	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Ecological safety

	5. Reduction of the impact on the environment of the results of people's life activities (elimination of territory clogging, elimination of the consequences of flooding, provision of water resources and water purification systems)		
15	Ensure the implementation of the regional development program **"Stimulating the development of regional growth poles"**	December 2025	Economic recovery and development Functioning of the financial system
16	Ensure the implementation of the regional development program **"New Ukrainian Village"**	December 2025	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization
17	Ensure implementation of the regional development program **"Development of border areas in adverse conditions"**	December 2025	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization Education and science

18	Ensure implementation of the regional development program **"Development of the macroregion of the Ukrainian Carpathians"**	December 2025	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization
19	Ensure the implementation of the State Target Program for the **Fair Transformation of Monofunctional Cities of Ukraine**	December 2025	Economic recovery and development Energy security

20	Ensure the development of industrial parks in Ukraine, in particular in the following areas: - state funding for the construction of engineering and transport infrastructure of industrial parks; - providing non-refundable financial assistance for the arrangement and / or implementation of economic activities within industrial parks established in areas with limited development opportunities (in particular, mono-profile cities); - compensation for the cost of connecting industrial parks to engineering networks; - compensation of interest rates on loans (loans) for the arrangement and / or implementation of economic activities within industrial parks; - promotion and promotion of industrial parks in front of potential investors (participants and management companies); - state insurance of business risks and investments on the territory of industrial parks in some regions of the country (conditionally safe)	December 2025	Economic recovery and development Functioning of the financial system
21	Conduct a comprehensive economic assessment of the natural resource potential of the regions	December 2024	Economic recovery and development Energy security Ecological safety

22	Introduce a mechanism of state financial support for regional development projects that provide for the development of priority economic activities identified on the basis of smart specialization, taking into account the principles of "green" economy.	December 2024	Economic recovery and development Functioning of the financial system
23	Ensure the implementation of public-private partnership projects at the regional and local levels, in particular in the following areas: - 5 pilot projects based on health care facilities that provide tertiary (highly specialized) medical services; - at least 10 projects in the field of education, culture and sports (creation of multifunctional sports complexes, leisure centres, "schools of the future", etc.); - at least 10 projects in the field of solid waste management; - at least 10 projects in the field of business support (Centers of creative economy)	December 2025	Economic recovery and development Education and science Healthcare Youth and sports Culture and information policy
Goal: Different types of territories fully realize the potential of local, regional and macro-regional economies, taking into account the principles of "green economy"			

Stage 3: January 2026 - December 2032			
24	Ensure the implementation of the regional development program **"Development of the potential of the Azov-Black Sea macro-region"**	December 2027	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Ecological safety
25	Ensure the implementation of the regional development program **"Stimulating the development of regional growth poles"**	December 2027	Economic recovery and development Functioning of the financial system
26	Ensure the implementation of the regional development program **"New Ukrainian Village"**	December 2027	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization
27	Ensure implementation of the regional development program **"Development of border areas in adverse conditions"**	December 2027	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization Education and science

28	Ensure implementation of the regional development program **"Development of the macroregion of the Ukrainian Carpathians"**	December 2027	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization
29	Ensure the implementation of the State Target Program for the **Fair Transformation of Monofunctional Cities of Ukraine**	December 2032	Economic recovery and development Energy security
30	Develop regional development programs for different types of territories for the relevant period (State Strategy for Regional Development for 2028-2034)	December 2027	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization Education and science Ecological safety Governance

31	Implement regional development programs for different types of territories for the relevant period (State Strategy for Regional Development for 2028-2034)	December 2032	Economic recovery and development New agricultural policy Reconstruction and development of infrastructure Digitization Education and science Ecological safety Governance
32	Ensure the development of industrial parks	December 2032	Economic recovery and development Functioning of the financial system
33	Provide state financial support for regional development projects that provide for the development of priority economic activities identified on the basis of smart specialization, taking into account the principles of "green" economy	December 2032	Economic recovery and development Functioning of the financial system

Goals, objectives, stages of the Recovery Plan in the direction of "Recovery and sustainable development of the regions."

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 1.4. Limited capacity of the authorities at all levels, complete or partial loss of control in the territories where hostilities are taking place. **Goal 1.4.** Create a system of multilevel governance and specialized institutions for territorial development that meets the challenges of wartime and postwar reconstruction and development. Ensure data-driven policy making and management decisions			

The goal to be achieved to solve the problem at each stage	Resume local government activities in the liberated areas in line with security risks and the challenges of post-war reconstruction	Adapt the system of administrative-territorial organization, local self-government, territorial subdivisions of central executive body in accordance with the criteria of capacity and efficiency Develop the capacity of authorities at all levels and ensure their cooperation for post-war reconstruction and development Create a system of territorial development institutions Ensure data-driven policy making and management decisions	Develop a system of multilevel governance and specialized institutions for territorial development
Deadline within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	Lack of trained people and experience to work in crisis conditions Limited resources for the exercise of power by the authorities Corruption risks	Limited resources for the exercise of power by the authorities Lack of experience in crisis management at all levels of government Lack of experience in developing development programs and projects in the regions and TGs (including cross-border cooperation) Unsatisfactory state of information support of decision-making (lack of local statistics, outdated data, unsynchronized data sources)	Institutional and personnel inability to respond to challenges Limited resources for the exercise of power by the authorities Unwillingness of institutions to project activities in relevant areas

Measured indicator of goal achievement	All authorities perform their functions (powers) in 100% of the liberated territories	RDA operates in each regions 90% of government employees who have increased their managerial capacity through training 100% of territorial communities have medium-term budget planning 100% of territorial communities have development strategies (except affected territories) 100% of the territorial communities adopted a comprehensive spatial development plan	All regions and territorial communities have current (updated) regional development strategies and community development strategies

The total amount of need for financial resources to achieve the goal	will be determined after making the necessary calculations, approximately UAH 15 000 million	will be determined by the results of the first stage, approximately UAH 75 520 million	will be determined after making the necessary calculations
Linking the goal to other areas	Public administration	Public administration	Public administration

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Goal: Resume local government activities in the liberated areas in line with security risks and the challenges of post-war reconstruction			
Stage 1: June 2022 - end of 2022			
1	Ensure the functioning of authorities and self-government in the liberated territories (subvention for the exercise of power, provision of premises, furniture, equipment, office equipment, etc.)	December 2022	Public administration Functioning of the financial system

2	Develop a mechanism to stimulate employees of local executive bodies and local governments in the affected areas (including through wage increases)	September 2022	Public administration Functioning of the financial system
3	Update the Law of Ukraine "On the Principles of State Regional Policy", providing for a three-tier system of strategic planning of regional development, mechanisms, tools and features of restoration, promotion and development of different types of territories	September 2022	Economic recovery and development Public administration
4	Make changes to the State Strategy for Regional Development for 2021-2027, providing in particular the actualization of functional types of territories	December 2022	Economic recovery and development Public administration
5	Ensure the implementation of a pilot project to monitor the damage and destruction in the regions of Ukraine due to the armed aggression of the Russian Federation on the basis of geographic information system	December 2022	Audit of war losses Digitization
6	Define the powers of different public authorities (CEB, CEB, MDA, local self-government, control bodies) to implement measures and recovery projects, avoiding duplication	July 2022	Public administration

7	Develop a mechanism for financing the reconstruction of regions and communities	December 2022	Functioning of the financial system
8	Improve the mechanism for financing the development of regions and communities on the basis of transparency, competitiveness, horizontal alignment, solidarity and partnership	December 2022	Functioning of the financial system
Goal: Adapt the system of administrative-territorial organization, local self-government, territorial subdivisions of central executive body in accordance with the criteria of capacity and efficiency Develop the capacity of authorities at all levels and ensure their cooperation for post-war reconstruction and development Create a system of territorial development institutions Ensure data-driven policy making and management decisions			
Stage 2: January 2023 - December 2025			
9	Assess the capacity of local self-government bodies and the effectiveness of MDA, TO CEB in the postwar period in different types of territories and formulate proposals for changes in the system of administrative-territorial organization, local self-government, territorial executive bodies	June 2023	Public administration

10	Reform the system of selection, training and retraining of personnel for local governments, providing for the development of professional standards of service in local governments and mandatory periodic training for officials of local governments	December 2023	Public administration
11	Introduce a three-tier system of strategic planning of regional development, taking into account the functional types of territories, providing: - settling the issue of providing an opinion on the compliance of draft regional development strategies with the established requirements for their preparation and strategic goals and priorities of the State Strategy for Regional Development; - providing methodological assistance for the development and updating of territorial communities of strategic planning documents for their development	January 2023 March 2024	Economic recovery and development Public administration
12	Improve procedural issues related to ensuring the coordination of sectoral and regional development priorities during the development of regulations of the Cabinet of Ministers of Ukraine, legislation	January 2023	Public administration Economic recovery and development

13	Develop and start the implementation of the regional development program "Strengthening institutional capacity for regional development", providing measures to: - strengthening methodological and informational support of regional development agencies on the formation and implementation of state regional policy and development of local self-government; - introduction of educational and training programs for employees of regional development agencies; - financial support of regional development agencies, etc. - promoting the cooperation of Regional development agencies with the Agency for Public-Private Partnership Support, the Office for Attracting and Supporting Investments, the Office for Entrepreneurship and Export Development, including by signing bilateral and/or multilateral memoranda, other documents on cooperation, implementation of joint projects and initiatives, etc.	January 2024	Public administration

14	Develop a system of information and analytical support and development of management skills for decision-making based on objective data: - ensure the establishment and operation of a system for monitoring and evaluation of state regional policy, including on the basis of a single integrated geographic information system for monitoring and evaluation of the restoration and development of regions and communities; - create, ensure accelerated filling and consolidation of the system of state registers; - to create a unified system for conducting statistical observations and collecting and presenting information at the level of territorial communities; - to ensure the development and implementation of training programs for officials of local executive bodies and local governments on the collection and analysis of statistical data	December 2025	Digitization Public administration
15	Introduce regular research on topical issues of regional development at the state, regional and local levels, in particular taking into account the functional types of territories	December 2025	Digitization Public administration

16	Create a legislative basis for the functioning and development of agglomerations	December 2025	Economic recovery and development
17	Create legal and organizational conditions to encourage regions and local communities to cooperate and implement joint projects	December 2023	
Goal: Develop a system of multilevel governance and specialized institutions for territorial development			
Stage 3: January 2026 - December 2032			
18	Ensure the implementation of the regional development program "Strengthening institutional capacity for regional development"	December 2032	Public administration
19	Provide support to regions and local communities in the field of cooperation and implementation of joint projects	December 2032	Functioning of the financial system

II. Regulation in construction

1. The main problems that need to be addressed in the framework of the Recovery Plan in the field of "Regulation in construction".

1.1. The impact of war on a particular area of analysis:

Urban planning

The main problems hindering the creation of a unified information system of urban planning cadastre of the state level are the low percentage of urban planning documentation in digital format of geodatabases, insufficient data updating and absence of quality source data in digital form for urban planning documentation, absence of integration of all urban information systems and services in one unified information system. As a result of the military aggression of the Russian Federation against Ukraine, all work on the development of urban planning documentation at the local level - comprehensive plans for spatial development of the territorial community, which is being developed for the entire territory of the territorial community, were stopped. In 2021, 93 out of 1469 territorial communities, which is 6.3%, decided to develop comprehensive plans. Works on updating the necessary cartographic basis for the development of urban planning documentation has also stopped.

The absence of a single information system of the urban cadastre of the state level reduces the transparency of urban planning activity, hinders the automation of permitting and registration procedures. Creation of the electronic urban planning cadastre will provide the information exchange of administrative-territorial units concerning development of their territories, it will ensure the state and regional interests within planning of territories. It is a tool of the state leadership to monitor the urban policy implementation and support the adoption of operational management decisions that may relate to the territories of the whole state, its individual parts, which may cover the territory of one or more units of administrative-territorial organization.

Systemic problems in the field of urban planning are the absence of electronic urban planning cadastre at the state level, the complexity and duration of obtaining urban conditions and restrictions (UPCR), technical conditions for connection to engineering utilities (TC) and permitting and registration procedures. The system of state architectural and construction control is not effective. Building codes are mostly administrative in its nature and are too regulated. All this significantly complicates procedures, creates corruption risks and reduces Ukraine's investment attractiveness.

Building life cycle management

In the absence of unforeseen destruction, existing buildings can be operated for a relatively long period of time - 100 years or more, and the fund of such buildings is constantly increasing due to the commissioning new objects putted into operation. An increasing share of investments in real estate is directed not to new construction, but to the safe operation of facilities - repair, reconstruction and maintenance. All relevant capital and current investments are investments. Investment planning is related to the design of the building and includes the analysis and selection of a design solution based on the criteria of the functionality of the object and the cost of the life cycle.

Construction design is based on the choice of the best organizational and technical solutions according to the criterion of the building construction costs with the given functional characteristics. Construction management is carried out using methods and tools of project management, which, depending on the objectives of the project, can be applied to the entire life cycle. Maintenance and operation management of the building is carried out through the creation of a tangible asset and the organization of the use of its consumer properties. The basis for the need to manage the life cycle of buildings, established by the laws of Ukraine "On Building Regulations", "On Public Procurement" and the Concept of implementation of building information modelling (BIM-technologies), becomes especially relevant in the context of rapid recovery and the need to consider European approaches to the real estate management.

Technical Regulation in Construction

On January 1, 2023, the Law of Ukraine “On Provision of Construction Products on the Market” will come into force. This Law is a technical regulation within the meaning of the Law of Ukraine “On Technical Regulations and Conformity Assessment” and implements the consolidated version of Regulation (EU) No 305/2011 of the European Parliament and of the Council of 9 March 2011 laying down harmonised conditions for the marketing of construction products and

repealing Council Directive 89/106/EEC . One of the key requirements of Regulation (EU) No 305/2011 is the assessment and verification of the constancy of construction products performance by designated conformity assessment bodies. At present, there are no designated conformity assessment bodies in Ukraine. As of February 24, 2022, there were 42 potential applicants for appointment in Ukraine, however, the issue of equipping laboratories with facilities for testing of 35 product categories (about 86 groups of construction products) remains relevant. In addition, as a result of the armed aggression of the Russian Federation, at least 10 testing laboratories are currently damaged or are located in the occupied territories.

The inability to assess and verify the constancy of construction products performance will lead to non-compliance with the terms of the Agreement, significant costs of the manufacturer to conduct tests outside Ukraine, and, as a consequence, reduce the competitiveness of the national manufacturer.

Construction Waste

The implementation of Regulation (EU) № 305/2011 requires the implementation of seven basic requirements for buildings and structures. One such requirement is the sustainable use of natural resources. According to this requirement, buildings and structures must be designed, constructed and demolished in such a way that the use of natural resources is rational and provides, in particular: the possibility of reuse or recycling of structures and buildings, their materials and parts after demolition; durability of buildings and structures; the possibility of using environmentally friendly raw materials and secondary use materials in buildings and structures. At the same time, in Ukraine there are no mechanisms for the practical implementation of this requirement, including the infrastructure for construction and demolition waste management. According to various estimates, from 1.4 to 7 million tons of construction and demolition waste were generated in Ukraine before the war. The field of processing, utilization and reuse of such waste is practically undeveloped, partially due to the relatively low cost of natural materials, which makes reuse economically impractical, partially due to the lack of clear requirements for waste generators (developers) for sustainable resource and waste management. Today, there are almost no specialized landfills for construction waste in Ukraine (there is only landfill № 6 in Kyiv and a site in Kharkiv). In other cities, this waste ends up in landfills, or at worst, in unauthorized landfills. According to estimates, about 3.5 million tons

of construction and demolition waste are exported to landfills per year. The share of hazardous waste in construction and demolition waste is about 5% or 350 thousand tons per year. The situation is significantly complicated by the military aggression of the Russian Federation in Ukraine, which has led to significant destruction of residential buildings, infrastructure and industrial facilities, resulting in the formation of significant amounts of destruction waste. Currently, data on the volume of such waste are not available. It should also be expected that after the beginning of the restoration of the damaged regions and new construction, large amounts of construction and demolition waste will be generated in addition to the already accumulated ones.

Key challenges (generalized for a specific area)	• A significant part of the relevant initial data necessary for decision-making is missing. • The low relevance of urban planning documentation at the local, regional and state levels, there are no comprehensive plans for the spatial development of the territories of territorial communities. • Insufficient level of provision of territories with digital topographic bases, restriction of access to the cartographic base under martial law conditions. • Low level of digitization of urban planning documentation. • The need for coordination of comprehensive recovery programs with a large number of existing strategic and planning documents. • The complicated process of obtaining public services • Ineffective system of architectural and construction control • Overregulated building norms • There is no prioritization of restoration (recovery) of damaged infrastructure and housing. • There is no urban planning cadastre at the state level. • There is a lack of quality initial data in digital form for the development of urban planning documentation. • There is no data with operational and energy characteristics for most buildings and structures. • Existing data are on paper. • Holders of existing data are various subjects. • Irrelevant urban planning documentation and a low percentage of it in the format of geodatabases.

	• Insufficient development of the national geospatial data infrastructure, which should ensure interaction between digital registers and geospatial databases of different data holders. • Lack of address register and register of buildings and structures. • Obtaining technical conditions for connecting to engineering utilities is long and expensive. • Deregulation and automation of the provision of permit and registration services in construction and commissioning of facilities are needed. • Damage/loss of testing laboratories as a result of the military aggression of the Russian Federation. • There is not enough available equipment for assessing and verifying tests for the constancy of construction products performance. • Large amounts of demolition and construction waste generated and accumulated in Ukraine. • Absence of a procedure guideline for handling destruction, construction and demolition waste. • Lack of infrastructure and technologies for collecting, processing and recycling such waste.

Key capabilities (generalized for a specific area)	• Implementation of modern approaches and practices for the development of regions/territorial communities/settlements in accordance with the principles of sustainable development, in particular: people-centeredness, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creating a «life-work balance» environment • Update and coordination of strategic and planning documents, urban planning documentation at different levels. • Unified system of initial data for the development of urban planning documentation. • High-quality unified geospatial data • Transparency of urban planning activities and spatial planning of the territory • Automation of the processes of obtaining permit and registration services • Provision of urban planning monitoring. • Efficiency of administrative decision-making concerning the territory of the entire state and its individual parts. • Removal of corruption risks • Increasing the resource efficiency of the construction industry, reducing costs and rising the efficiency of the construction process by escalating the level of automation of design and construction works, prompt adjustment of construction cost indicators and ensuring effective monitoring of construction progress. • Organization of reliable storage and use of relevant and reliable information, which will make it possible to reduce the probability of technical, planning and financial risks at all stages of the life cycle of the construction object.

	• Ensuring the actualization of normative provision in construction, in particular, taking into account the peculiarities of the application of BIM technologies. • Reducing the level of energy consumption of buildings due to taking into account optimal solutions of energy efficiency indicators of buildings at the design stage. • Increasing the safety and reliability of buildings and structures, reducing costs for their operation. • Providing uniform approaches to assessing the conformity of construction products performance in Ukraine and EU member states • Expansion of sales markets for construction products, works and services in the field of construction • Increasing the competitiveness of the national producer • Ensuring the safety and quality of construction products • Reducing the harmful impact of construction on the natural environment and increasing the level of efficiency of resource use • Ensure the collection and processing of destruction waste generated as a result of military actions. • Reducing the negative impact of waste on the natural environment and public health. • Stimulation of reuse of demolition, construction and demolition waste in new construction, land reclamation, backfilling, etc.

Key limits (generalized for a specific area)	• Lack of sufficient human resources. • Insufficient institutional capacity of authorized bodies of urban • planning and architecture • Complexity of organization of search, collection and entry of initial data • Complexity of data verification • Short deadlines for updating and digitizing of urban planning documentation • Absence of accredited laboratories and designated conformity assessment bodies (according to the requirements of Regulation (EU) No. 305/2011) • Absence/imperfectness of regulatory and legal regulation of destruction, construction and demolition waste. • Lack of infrastructure, technologies and equipment for processing destruction, construction and demolition waste. • A significant volume of destruction waste • Presence of security risks due to the military aggression of the Russian Federation • Limited financial resources

Goals, objectives, stages of the Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

		Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 2.1. The need to ensure the comprehensive restoration of infrastructure and housing due to destruction. **Goal 2.1.** Comprehensive restoration of infrastructure and housing stock due to destruction using modern approaches and practices of development of regions / territorial communities / settlements in accordance with the principles of sustainable development, in particular: human center, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creation Life-work balance environment				

The goal that must be achieved to solve the problem at each stage	The collection of initial data was ensured, in particular: an inventory of damaged objects was carried out, a list of priority restoration objects was created, information was collected on the needs for the development of social infrastructure (schools, kindergartens, hospitals, etc.) taking into account migration processes. A comprehensive recovery planning methodology based on the goals of sustainable development has been developed: people - centeredness, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creation of «life-work balance» environments, etc.	The development of 100% of programs for the comprehensive restoration of regions/territorial communities/settlements in accordance with the goals of sustainable development has been provided. 40% of urban planning documentation at all levels has been updated in accordance with programs of comprehensive recovery and other strategic documents of the national level regarding state interests.	100% of strategic and program documents are updated at all levels. Update of 100% of urban planning documentation at all levels in accordance with comprehensive recovery programs and other strategic documents of the national level regarding state interests has been ensured

The deadline is within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	The incompleteness of the military conflict: the continuation of hostilities, the presence of part of the territory of Ukraine under occupation, the high probability of repeated destruction in the unoccupied territories, the uncertainty of the level of security risks in the medium term. Absence of a significant part of actual initial data. Low institutional capacity of territorial communities to develop and implement complex management solutions. Shortage of qualified personnel for the development of urban planning documentation in large volumes and at a fast pace Limited financial resources.	Low institutional capacity at the level of territorial communities in matters of ensuring consideration of modern development approaches and practices based on the goals of sustainable development in the development and implementation of comprehensive recovery programs Limited financial resources	

Measured indicator of goal achievement	The percentage of developed comprehensive recovery programs of regions/territorial communities/settlements. The approved methodology for planning comprehensive recovery, based on the goals of sustainable development: people -centeredness, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creation of «life-work balance» environments, etc	The percentage of implemented programs for the comprehensive restoration of regions/territorial communities/settlements. Percentage of updated urban planning documentation at all levels.	Percentage of updated strategic and program documents at all levels. Percentage of updated urban planning documentation at all levels.
The total size of the need for financial resources to achieve the goal	It is being clarified	It is being clarified	It is being clarified

Connection of the goal with other directions	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

2.2. Definition of tasks to achieve goals from subsection 2.1

#	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems

Goal 1.1. The collection of initial data was ensured, in particular: an inventory of damaged objects was carried out, a list of priority restoration objects was created, information was collected on the needs for the development of social infrastructure (schools, kindergartens, hospitals, etc.) taking into account migration processes. **Goal 1.2.** A comprehensive restoration planning methodology based on the goals of sustainable development has been developed: people-centeredness, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creation of «life-work balance» environments, etc.			
Stage 1: June 2022 - end of 2022			
1.1.1.	Carrying out works on inspection of damaged objects	November 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
1.1.2.	Carrying out work on the inventory of damaged objects	November 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

1.1.3.	Determination of the relevant demographic situation from the point of view of resettlement, labour resources, needs in social infrastructure	December 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
1.1.4.	Prioritization of recovery of infrastructure and housing	December 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
1.2.1.	Preparation and adoption of normative legal acts on determining the procedure for developing programs for the comprehensive recovery of regions, territorial communities (parts thereof)	December 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

1.2.2.	Methodological support for the development of programs for the comprehensive recovery of regions, territorial communities (parts of them), appropriate information and training of specialists in regions and territorial communities.	December 2022	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
Goal 2.1. The development of 100% of programs for the comprehensive recovery of regions/territorial communities/settlements in accordance with the goals of sustainable development has been ensured. **Goal 2.2.** 40% of urban planning documentation at all levels has been updated in accordance with programs of comprehensive recovery and other strategic documents of the national level regarding state interests.			
Stage 2: January 2023 - December 2025			

2.1.1.	Provision of conditions for methodological support and monitoring of the development and implementation of programs for the comprehensive recovery of regions, territorial communities (parts thereof) in accordance with the goals of sustainable development: people - centeredness, rational spatial planning, sustainable urban mobility, inclusiveness, energy efficiency, environmental friendliness, creation of «life-work balance» environments, etc.	June 2023	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

2.1.2.	Development of comprehensive recovery programs for regions/territorial communities/settlements	December 2025	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
2.1.3.	Determination of the need to create/correct urban planning documentation at the state and regional levels (planning schemes of parts of Ukraine, planning schemes of Crimea Republic and regions, districts) on the basis of comprehensive regional recovery programs	December 2023	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
2.1.4.	Determination of the need to create/correct urban planning documentation at the local level (complex plans for the spatial development of territories of territorial communities, general plans of settlements, detailed plans of territories).	December 2025	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy

			Digitization
2.2.1.	Ensuring the creation/correction of urban planning documentation at the state and regional levels (planning schemes of individual parts of Ukraine, planning schemes of Crimea Republic and regions, districts) on the basis of programs of comprehensive recovery of regions (100%)	December 2025	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization
2.2.2.	Ensuring the creation/correction of urban planning documentation at the local level (complex plans for the spatial development of territorial communities' territories, general plans of settlements, detailed plans of territories).	December 2025	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

Goal 3.1 Update of 100% of strategic and program documents at all levels is ensured. **Goal 3.2.** Update of 100% of urban planning documentation at all levels in accordance with comprehensive recovery programs and other strategic documents of the national level regarding state interests has been ensured			
Stage 3: January 2026 - December 2032			
3.1.2.	Ensuring coordination of strategic and program documents at all levels with updated urban planning documentation	December 2032	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

3.2.1.	Ensuring the creation/correction of urban planning documentation at the local level (complex plans for the spatial development of territories of territorial communities, general plans of settlements, detailed plans of territories).	December 2032	Restoration and modernization of life support systems Restoration and stimulation of the development of regions Housing policy Digitization

Goals, tasks, stages of the Recovery Plan in the direction of "Regulation in construction".

2.1. The goals are aimed at solving a specific problem:

	Stage 1: June 2022 to the end of 2022	**Stage: January 2023 to December 2025**	**Stage: January 2026 to December 2032**

Problem 2.2. Insufficient transparency and publicity of urban planning activities

Objective 2.2. Ensuring publicity and transparency of urban planning documentation and implementation of permit and registration procedures

The goal that must be achieved to solve the problem at each stage	Regulatory and technical prerequisites for the implementation of the urban cadastre at the state level have been created Construction regulations are being revised with the aim of applying the parametric method of standardization	The information system of the urban planning cadastre was implemented at the state level, and its integration with other cadastres and registers was carried out. Urban planning conditions and restrictions are formed automatically by the software of the urban planning cadastre in the form of an extract. Automation of registration of the right to perform construction works and acceptance of completed construction facilities into operation with the help of the Unified State Electronic System in the field of construction software tools. Effective state urban planning control and supervision was built with	100% of urban planning documentation and permit procedures in a single system

		the involvement of legal entities of the private sector in the implementation of urban planning control.	

Lead time within the stage	December 2022	December 2025 _	December 2027
Risks of achieving the goal	Limited financial resources	Limited financial resources, insufficient personnel potential at the level of territorial communities	Limited financial resources, insufficient personnel potential at the level of territorial communities, lack of high-quality initial data for the development of urban planning documentation

Measurable indicator of achievement	The legal framework has been updated (100%) A plan for revising building regulations with the aim of applying the parametric method of standardization was adopted	There is an integrated system of urban planning cadastre at the state level. Obtaining urban planning conditions and restrictions in the form of an extract. Automatic registration of the right to perform construction works and acceptance of the completed construction facility into operation with the help of the Unified State Electronic System in the field of construction software tools The reform of state urban planning control and supervision has been carried out	Share of urban planning documentation (100%), share of permit procedures (100%).

The total amount of financial resources needed to achieve the objective	It is being clarified	It is being clarified	It is being clarified
Linking the goal to other areas	Spatial planning, digitalization	Spatial planning, digitalization	Spatial planning, digitalization

2.2. Defining objectives to achieve the goals of sub-paragraph 2.1

n/a	**Description of the objective to achieve the goal**	**Lead time for completing the task**	**Dependence of the task on the tasks of other areas, fields, problems**
Goal 1.1. Regulatory and technical prerequisites for the implementation of the urban cadastre at the state level have been created Goal 1.2. Construction regulations are being revised with the aim of applying the parametric method of standardization			
Stage 1: June 2022 to the end of 2022			

1.1.1.	Update of the regulatory framework regarding the functioning of the urban cadastre at the state level and the Unified State Electronic System in the Field of Construction	November 2022	
1.1.2	Purchase of equipment for technical support of the urban cadastre at the state level	December 2023	
1.2.1	A plan for revising building regulations with the aim of applying the parametric method of standardization was adopted	August 2022	
Goal 2.1. The information system of the urban cadastre at the state level was implemented, its integration with other cadastres and registers was carried out Goal 2.2. Urban planning conditions and restrictions are formed automatically by the software of the urban planning cadastre in the form of an extract. Creation of effective state urban planning control and supervision with the involvement of legal entities of the private sector in the implementation of urban planning control. Automation of registration of the right to perform construction works and acceptance of the finishing construction works and acceptance of the object into operation with the help of software tools of the Unified State Electronic System in the field of construction.			

Stage 2: January 2023 to December 2025			
2.1.1.	Implementation of the urban cadastre information system	December 2023	
2.1.2	Implementation of the address register and the register of buildings and structures	December 2023	
2.1.3	Automation of the process of providing permit and registration services in construction on the basis of the Unified State Electronic System in the field of construction	December 2023	
2.1.4	Integration with other cadastres and registers	December 2023	
2.2.1	Reforming the sphere of urban development	January 2023	

2.2.2	Transition from the granting of a permit to perform construction works to the registration of the right to perform construction works	January 2023	
2.2.3	Automation of acceptance of completed construction objects into operation	January 2023	
Goal 3.1. 100% of urban planning documentation and permit procedures in a single system			
Stage 3: January 2026 to December 2032			
	Task 3.1.1. Updating urban planning documentation in digital form and providing open access to it	December 2023	

Goals, tasks, stages of the Recovery Plan in the direction of "Regulation in construction".

2.1. The goals are aimed at solving a specific problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 2.3. There is no management of the building's life cycle **Purpose 2.3.** Effective management of buildings during their life cycle			

The goal that must be achieved to solve the problem at each stage	Regulatory and methodological prerequisites for the implementation of life cycle management of buildings have been created Organizational and methodical approaches for information modelling of life cycle cost analysis have been created.	Databases have been created regarding: estimated prices for construction products, works and services; operational characteristics of buildings and structures. Organizational and methodical approaches for managing buildings during operation, developed at the design and construction stages of BIM-models, have been created	A mechanism for effective management of the building's life cycle has been introduced
The deadline is within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	rejection of relevant legislative acts and normative documents; security risks affecting the possibility of activity within the framework of current legislation without the need to change approaches; limited financial resources	limited financial resources	limited financial resources
Measured indicator of goal achievement	Adopted legislative acts adopted regulatory documents	availability of public databases	management of buildings and structures, in particular residential and public purpose during their life cycle
The total size of the need for financial resources to achieve the goal	-	-	-
Connection of the goal with other directions	Digitization; Housing and civil protection	Digitization; Housing and civil protection	Digitization; Housing and civil protection

2.2. Definition of tasks to achieve goals from subsection 2.1

n/p	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Goal 1.1. Regulatory and methodological prerequisites for the implementation of buildings' life cycle management have been created **Goal 1.2.** Organizational and methodical approaches for information modelling of life cycle cost analysis of buildings have been created			
Stage 1: June 2022 - end of 2022			
1.1.1.	Updating of the legal framework regarding life cycle management of buildings	December 2022	Digitization
1.1.2.	Establishing a methodology for determining and estimating the cost of the life cycle of buildings	December 2022	Digitization
1.2.1.	Development of a classifier of construction products	December 2022	Digitization

1.2.2.	Establishing methodological approaches to setting out requirements in building regulations for maintaining the operational suitability of buildings	December 2022	Digitization
Goal 2.1. Databases have been created regarding: estimated prices for construction products, works and services; operational characteristics of buildings Goal 2.2. Organizational and methodical approaches for managing buildings during operation, developed at the design and construction stages of BIM models, have been created			
Stage 2: January 2023 - December 2025			
2.1.1.	Development of an organizational mechanism for the formation of databases on estimated prices for construction products, works and services by market participants on a voluntary basis	December 2025	Digitization
2.1.2.	Development of an organizational mechanism for the formation of databases on operational characteristics of buildings by market participants	December 2025	Digitization

2.2.1.	Establishment of methodological approaches to the formation of operating regulations of buildings	December 2025	Digitization
2.2.2.	Formation of a database of analogy objects	December 2025	Digitization
2.2.3.	Creation and filling of the state electronic system that can accumulate, store and process information about the operational characteristics of buildings.	December 2025	Digitization
Goal 3.1. A mechanism for effective management of the buildings' life cycle has been introduced			
Stage 3: January 2026 - December 2032			
3.1.1	Implementation of pilot construction projects using BIM technologies	December 2032	Digitization
3.1.2.	Implementation of pilot projects for the operation of buildings, in particular residential and public, using BIM technologies	December 2032	Digitization

Goals, tasks, stages of the Recovery Plan in the direction of "Regulation in construction".

2.1. The goals are aimed at solving a specific problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 2.4. The technical unreadiness of the system for assessing conformity with EU requirements in the field of construction. **Purpose 2.4.** Implementation of European rules for assessment and verification of the stability of indicators of construction products, which are carried out by designated conformity assessment bodies. Practical implementation of Regulation (EU) No 305/2011 of the European Parliament and of the Council of 9 March 2011 laying down harmonised conditions for the marketing of construction products and repealing Council Directive 89/106/EEC			
The goal that must be achieved to solve the problem at each stage	An infrastructure of construction products conformity assessment has been created with the requirements of Regulation (EU) 305/2011	The conformity assessment system in the field of construction in Ukraine is 100% compliant with EU requirements	-
The deadline is within the stage	December 2022	December 2025	-

Risks of achieving the goal	Lack of staff Inadequacy of available equipment for conducting tests to assess and verify the stability of indicators of construction products The incompleteness of the military conflict Limited financial resources	Lack of qualified personnel Inadequacy of available equipment for conducting tests to assess and verify the stability of indicators of construction products	-
Measured indicator of goal achievement	The number of categories of construction products for which it is possible to conduct tests to assess and verify the stability of indicators of construction products	Mutual recognition of the results of assessment and verification of the stability of construction products indicators by Ukraine and EU member states	-
The total size of the need for financial resources to achieve the goal	-	-	-

Connection of the goal with other directions	-	-	-

2.2. Definition of tasks to achieve goals from sub-clause 2.1

n/p	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Goal 1. An infrastructure has been created to assess the conformity of construction products performance with the requirements of Regulation (EU) No. 305/2011			
Stage 1: June 2022 - end of 2022			
1.1.	Formation of the expert environment necessary for accreditation of new and re-accreditation of existing conformity assessment bodies and verification of the stability of indicators of construction products: appointment of experts and auditors for accreditation of conformity assessment bodies	August 2022	-

1.2.	Accreditation of conformity assessment bodies for performance as a third party of tasks in the process of assessment and verification of the stability of indicators of construction products	December 2022	-

Goal 2. The conformity assessment system in the field of construction in Ukraine is 100% compliant with EU requirements

Stage 2: January 2023 - December 2025			
2.1.	Designation of conformity assessment bodies to perform as a third-party task in the process of assessment and verification of the stability of indicators of construction products	February 2023	-

Goal 1. An infrastructure has been created to assess the conformity of construction products performance with the requirements of Regulation (EU) No. 305/2011

Stage 1: June 2022 - end of 2022			
1.1.	Formation of the expert environment necessary for accreditation of new and re-accreditation of existing conformity assessment bodies and	August 2022	-

	verification of the stability of indicators of construction products: appointment of experts and auditors for accreditation of conformity assessment bodies		
1.2.	Accreditation of conformity assessment bodies for performance as a third party of tasks in the process of assessment and verification of the stability of indicators of construction products	December 2022	-
1.3.	Creation of conditions for concessional lending to business entities for equipping testing laboratories with the necessary machinery and equipment	May 2024	-

2. Goals, tasks, stages of the Recovery Plan in the direction of "Infrastructure of life support systems".

2.1. The goals are aimed at solving a specific problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 2.5. There is no construction and demolition waste management system **Goal 2.5.** Implementation of a system of sustainable management of construction and demolition waste			

The goal that must be achieved to solve the problem at each stage	Collect data on the volume of construction and demolition waste generation in 2022 by region.	Processing and disposal of 20% of the total volume of generated construction and demolition waste.	Processing and disposal of 60% of construction and demolition waste.
The deadline is within the stage	December 2022	December 2025	December 2032
Risks of achieving the goal	Continuation of military actions, limited access to affected areas.	Limited financial and technical resources, imperfect regulatory framework, security restrictions.	Limited financial and technical resources, imperfect regulatory framework.
Measured indicator of goal achievement	Resolution of the CMU. Database on the volume of construction and demolition waste generation by region.	Amount of processed and utilized construction and demolition waste. The number of built infrastructure objects.	The amount of recycled and disposed waste. Number of built infrastructure objects.
The total size of the need for financial resources to achieve the goal	Requires additional calculations	Requires additional calculations	Requires additional calculations

Connection of the goal with other directions	Ecological safety Restoration and stimulation of the development of regions	Ecological safety Restoration and stimulation of the development of regions	Ecological safety Restoration and stimulation of the development of regions

2.2. Definition of tasks to achieve goals from subsection 2.1

n/p	**Description of the task to achieve the goal**	**Deadline for completing the task**	**Dependence of the task on the tasks of other directions, areas, problems**
Stage 1: June 2022 - end of 2022			
Goal 1. Collect data on the volume of construction and demolition waste generation in 2022 by region.			
1.1.	Develop a procedure for handling waste generated in connection with damage to buildings and structures as a result of military operations,	August 2022	-

	terrorist acts, sabotage, or the performance of work to eliminate their consequences		
1.2.	Develop a reporting form on the scope of construction and demolition.	December 2022	
Goal 2. Processing and disposal of 20% of the total volume of generated construction and demolition waste.			
Stage 2: January 2023 - December 2025			
2.1.	Purchase means of handling construction and demolition waste (containers, loaders, excavators, garbage trucks).	December 2025	Ecological safety Restoration and development of infrastructure
2.2.	Build construction and demolition waste management facilities (temporary storage facilities, crushing and sorting facilities/lines, landfills).	December 2025	Ecological safety Restoration and development of infrastructure
2.3.	Develop guidelines for the reuse of construction and demolition waste and a quality assurance system.	December 2023	Ecological safety Restoration and development of infrastructure

2.4.	Develop guidelines on waste management for buildings and structures that are being built, repaired, reconstructed, restored, dismantled, demolished at the stage of preparation of project documentation.	December 2024	Ecological safety Restoration and development of infrastructure
2.5.	Develop guidelines for conducting waste audits before demolition and reconstruction of buildings	December 2023	Ecological safety Restoration and development of infrastructure
Goal 3. Processing and disposal of 60% of construction and demolition waste.			
Stage 3: January 2026 - December 2032			
3.1.	Build construction and demolition waste management facilities (temporary storage facilities, crushing and sorting facilities/lines, landfills).	December 2032	Ecological safety Restoration and development of infrastructure
3.2.	Implement construction and demolition waste management plans for construction sites.	December 2032	Ecological safety Restoration and development of infrastructure

III. Housing, energy efficiency, civil protection

1. Main problems that need to be addressed in the framework of the Recovery Plan in the area of "Housing, Energy Efficiency, Civil Protection".

1.1. The impact of war on a particular area of analysis:

Housing

According to the Office of the High Commissioner for Refugees of the United Nations (UNHCR), 11.4 million Ukrainians left their homes only in the first month and a half since the start of the hot phase of the current Russian-Ukrainian war. As of June 7, 2022, 4,816,923 refugees from Ukraine were registered in Europe alone, and a total of 5.5 million people left the country. Most of them went to Poland - more than 3 million people. According to the latest data, more than 817,000 people left for Romania, almost 520,000 for Hungary, more than 443,000 for Moldova, and almost 372,000 for Slovakia.

According to the assessment of the UN International Organization for Migration (IOM), another 7.7 million citizens of Ukraine are considered internally displaced persons (IDPs), that is, they remained in the country, but had to leave their homes.

As of 14.06.22, 12,900 apartment buildings (~ 13,5 million m2) and 107,707 private buildings (~ 1.9 million m2) were destroyed / damaged.

Management of apartment buildings

There are 180,000 apartment buildings in Ukraine, including destroyed/damaged 12,900 apartment buildings (~13.5 million square meters). They have created more than 36,000 HOAs (20%). According to draft law 7198, HOAs, managers of apartment buildings, housing and construction (housing) cooperatives are defined as subjects receiving compensation for restoring the technical condition of the common property of apartment buildings. In this case, multi-apartment buildings, the co-owners of which have not decided on the form of management or the manager of which the local government has not been appointed, are outside the scope of the legislation, including in terms of recovery.

Civil Protection

The first months of large-scale warfare have shown that the capacity of the existing civil protection system in Ukraine is extremely limited. The vast majority of shelters located in populated areas can be classified as simple shelters. A significant part of such shelters are not equipped with evacuation exits, do not have access to water supply and drainage systems, and are not adapted for food storage. This means that the existing system of civil protection cannot fully ensure the safety of the civilian population from the risks associated with hostilities. Given this, there is a need for the urgent deployment in Ukraine of a network of civil protection facilities capable of providing, or at least significantly increasing, the level of safety of citizens from war crimes.

Energy efficiency

Excessive and irrational use of fuel and energy is one of the key challenges for Ukraine. This is due to the direct impact of the war on the macroeconomic situation, as well as energy threats due to the country's high import dependence, largely on fossil fuels of Russian origin. According to the national operator of the gas transmission system, the import of natural gas in different periods amounted to 30-40% of Ukraine's needs. In addition, there is a high level of threat of destruction of system-forming facilities to provide settlements with fuel and energy. At the same time, significant use of fossil fuels is a

major factor in the emergence of climate threats (soil and water degradation, landscape fires and other extreme natural phenomena) for people directly and for the economy of Ukraine as a whole.

Thus, the reduction of energy consumption and the corresponding long-term planning of sustainable energy development at the state and local levels is one of the priorities for the implementation of structural energy transformation of communities, regions and the country as a whole.

The Energy Security Strategy stipulates that the high level of Ukraine's dependence on the external supply of certain types of energy resources creates risks of disrupting not only the sustainable functioning of certain entities and energy supply systems of the country, but also threatens national security. Natural gas remains the main source of thermal energy to meet the heating needs of residential and public buildings. In 2019, 5.8 billion m3 of gas was used for district heating, providing heating to about 43% of households and public buildings. Another 8.5 billion m3 of gas was consumed by the population directly in individual and apartment buildings. In general, in Ukraine, energy consumption in buildings accounts for about 40% of final energy, in particular 31.7% for the residential sector. More than 80% of buildings were built in Ukraine before 1991 and do not meet modern energy efficiency requirements. The average specific energy consumption of buildings is about 194 kWh / m2, exceeding the corresponding figures of European countries by 30-50%. Most of the heat in buildings is lost due to enclosing structures that have low thermal insulation properties, as well as due to obsolescence, wear and tear of engineering systems and inefficiency of their use.
In the period 2008-2016 in the EU countries, the volume of energy consumption in buildings was constantly decreasing, in particular due to increased energy efficiency. In 2021, the European Commission has set a goal of increasing the rate of renovation of buildings by at least 2 times or up to 3% annually. The pace of thermal modernization of buildings in Ukraine is much lower than the current figure in the EU. In the vast majority of cases, energy efficiency measures are fragmented and do not ensure that buildings comply with the current minimum energy efficiency requirements. At the same time, there is a mismatch between national requirements and new challenges to energy security and the general macroeconomic situation as a result of Russian aggression (armed and hybrid), as well as to European trends. Given the scale of the destruction, the recovery of damaged buildings and the subsequent construction of new buildings should be carried out at least in accordance with the new European standards of energy efficient construction.

Key challenges (generalized for a specific area)	• Destruction/damage of housing as a result of the armed aggression of the Russian Federation against Ukraine • A large number of IDPs who need temporary housing • Lack of available and free housing for temporary housing • Physical wear and tear of the housing • Insufficient number of civil protection protective structures to shelter the maximum population • Insufficient quantity of special equipment, necessary for the equipment of protective structures of civil protection. • Lack of updated urban planning documentation, which takes into account the requirements for civil protection structures. • Low energy security and sustainability of settlements, high level of vulnerability of life support systems; • Lack of reliable and comprehensive baseline data for urban development planning and effective planning of budget expenditures; • High level of energy poverty. • Significant dependence of heating on natural gas; • The increase in the cost of energy while reducing the level of prosperity as a result of aggression against Ukraine. Sensitivity of the population to changes in the cost of energy. • Threat of interruptions in the supply of fuel and energy resources for heating needs; • A large number of buildings that need a significant increase in energy efficiency

Key features (generalized for a specific area)	• Modernization of outdated housing • Construction of modern housing • Filling the social and temporary housing • Maintenance of apartment buildings in proper condition • Establishing new approaches to the civil protection system • Sustainable energy development of communities and decarbonisation of local infrastructure; • Improving security and quality of life, overcoming energy poverty; • Reduction of energy costs; • Improving the investment attractiveness of communities. • Reducing the state's energy dependence on imported natural gas (the building sector accounts for up to 40% of final energy consumption), decarbonisation of the building sector; • Improving the technical condition of buildings, extending their service life by 25-50 years, improving the appearance of buildings; • Improving the living / staying conditions of people in buildings (thermal comfort and air quality), improving the health of the population; • Introduction of modern technologies of thermal modernization of buildings
Key limitations (generalized for a specific area)	• The incompleteness of the military conflict: the continuation of hostilities, the presence of part of the territory of Ukraine under occupation, the high probability of repeated destruction in the unoccupied territories, the uncertainty of the level of security risks in the medium term. • Insufficient level of relevance and consolidation of source data. • Limited financial resources.

	● The need to implement measures to restore the infrastructure and housing as soon as possible. ● There is no prioritization of the restoration of damaged infrastructure and housing ● Low capacity of citizens and local government in housing managing ● The compulsory expertise of construction projects in terms of compliance with the norms on civil protection engineering measures will come into force in April 2023; ● Large volume of urban planning documentation requiring changes in terms of engineering and technical measures of civil protection; ● Insufficient number of qualified personnel for the development of urban planning documentation in significant volumes and at a rapid pace; ● Limited amount of equipment (filter-ventilation, anti-explosive devices, protective hermetic doors, gates) ● High cost of energy-efficient materials and equipment ● Low capacity of the domestic energy-efficient equipment industry

Goals, objectives, stages of the Recovery Plan in the direction of "Housing, energy efficiency, civil protection".
2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**

Problem 3.1. Citizens' homes were destroyed and damaged as a result of the Russian armed aggression against Ukraine **Goal 3.1**. Restore the living condition of damaged housing and provide compensation in case of inexpediency of housing restoration (significant damage, destruction, etc.)			
The goal to be achieved to solve the problem at each stage	10% of the damaged housing stock has been restored	50% of citizens are provided with compensation for damaged/destroyed housing	100% of citizens are provided with compensation for damaged/destroyed housing
Deadline within the stage	31.12.2022	31.12.2025	31.12.2032

Risks of achieving the goal	the continuation of hostilities and other security risks and the impossibility of assessing damaged or destroyed housing; lack of financial mechanisms and resources; shortage of building materials lack of the necessary number and staff; lack of access to apartments (lack of apartments buildings co-owners); lack of electricity, water, gas, heat, sewerage, ventilation systems;	continuation of hostilities and other security risks; lack of financial mechanisms and resources; shortage of building materials lack of the required number of employees; (lack of apartments buildings co-owners); lack of electricity, water, gas, heat, sewerage, ventilation systems;	lack of financial resources

Measured indicator of goal achievement	the number of people who have returned to their place of residence; the amount of housing that has been repaired; the percentage of damaged housing that has been repaired; the percentage of restored housing from the identified need at the beginning of the implementation of the Recovery Plan and / or the pace of construction, repair work; equipping non-residential premises with electricity, water, gas, heat supply, sewerage and ventilation systems to transfer them to the housing;	% of damaged housing that is completely restored and habitable (in units); the area of the housing, which appeared as a result of reconstruction, modernization, construction of housing, re-equipment of non-residential premises into residential (sq.m); % of the number of owners who received compensation for damage / destruction as a result of armed aggression (persons).	the area of the housing stock, which appeared as a result of reconstruction, modernization, construction of housing, re-equipment of non-residential premises into residential (sq.m); % of the number of owners who received compensation for damage / destruction as a result of armed aggression (persons).

The total amount of need for financial resources to achieve the goal	2 UAH billion	573.27 UAH billion	752.08 UAH billion
Linking the goal to other areas	(cross-sectoral task of the WG Audit of Losses: creation of a database of destroyed and damaged property) WG infrastructure restoration WG Economic Recovery and Development	(cross-sectoral task of the WG Audit of Losses: creation of a database of destroyed and damaged property) WG infrastructure restoration WG Economic Recovery and Development	(cross-sectoral task of the WG Audit of Losses: creation of a database of destroyed and damaged property) WG infrastructure restoration WG Economic Recovery and Development

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**

Target. 10% of the damaged housing stock was restored			
Stage 1: June 2022 - end of 2022			
1	Conducting an inspection of the damaged housing stock (outside and inside) and assessing the damage	September 30, 2022	security factor - the continuation of hostilities; availability of funding sources for surveys and evaluation; lack of access to the premises (demining, the presence of blockages, lack of owners, etc.); cross-sectoral issues: audit of losses

2	Carrying out repair work on houses that have suffered minor damage (roof, windows, connection to communications).	December 31, 2022	security factor - the continuation of hostilities; the need to determine the source of funding for surveys and evaluation; lack of access to the premises (demining, the presence of blockages, lack of owners, etc.); depends on the restoration and modernization of life support systems; lack of housing documents (to confirm ownership); insufficient number of workers and materials;
Target. 50% of citizens are provided with compensation for damaged/destroyed housing			
Stage 2: January 2023 - December 2025			

1	Approval of a comprehensive compensation mechanism for damaged / destroyed housing	January 2023	depends on 1) the type of property; 2) the level of damage; 3) intentions of the victims; 4) available financial resources 5) availability of a national register of violated property rights, damaged property (amount of losses)
2	An inspection of 100% of the damaged housing stock (outside and inside) and assessment of losses	31.12.2025	depends on the method of estimating losses; regulatory documents on the survey; lack of housing documents (to confirm ownership); lack of access to the premises (demining, the presence of blockages, lack of owners, etc.); insufficient number of experts conducting surveys; source of funding for surveys and evaluation security factor - the continuation of hostilities

3	The list of dwellings to be restored with simultaneous determination of housing needs and the order of their restoration is determined	31.12.2025	depends on the survey lack of housing documents (to confirm ownership); security factor - the continuation of hostilities

4	Providing compensation in the form of: - restoration of housing condition of buildings by carrying out capital repairs, reconstruction; - housing construction; - purchase of apartments / houses, including redemption from developers in already commissioned facilities and their transfer to ownership;	31.12.2025	mechanism and sources of funding for restoration work restoration and modernization of life support systems; insufficient number of workers and materials; security factor - the continuation of hostilities the ratio of demand and supply (including depending on the territory) availability of sufficient financial resources in the state availability of legal documents for housing for victims the ability of public authorities and local governments to implement compensatory mechanisms availability of the developed and accepted package of normative-legal acts necessary for implementation of compensatory mechanisms

Target. 100% of citizens are provided with compensation for damaged/destroyed housing
Stage 3: January 2026 - December 2032

	Providing compensation in the form of: - restoration of housing condition of buildings by carrying out capital repairs, reconstruction; - housing construction; - purchase of apartments / houses, including redemption from developers from those already put into operation facilities and their transfer to ownership;		restoration and modernization of life support systems; insufficient number of workers and materials; security factor - the continuation of hostilities the ratio of demand and supply (including depending on the territory) availability of sufficient financial resources in the state availability of legal documents for housing for victims the ability of public authorities and local governments to implement compensatory mechanisms availability of the developed and accepted package of normative-legal acts necessary for implementation of compensatory mechanisms

2. Goals, objectives, stages of the Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 3.2 Some citizens do not have housing and resources to provide it. **Goal 3.2.** Provide housing for IDPs and people whose homes have been damaged / destroyed as a result of the Russian armed aggression against Ukraine			
The goal to be achieved to solve the problem at each stage	100% of citizens in need of temporary housing are accommodated in places for temporary residence	50% of citizens are provided with housing (rent compensation, cooperative housing, municipal non-profit housing funds, increase in housing funds for temporary residence and social purposes and other instruments of temporary use)	100% of citizens are provided with housing (developed market and various tools for housing)
Deadline within the stage	31.12.2022	31.12.2025	31.12.2032

Risks of achieving the goal	continuation of combat and other security risks; increasing the number of people in need of temporary housing; lack of construction materials and workers; lack of financial resources; inefficient organization of MHI work;	continuation of combat and other security risks; increasing the number of people in need of temporary housing; lack of construction materials and workers; lack of financial resources; inefficient organization of MHI work;	lack of financial resources; inefficient organization of MHI work; low solvency of citizens to purchase housing through financial leasing, rental with redemption, participation in housing programs (mortgage lending, etc.);

Measured indicator of goal achievement	number of IDPs and persons with destroyed / damaged housing, temporary residence and housing in use	the number of citizens who are provided with housing from the housing stock for temporary residence and social purposes the number of dwellings in the housing stock in the housing stock for temporary use the number of municipal housing units in planning and realization the number of units in the social housing stock	the number of citizens who attained housing in the property the number of dwellings in the housing stock in the housing stock for temporary use the number of units in the social housing stock on the municipal, oblast and state level the number of municipal housing units in planning and realization the number of citizens who rent housing officially from the municipality or non-profit associations the number of units in the fund of social housing

Measured indicator of goal achievement The total amount of need for financial resources to achieve the goal	895 UAH million	30.18 UAH billion	547.7 UAH billion
Linking the goal to other areas	WG audit of war losses WG Economic Recovery and Development WG of construction, urban planning, modernization of cities and regions WG restoration and development of infrastructure;	WG audit of war losses WG Economic Recovery and Development WG of construction, urban planning, modernization of cities and regions WG restoration and development of infrastructure;	WG audit of war losses WG Economic Recovery and Development WG of construction, urban planning, modernization of cities and regions WG restoration and development of infrastructure;

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
Target. 100% of citizens in need of temporary housing are accommodated in places for temporary residence			
Stage 1: June 2022 - end of 2022			
1	The need for housing for temporary residence / stay of IDPs and persons whose housing is damaged / destroyed has been determined	December 31, 2022	improving the IDP information database; continuation of combat and other security risks;

2	Arranged premises for temporary residence / stay (cultural, social and administrative buildings, modular buildings and other prefabricated or mobile structures).	December 31, 2022	continuation of combat and other security risks; increasing the number of people in need of temporary housing; availability of buildings and suitability of premises for arrangement; the need to change the purpose of buildings (transfer to housing) sources of financing for installation, purchase of modules, payment for consumed energy resources; establishment and arrangement of places of temporary residence taking into account the criteria (social infrastructure, jobs, transport links, etc.) ensuring connection to life support systems;
3	Financial mechanisms have been introduced to support rent to vulnerable groups of IDPs and people whose homes have been damaged / destroyed	December 31, 2022	increasing the number of people in need of temporary housing; availability of funding sources

4	New tools have been introduced to inform about available premises for temporary residence (through web resources, telegram channels and other communication channels, information)	July 1, 2022	availability of mobile communication (coverage, quality of communication); improving and creating applications;
5	New tools have been introduced to encourage the use of vacant housing for use, in particular through renting (by improving real estate taxation)	December 31, 2022	change in tax legislation is needed
6	Capacity-building program for the development of the municipal capacity to receive and process international loans for non-profit housing development.	December 31, 2022	Institutional partnerships and dedicated managerial resources
Target. 50% of citizens are provided with housing (rent compensation, increase in housing funds for temporary residence and social purposes and other instruments of temporary use)			
Stage 2: January 2023 - December 2025			

1	An inventory of residential premises was conducted and their list for filling the funds of housing for temporary residence and social purposes was determined. Halt of the processes of privatization of state housing.	January 30, 2023	continuation of combat and other security risks; increasing the number of people in need of temporary housing;
2	The need for housing for the formation of housing funds for temporary residence and social purposes has been identified	December 31, 2023	improving the IDP information database; continuation of combat and other security risks; taking into account the introduction of methods for estimating the housing affordability index;

3	New (improved existing) mechanisms for filling the relevant funds and mechanisms for their use, in particular, filling the housing stock by: - purchase of housing; - re-equipment of non-residential premises into residential ones; - ownerless premises and escheat; dead legacy; - increase of stimuli to put the existing real estate on paper and rent it out - change of purpose; - non-profit rent, etc.	December 31, 2023	lack of financial resources; insufficient supply
4	The mechanism for allocating land plots and obtaining building permits for the construction of social and cooperative housing, temporary housing, IDP accommodation and non-profit rental housing has been simplified.	June 2024	combat and other security risks; lack of financial resources; organizational factors; crisis factors in the field of construction

5	Changed the approach to the state housing queue towards more specific social and housing needs lists, diversification of housing needs assessment and evaluation by the municipalities.	June 2024	organizational factors; institutional capacity;
Target. 100% of citizens are provided with housing (developed market and many tools for housing)			
Stage 3: January 2026 - December 2032			
1	Departure from the established principles and logic of the Soviet times approaches to the realization of the right of citizens to housing, in particular by reverting privatization	January 30, 2025	social tension; inefficient organization of migration department work;
2	New local and regional programs for the realization of citizens' housing rights have been adopted, state funding redirected towards housing associations, municipal housing companies rather than individuals	December 2026	combat and other security risks; lack of financial resources; inefficient organization of migration work;

3	Mechanisms for providing housing for some categories of citizens entitled to state support have been improved, including municipal housing programs supported by the state	December 2026	limited financial resources for the formation of government programs; dependence on migration policy; income level of citizens.
4	Integration of housing diversity, social inclusion parameter into the spatial zoning regulations and spatial planning regulatory framework	December 2028	organizational factors; institutional capacity; lack of financial resources;
5	Creation of a stable and viable non-profit municipal housing funds and/or municipal housing enterprises in urban hromadas of Ukraine with efficient and resilient economic budgets	December 2026	limited financial resources for the formation of government programs; organizational factors;
6	New tools have been introduced to encourage the use of vacant land for housing development, in particular through renting (by improving land assessment and taxation)	December 2032	limited financial resources for the formation of government programs; organizational factors;
7	Tools and mechanisms for protecting the rights of housing investors (or in the primary real estate market) have been introduced	January 2023	organizational factors;

2. Goals, objectives, stages of the Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 3.3. Maintenance and service of apartment buildings is not efficient **Goal 3.3.** Maintenance and service of residential buildings is carried out in full			
The goal to be achieved to solve the problem at each stage	Co-owners of apartment buildings have access to apartment building management, in particular through the use of electronic tools	In 70% of apartment buildings, effective management and maintenance of buildings is carried out, which ensures proper technical condition of buildings, in accordance with basic safety requirements	100% of apartment building co-owners have access to effective management tools (organizational, financial, informational, methodological, etc.), 50% of apartment buildings have undergone major repairs

Deadline within the stage	31.12.2022	31.12.2025	31.12.2032
Risks of achieving the goal	non-adoption of relevant legislative acts; security risks that affect the possibility of operating under current legislation without the need to change approaches;	non-adoption of relevant legislative acts; low ability of communities to appoint a manager; disinterest of co-owners in participating in the management of apartment buildings	lack of financial resources non-adoption of relevant regulations disinterest of co-owners in participating in the management of apartment buildings
Measured indicator of goal achievement	use of electronic tools in the management of apartment buildings;	the number of apartment buildings s where HOAs are established the number of apartment buildings where the manager is elected	the number of apartment buildings, where major repairs were carried out, reconstruction number of apartment buildings with available technical documentation
The total amount of need for financial resources to achieve the goal	To be specified	6 UAH billion	UAH 600 billion

Linking the goal to other areas	WG digitalization; WG return of citizens who are temporarily displaced, in particular abroad and their integration into the socio-economic life of the state;	WG return of citizens who are temporarily displaced, in particular abroad and their integration into the socio-economic life of the state;	WG restoration and development of infrastructure;

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Target. Co-owners of apartment buildings have access to apartment building management, in particular through the use of electronic tools			
Stage 1: June 2022 - end of 2022			
1	Mechanisms have been introduced to simplify the management of apartment buildings, in particular the digitalization of apartment buildings management processes	31.10.2022	ability of a political subject to consistently achieve the set goals (political will)

2	introduced electronic services for decision-making in apartment buildings, including HOAs	31.12.2022	development financing; technical support of electronic services;
Target. In 70% of apartment buildings, effective management and maintenance of buildings is carried out, which ensures proper technical condition of buildings, in accordance with basic safety requirements			
Stage 2: January 2023 - December 2025			
1	the State Register of Real Property Rights is filled with information on property rights to apartments and non-residential premises in apartment buildings, issued before 2013	31.12.2025	combat and other security risks; availability (preservation) of "BTI archives" and access to them; technical support of electronic services;
2	Persons who manage the apartment buildings have undergone training and professional certification in the profession of "manager (manager) of a residential building (group of buildings)"	31.12.2025	combat and other security risks; the possibility of continuing the activities of certification bodies;
Target. 100% of apartment building co-owners have access to effective management tools (organizational, financial, informational, methodological, etc.), 50% of apartment buildings have undergone major repairs			

Stage 3: January 2026 - December 2032			
1	Uniform requirements for maintenance, service, and current repairs of apartment buildings have been established	31.12.2026	
2	Tools for capital repairs, modernization of the existing housing, including energy efficiency measures have been introduced	31.12.2026	

2. Goals, objectives, stages of the Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032y**
Problem 3.4. Insufficient number of protective structures of civil protection and shelters for the entire population of the country Goal 3.4. Providing the maximum population with protection from dangerous injuries because of hostilities			
The goal to be achieved to solve the problem at each stagei	The fund of protective structures of civil protection has been expanded due to existing buildings and	100% of existing protective structures are ready for use.	The maximum number of civilians have access to civil protection structures

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032y
	structures that can be used as dual-purpose structures. 90% of the existing fund of civil protection protective structures are ready for use. Creation of a new approach to territorial planning and the construction of buildings and structures, aimed at ensuring the protection of the maximum number of civilians	The fund of protective structures of civil protection has been expanded by applying a new approach to territory planning and the construction of buildings and structures	
Deadline within the stage	December 2022	December 2025	December 2030
Risks of achieving the goal	Lack of a sufficient number of buildings and structures for the protection of the population that can be used as dual-purpose structures.	Low percentage of urban planning documentation containing the section of engineering and technical measures of civil protection (ETM CP)	Limited financial resources

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032y
	No mandatory equipment requirements for civil protection structures. Insufficient amount of special equipment necessary for the arrangement of protective structures of civil protection (filter ventilation, explosion-proof devices, protective and airtight doors, gates, and shutters, etc.) Limited financial resources	Lack of equipment (filter-ventilation, explosion-proof devices, protective and airtight doors, gates and shutters, etc.) Lack of qualified staff for the design and examination of the section of the ETM CP in construction projects and urban planning documentation. Time limit: implementation of measures in a limited time. Limited financial resources	
Measured indicator of goal achievement	Percentage of existing protective structures ready for use as intended. Percentage of new protective structures obtained at the expense of existing structures that can	Percentage of ready-to-use protective structures from the general need for civil protection structures Number of civil protection structures built	Percentage of the population provided with shelter in ready-made protective structures of civil protection

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032y
	be used as dual-purpose structures. At the legislative and regulatory levels, a new approach to territorial planning and the construction of buildings and structures has been established, aimed at ensuring the protection of the maximum number of civilians	Percentage of the population provided with shelter in ready-made protective structures of civil protection	
The total amount of need for financial resources to achieve the goal	To be specified	To be specified	To be specified
Linking the goal to other areas	Spatial planning and construction. Restoration and modernization of life support systems	Spatial planning and construction. Restoration and modernization of life support systems	Spatial planning and construction. Restoration and modernization of life support systems

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032y
	Restoration and stimulation of regional development	Restoration and stimulation of regional development	Restoration and stimulation of regional development

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
Goal 1.1. Expansion of the fund of protective structures of civil defense at the expense of existing buildings and structures that can be used as dual-purpose structures. Goal 1.2. 90% of existing protective structures are ready for use Goal 1.3. Creating a new approach to civil protection, aimed at ensuring the protection of the maximum number of civilians			
Stage 1: June 2022 - end of 2022			

1.1.1	Amendments to the legislation to ensure the creation of civil protection or dual-use structures during the design and construction of any purpose, regardless of the class of consequences and form of ownership.	August 2022	
1.2.1	Conducting an inventory and audit of existing civil protection structures	August 2022	
1.2.2.	Amendments to the order of the Ministry of Internal Affairs of Ukraine dated 09.07.2018 № 579 “On approval of requirements for the use and accounting of the fund of protective structures of civil protection”	September 2022	
1.3.1	Development of a new version of the state building codes "Protective Civil Protection Facilities"	July 2022	

1.3.2	Development of a new version of the state building codes "Composition and content of the section of engineering and technical measures of civil protection in urban - planning documentation"	September 2022	
1.3.3	Expansion of qualification characteristics for the profession "expert on fire and man-made safety" in the field of civil protection	September 2022	
Goal 2.1. 100% of existing protective structures are ready for use. Goal 2.2. Spatial planning and construction of buildings and structures is carried out considering the new requirements for civil protection			
Stage 2: January 2023 - December 2025			
2.2.1	Creating a register of existing civil protection structures	May 2023	

2.2.2.	Determination of responsibility for non-compliance with the requirements of civil protection by subjects of authority during design, construction, and implementation of control during commissioning of construction objects.	February 2023	
2.2.3.	Amendments to DSTU 8773: 2018 "Composition and content of the section of engineering and technical measures of civil protection in the project documentation for the construction of facilities."	March 2023	
2.2.4	Ensuring proper use of the existing fund of protective structures	December 2023	
Goal 3. 100% of citizens have access to protective structures			
Stage 3: January 2026 - December 2032			

3.1	Adjustment or development of sections of the ETM CP of urban-planning documentation of lower and higher levels(concerning complex plans of spatial development of the territory of territorial communities)	December 2028	

2. Goals, objectives, stages of Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 3.5. High energy and climate vulnerability of communities due to irrational use of fuel and energy in settlements. **Goal 3.5.** Creating conditions for sustainable energy development of communities and regions of Ukraine			
The goal to be achieved to solve the problem at each stage	100% of local governments are provided with a methodology for long-term energy planning	100% of local governments have implemented planning and effective management of fuel and energy use	30% reduction in energy consumption and greenhouse gas emissions / decarbonisation of energy use in communities
Deadline within the stage	December 2022	November 2024	December 2032

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
Risks of achieving the goal	Imperfect methodology. Lack of time resources and organizational constraints	Lack of financial, human and time resources	Lack of financial and human resources
Measured indicator of goal achievement	A framework methodology for local energy planning has been approved	Percentage of local self-governments that approved local energy plans Percentage of local self-governments that have implemented energy management and energy monitoring systems.	Percentage reduction in specific energy consumption in sectors, on which local governments have significant influence (buildings, life support systems, etc.) Percentage reduction of greenhouse gas emissions in sectors, on which local governments have significant influence
The total amount of need for financial resources to achieve the goal	0.9 million UAH (30 thousand EUR)	1,815 million UAH (60.5 million EUR)	*determined in other areas of analysis* 630 million UAH (21 million EUR) is a nationwide public awareness campaign

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
Linking the goal to other areas	Economic recovery and development Energy security Ecological safety Recovery and development of infrastructure	Economic recovery and development Energy security Ecological safety Recovery and development of infrastructure	Economic recovery and development Energy security Ecological safety Recovery and development of infrastructure

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

#	Description of task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
Goal 1. 100% of local governments are provided with a methodology for long-term energy planning			
Stage 1: June 2022 - end of 2022			
1.1	Develop the framework methodology for long-term planning for sustainable energy development of communities and regions	September 2022	-

#	Description of task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
1.2	Carry out a preliminary estimate of fuel and energy use in communities	December 2022	Energy security Recovery and development of infrastructure
Goal 2. 100% of local governments have implemented planning and effective management of fuel and energy			
Stage 2: January 2023 - December 2025			
2.1	Introduce energy management systems in 100% of communities for effective management of fuel and energy resources	May 2023	Energy security European integration
2.2	Identify goals and directions of long-term sustainable energy development in 100% of communities and 100% of regions through the development of local energy plans	November 2023	Energy security European integration
2.3	Implement a nationwide system of monitoring the state of the life support systems of settlements	October 2023	Recovery and development of infrastructure
2.4	Introduce mechanisms to financially support the development of LEPs, preparation and implementation of sustainable energy development projects for communities and regions	November 2023	Functioning of the financial system, its reform and development European integration

#	Description of task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
2.5.	Develop bankable priority investment plans and feasibility studies for sustainable energy projects of communities and regions	December 2023	Energy security Economic recovery and development Recovery and development of infrastructure
2.6.	Introduce Subsidies-to-Investments mechanisms to stimulate energy efficiency in the housing sector and overcome energy poverty	December 2024	Economic recovery and development Energy security Recovery and development of infrastructure
2.7.	Introduce mechanisms of tax incentives to increase energy efficiency in the field of providing housing and communal services	December 2024	Economic recovery and development Energy security Recovery and development of infrastructure
2.8.	Introduce mechanisms for stimulating the development of domestic production of energy-efficient equipment and energy-saving building materials	December 2024	Economic recovery and development Energy security

#	Description of task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
			Recovery and development of infrastructure
2.9.	Raise public awareness of sustainable energy development of communities and regions	December 2025 December 2032	Economic recovery and development Energy security
Goal 3. 30% reduction in energy consumption and greenhouse gas emissions / decarbonisation of energy use in communities			
Stage 3: January 2026 - December 2032			
3.1	Reduce by 35% the specific consumption of fuel and energy in the building sector	December 2032	Economic recovery and development Energy security
3.2	Increase fuel use and energy efficiency in life support systems by 30%	December 2032	Economic recovery and development Energy security Ecological safety

#	Description of task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
3.3	Increase the share of local renewable energy sources to 27%	December 2032	Economic recovery and development Energy security Ecological safety Recovery and development of infrastructure

2. Goals, objectives, stages of Recovery Plan in the direction of "Housing, energy efficiency, civil protection".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
Problem 3.6. High energy intensity of the residential and public buildings sector threatens Ukraine's energy security. Goal 3.6. Strengthening Ukraine's energy security by reducing the energy intensity of the residential and public buildings sector in an energy efficient way			
The goal to be achieved to solve the problem at each stagei	5% increase in energy efficiency in the building sector *(by implementing low-cost*	13% increase in energy efficiency in the building sector *(by rebuilding destroyed*	35% increase in energy efficiency in the building sector *(through large-scale thermal*

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
	measures in existing buildings and rebuilding destroyed buildings to a high class of energy efficiency)	*buildings to the level of NZEB and thermal modernization of the most energy-intensive buildings)*	*modernization of buildings and construction of buildings with near zero energy consumption - NZEB)*
Deadline within the stage	December 2022	October 2025	October 2032
Risks of achieving the goal	Lack of financial, logistical, labor and time resources.	Lack of material, technical and labor resources; High cost of attracting financial resources; Non-compliance with construction technologies and the use of low-quality construction products; Lack of motivation of owners (co-owners) of residential buildings due to low energy tariffs for the population and low financial capacity of the population; Non-compliance with current regulatory	Lack of material, technical and labor resources; High cost of attracting financial resources; Non-compliance with construction technologies and the use of low-quality construction products; Lack of motivation of owners (co-owners) of residential buildings due to low energy tariffs for the population

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
		parameters of the microclimate of buildings.	
Measured indicator of goal achievement	Percentage reduction in specific energy consumption in the residential building sector (based on 2020). Percentage reduction in specific energy consumption in the public buildings sector (based on 2020)	Percentage reduction in specific energy consumption in the residential building sector (based on 2020). Percentage reduction in specific energy consumption in the public buildings sector (based on 2020)	Percentage reduction in specific energy consumption in the residential building sector (based on 2020). Percentage reduction in specific energy consumption in the public buildings sector (based on 2020)
The total amount of need for financial resources to achieve the goal	17.8 billion UAH (592 million EUR)	539.8 million UAH (17.992 million EUR)	2,997.5 million UAH (99.915 million EUR)
Linking the goal to other areas	Economic recovery and development Energy security Ecological safety Audit of war losses The social protection	Audit of war losses Economic recovery and development Energy security Ecological safety	Economic recovery and development Energy security Ecological safety

	Stage 1: June 2022 - end of 2022	Stage 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
		Functioning of the financial system, its reform and development The social protection	Functioning of the financial system, its reform and development The social protection

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
Goal 1. Increase energy efficiency in the building sector by 5%			
Stage 1: June 2022 - end of 2022			
1.1	Identify goals and optimal ways to ensure thermal modernization of the fund of residential and public buildings	July 2022	Energy security Economic recovery and development European integration
1.2	Introduce long-term programs at the state and local levels to support thermal modernization of buildings and construction NZEB	August 2022	Energy security Economic recovery and development

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
1.3	Increase requirements for indicators of energy performance of buildings (fencing structures, engineering systems of buildings, requirements for construction, etc.)	October 2022	Energy security European integration
1.4	Define requirements for nearly zero-energy buildings (NZEB)	October 2022	European integration Energy security Economic recovery and development
1.5	Reduce up to 5% of unused heat loss in indoor heating pipelines in residential and public buildings	December 2022	Energy security Economic recovery and development
1.6	Increase energy efficiency (including natural gas) by up to 90% in heating sources of residential and public buildings	December 2022	Energy security Economic recovery and development
1.7	Ensure the recovery of destroyed buildings to the energy efficiency class not lower than B	December 2022	Energy security Economic recovery and development
Goal 2. Increase energy efficiency in the building sector by 13%			
Stage 2: January 2023 - December 2025			

#	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
2.1	Identify the most energy-intensive buildings in each region, make a list of buildings in need of thermal modernization in the first place	February 2023	Energy security Economic recovery and development
2.2	Reduce at least 2 times the heat loss in the most energy-intensive residential and public buildings	October 2025	European integration Energy security Economic recovery and development
2.3	Ensure replacement of 22% of natural gas with renewable energy sources in individual and autonomous heating systems of buildings	October 2025	European integration Energy security Economic recovery and development
2.4	Develop competencies and qualifications of construction professionals in the implementation of NZEB construction	February 2023	European integration Energy security Economic recovery and development
2.5	Work out pilot projects for the construction of buildings with close to zero energy consumption (NZEB), including the recovery of destroyed buildings	October 2023	Energy security Economic recovery and development European integration

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
2.6	Establish mandatory compliance with NZEB requirements for new construction of all public buildings	December 2025	European integration Energy security Ecological safety
Goal 3. Increase energy efficiency in the building sector by 35%			
Stage 3: January 2026 - December 2032			
3.1	Make NZEB requirements mandatory for all new buildings	December 2027	European integration Energy security Ecological safety
3.2	Reduce heat losses by at least 2 times in 35% of public buildings that belong to social infrastructure	December 2032	Energy security Economic recovery and development
3.3	Reduce heat losses in 35% of residential buildings by at least 2 times	October 2032	Energy security Economic recovery and development
3.4	Ensure replacement of 35% of natural gas by renewable energy sources in individual and autonomous heating systems of buildings	December 2032	Energy security Economic recovery and development
3.5	Increase the number of nearly zero-energy buildings (NZEB)	December 2030	European integration Energy security

#	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
			Economic recovery and development
3.6	Determine the requirements for zero-emission building (ZEB)	December 2028	European integration Energy security Economic recovery and development
3.7	Work out pilot projects for ZEB construction in each region of Ukraine	October 2030	Energy security Economic recovery and development European integration
3.8	Make it compulsory to comply with ZEB requirements for the new construction of all public buildings	December 2030	European integration Economic recovery and development Energy security Ecological safety
3.9	Establish mandatory compliance with ZEB requirements for new construction of all buildings	December 2032	European integration Economic recovery and development Energy security Ecological safety

IV. Infrastructure of life support systems

1. The main problems that need to be addressed in the framework of the Recovery Plan in the direction of "Infrastructure of life support systems".

1.1. The impact of war on a particular area of analysis:

Heat supplying

The state of the heat supply sector was critical even before the escalation of the armed aggression against Ukraine. Debts were a key problem in the field of district heating. The level of settlements rarely exceeded 85% and according to the State Statistics Service of Ukraine, the debt of the population for consumed services for heat supply and hot water supply amounted to UAH 26.6 million as of January 1, 2022.

Unearned income did not allow heat supply companies to meet their obligations. Accordingly, enterprises could not provide the population with services of the appropriate level of quality, carry out modernization and energy saving measures. Difficult financial situation makes the heat supply sector unattractive for investment. Which only deepens the problems of modernization of systems.

The technical condition of district heating, especially heating networks, is unsatisfactory. About 40% of networks need to be replaced. Heat losses in the networks reach 20%. Destruction of objects due to armed aggression requires detailed research. Damage to dozens of thermal energy sources has already been recorded. At least in Okhtyrka and Kremenchuk, this affects the entire district heating system.

Heat supply significantly affects the energy security and environmental condition of the country. The population and enterprises of the heat supply sector use at least 50% of all gas consumed in Ukraine. At the same time, only a third of households are connected to district heating systems. All this means the vulnerability of the population to the threat of energy supplying outages.

Low efficiency of district heating and chaotic transition to individual heating, crises that are deepening due to military aggression, in addition to weakening energy security have a negative impact on the environment. Already, the heat supply sector is causing about 42 million tons of greenhouse gas emissions.

Drinking water supply

The current state of drinking water supply systems does not provide consumers with a safe, accessible and sustainable water supply and is characterized by

- Destruction of drinking water supply systems in settlements:

According to monitoring results, 60 facilities of centralized water supply system are destroyed in different degrees of complexity. Destroyed/damaged water supply networks with a total length of 2097 m. The number of subscribers not receiving centralized water supply services is about 508782, or 1.3 million citizens. The information is constantly being updated.

- Overloaded drinking water supply systems in the western regions;

In regions where businesses and population are relocating, the capacity of drinking water supply systems should be increased by 1.5 times (at present about 600 businesses are relocating, more than 1.5 thousand more are waiting for the opportunity to move to safer regions, according to preliminary estimates 8 million people have evacuated to western regions, about 30% of them are not planning to return).

- The quality and safety of drinking water does not meet the requirements for human consumption;

The reasons for the inadequate quality of drinking water are imperfect means and methods of purification and disinfection of drinking water and the unsatisfactory technical condition of water supply networks, in particular in-house networks, which are worn out by about 80 per cent. The overall level of wear in drinking water supply systems is 60.5 per cent. 33 per cent of the main and distributional water supply networks are obsolete.

- Insufficient coverage of the population with centralised water supply services;

According to the National Report on Drinking Water Quality and the State of Drinking Water Supply in Ukraine in 2021, only 64.5 per cent of the population has access to drinking water supply systems. At the same time, only 29.5 per cent of settlements in Ukraine have a centralised water supply.

- high energy intensity of drinking water supply systems.

Electricity costs account for about 40 per cent of the cost of centralised water supply services. According to statistical data, despite the annual decrease of drinking water supply during the last twenty-five years (from 1996 to 2021, the indicator decreased by 36.8 percent), the specific energy consumption of this sphere, on the contrary, has only increased. Thus, the specific energy consumption level in 2021 for centralized drinking water supply was 0.93 kWh/m3 of raised water (for comparison, in 1996 this indicator was 0.80 kWh/m3).

The main systemic problem that needs to be addressed is that there are currently no mechanisms for introducing modern technologies in the sphere of drinking water and drinking water supply, which leads to a further increase in unit costs for enterprises and in accordance with the growth of tariffs. This, in turn, leads not only to an increase in social tension in society, but also to a decrease in the competitiveness of domestic economic sectors' products on foreign and domestic markets.

Drainage

The existing state of centralised drainage systems is incapable of providing accessible drainage services and environmental safety and is characterised by:

- Destruction of drainage systems in settlements.

According to the results of demolition monitoring, 124 centralised drainage facilities of various degrees of complexity. Fractured/damaged centralised drainage networks with a total length of 10545 m. Number of subscribers, for whom the provision of centralised drainage services has been disrupted, is around 308452 or 0,7 million citizens. The information is continually being updated.

- Congestion of drainage systems in the western regions

In regions where businesses and people have been relocated, the drainage systems need to be increased by a factor of 1.5 (currently about 600 businesses have been relocated, with over 1,500 more waiting to be relocated to safer areas; according to preliminary estimates 8 million people have evacuated to western regions, some 30 per cent of them are not planning to return).

- Insufficient coverage of the population with centralised wastewater services;

According to the National Report on Drinking Water Quality and the State of Drinking Water Supply in Ukraine in 2021, only 48.6 per cent of the population has access to wastewater disposal systems. At the same time, only 14.6 per cent of settlements in Ukraine have centralised drainage systems. ;

- Low degree of wastewater treatment.

Only 50 percent of wastewater undergoes full biological treatment cycle and one third of wastewater is discharged into water without any treatment at all;

- High energy intensity of wastewater treatment systems:

Electricity costs account for around 50% of the cost of centralised drainage services. Thus, the specific energy consumption in 2021 for centralised drainage was 0.63 kWh/m³ of lifted water (in comparison, in 1996 the figure was 0.48 kWh/m³).

- The lack of reuse processes for treated wastewater and sewage sludge:

Untreated sewage sludge is discharged into overloaded sludge ponds, dumps, reservoirs and quarries. On the territory of Ukraine the amount of accumulated sludge exceeds 150 million tonnes, to which another 5 million tonnes of new sludge is added annually.

The main systemic problem that needs to be solved is that there are currently no mechanisms for introducing modern technologies in the wastewater sector, which leads to a further increase in unit costs for enterprises and in accordance with

tariff increases. This, in turn, leads not only to an increase in social tension in society, but also to a decrease in the competitiveness of domestic economic sectors' products on foreign and domestic markets.

Municipal waste management

As a result of the armed aggression of the Russian Federation against Ukraine, the sphere of household waste management has undergone significant changes. The war actions and the temporary occupation have made it impossible to provide household waste management services in certain areas, and many waste management means and facilities have been lost, damaged or destroyed. The volume of service provision was also affected by the mass exodus of the population to safer regions or abroad, as a result, the increase in receivables for the service, as well as the reduction of the staff due to mobilization. The critical situation with the accumulation, reduction of recycling, tratment and proper disposal of household waste poses a serious threat to human health and the environment and is one of the most acute environmental problems.

In 2021, more than 10 million tons (51 million m3) of household waste were generated in Ukraine. 79% of the population is covered by household waste management services. Due to the establishment of separate collection in 1725 settlements, 34 waste sorting lines, 1 incinerator and 3 incineration installations 7,64% has been recycled, of which: 1.14% incinerated and 6.5% of household waste was treated and recycled. . 92.36% were landfilled in 6,000 landfills and dumpsites taking a total area almost 9 thousand hectares. The number of overloaded landfills is 230 units. (3.8%), and 824 units. (13.8%) do not meet environmental safety standards. The need for construction of new landfills is 288 units. In 2021, 26.8 thousand unauthorized landfills (with an area of 0.6 thousand hectares) were discovered, of which 25.5 thousand were liquidated.

Biogas extraction systems have been installed at 26 landfills and electricity generation facilities with a capacity of 30 MW are in operation. The amount of utilized biogas in 2020 amounted to 64.0 million m^3 (50% methane), the amount of electricity produced - 112.3 GWh.

The total number of specially equipped vehicles for household waste management is almost 3.7 thousand units.

Key challenges (generalized for a specific area)	• Heat supplying area critical dependence on natural gas. • Rising energy costs while reducing incomes as a result of aggression against Ukraine. Society's sensitivity to changes in energy costs and utility tariffs. • Technological backwardness and physical wear and tear of heat supplying systems. • Lack of equal conditions for heat supply companies and household consumers in the energy markets. • Lack of effective business models for district heating companies and their low creditworthiness. • Significant destruction of water supply systems in the affected regions; increased pressure on systems in regions of displacement and enterprise relocation; • Only 69% of the population has access to centralised drinking water supply; • Technological backwardness and physical deterioration of systems, equipment; • High energy intensity of drinking water supply and dependence on energy supply. • Significant damage to centralised wastewater systems in the affected regions, increased pressure on systems in regions of population displacement and enterprise relocation; • Only 48% of the population has access to centralised wastewater disposal. Inadequate wastewater treatment (only half) undergoes full biological treatment; • Technological delays and deterioration of systems; • High energy intensity of wastewater treatment and dependence on energy supply. • Inefficient system of household waste management; • More than 90% of household waste is not recycled, but disposed of in landfills and dumpsites; • Low level of technical equipment of the industry;

	• Damaged or destroyed infrastructure for household waste management (landfills, dumpsites, waste sorting plants, garbage trucks, containers, containers sites) in areas where hostilities took place.
Key opportunities (generalized for a specific area)	• Construction of stable, reliable and safe heat supplying systems. • Strengthening the state's energy security. • Increasing the level of availability of thermal energy / utilities for citizens, prevention of significant growth of poverty. • Decarbonisation and development of efficient district heating and individual heating and cooling systems. • Economic development of heat supplying industry. • Increasing the level of citizens' access to centralised drinking water supply; • Improving the safety and quality of drinking water; • Construction of sustainable, reliable and safe centralised drinking and technical water supply systems, introduction of modern technologies; • Optimisation of drinking water supply systems in settlements; • Stabilisation of the economic status of enterprises in the sector. • Increase the level of citizens' access to centralised wastewater disposal; • Improved safety of wastewater for the environment; • Construction of sustainable, reliable and safe centralised drinking and technical water supply systems, introduction of modern technologies; • Optimisation of water disposal in settlements. • Establishment of a modern system of household waste management in accordance with European standards; • Technical re-equipment and modernization of household waste management infrastructure;

	• Increasing the coverage of the population with services for separate collection of household waste; • Use of waste as a secondary raw material and energy resource. Waste can serve as a raw material for various industries and electricity and heat generation
Key limitations (generalized for a specific area)	• Limit of time: implementation of measures in the shortest possible time. • Security restrictions: high probability of repeated destruction. • Seasonal restrictions: construction works can be provided within the interheating period. • Resources limit: lack of finances, qualified personnel, equipment to implement the necessary measures. • Social significance of the cost of utility for citizens • Lack of financial and human resources; • Damaged and destroyed material and technical resources, facilities for treatment and recycling of valuable secondary materials (cardboard and paper, metallurgical, glass processing, chemical and polymer processing plants, etc.); • Limited opportunities for production and supply of machinery and equipment for household waste management in Ukraine; • Security restrictions (continuation of hostilities)..

2. Goals, objectives, stages of Recovery Plan in the direction of "Infrastructure of life support systems".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**

Problem 4.1. The existing heat supply system in Ukraine is not able to guarantee citizens continuous, safe, affordable and high-quality heating. **Purpose 4.1.** To guarantee consumers continuous, safe, affordable and high-quality heating			
The goal to be achieved to solve the problem at each stage	100% of Ukrainian citizens are provided with heating	20% reduction in the use of natural gas for heat supply needs	50% of thermal energy in heating systems is obtained from renewable energy sources, waste heat sources and cogeneration units
Deadline within the stage	October 2022	October 2025	October 2032
Risks of achieving the goal	Risk of re-destruction or destruction of heat supply systems Risk of lack of energy, financial, human and time resources	Risk of lack of financial, human and time resources	Risk of lack of financial and time resources
Measured indicator of goal achievement	The share of citizens provided with heating	The share of natural gas use for heating needs	Proportion of renewable energy sources, sources of waste heat and cogeneration units in heating systems
The total amount of need for financial resources to achieve the goal	60 billion UAH (2 billion euros)	210 billion UAH (7 billion euros)	210 billion UAH (7 billion euros)
Linking the goal to other areas	Economic recovery and development	Economic recovery and development	Economic recovery and development

	Energy security Functioning of the financial system, its reform and development Audit of war losses and damages	Energy security Ecological safety Functioning of the financial system, its reform and development	Energy security Ecological safety Functioning of the financial system, its reform and development

2.2. Definition of tasks to achieve the objectives of subparagraph 2.1

#	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Goal. 100% of Ukrainian citizens are provided with heating			
Stage 1: June 2022 - end of 2022			
1.1	Identify ways to provide heating in settlements affected by hostilities	July 2022	-
1.2	Restore damaged or destroyed district heating facilities	October 2022	Economic recovery and development Energy security
1.3	Identify ways to provide heating in case of interruptions in the gas and electricity supply	October 2022	Energy security

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
1.4	Provide opportunities for heat supply companies for a stable work during the heating season 2022-2023	October 2022	Functioning of the financial system, its reform and development
Goal. 20% reduction in the use of natural gas for heat supply needs			
Stage 2: January 2023 - December 2025			
2.1	To determine the goals and directions of settlements heat supply systems development	May 2023	Economic recovery and development Energy security
2.2	Create a mechanism for financing the sustainable development of heat supplying systems	May 2023	Functioning of the financial system, its reform and development
2.3	Ensure stable financial capacity of district heating companies to carry out their economic activities	October 2023	Functioning of the financial system, its reform and development
2.4	Implement management systems for the use of fuel and energy resources at district heating companies	October 2024	Energy security
2.5	Reduce heat losses in heating networks by at least 12%	October 2025	Energy security
2.6	Increase use of fuel efficiency in heat sources by at least 92%	October 2025	Energy security

#	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
2.7	Ensure the substitution of 10% of natural gas in heat supplying systems	October 2025	Energy security
2.8	Implement the principles of smart grids and intelligent metering in district heating systems that cover at least 5% of heat energy consumers	October 2025	Energy security European integration
Goal. 50% of thermal energy in heating systems is obtained from renewable energy sources, waste heat sources and cogeneration units			
Stage 3: January 2026 - December 2032			
3.1	Introduce market mechanisms in the sphere of district heating	October 2028	Economic recovery and development Functioning of the financial system, its reform and development
3.2	Ensure equal conditions in the energy markets for district heating companies and household consumers	October 2028	Economic recovery and development Energy security
3.3	Increase the share of efficient district heating systems to 90%	October 2032	Economic recovery and development Energy security

#	Description of the task to achieve the goal	Deadline for the task	Dependence of the task on the tasks of other areas, spheres, problems
3.4	Increase the share of efficient individual heating systems to 30%	October 2032	Economic recovery and development Energy security
3.5	Introduce efficient district cooling systems	December 2032	Energy security

Goals, objectives, milestones of the Renovation Plan for the Livelihoods Infrastructure system.

2.1 Objectives are aimed at solving a specific problem:

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem 4.2. The current state of water supply systems does not provide consumers with safe, affordable and stable drinking water supply **Goal 4.2.** Ensuring the stable functioning of centralized drinking water supply systems			
The goal that needs to be achieved to solve the problem at each stage	Ensuring the stable functioning of centralized drinking water supply systems	Modernization of 10% of centralized drinking water supply systems	Modernization of 30% of centralized drinking water supply systems
Deadline within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	underfunding is high probability of repeated destruction	underfunding is high probability of repeated destruction	underfunding is high probability of repeated destruction
Measurable goal achievement indicator	The share of the population provided with centralized drinking water supply is 70% of the basic level of 69% Reduction of electricity consumption in the drinking water supply sector by 5% from the basic level of 2021 The share of drinking water that is responsible gives state quality standards 65% of the basic level of 60%	The share of the population provided with centralized drinking water supply is 80% of the basic level of 69% Reduction of electricity consumption in the drinking water supply sector by 10% from the level of 2021 The share of drinking water that meets state quality standards is 90% of the basic level of 60%	The share of the population provided with centralized drinking water supply is 95% of the basic level of 69% Reduction of electricity consumption in the drinking water supply sector by 30% from the basic level of 2021 The share of drinking water that meets state quality standards is 100% of the basic level of 60%
The total amount of need for financial resources to achieve the goal	UAH 25 billion	UAH 175.8 billion	UAH 340 billion

Linking a goal to other directions	Economic Recovery and Development Environmental Safety Energy Security European integration Health Audit of losses incurred as a result of the war	Economic Recovery and Development Environmental Safety Energy Security European integration Health Audit of losses incurred as a result of the war	Economic Recovery and Development Environmental Safety Energy Security European integration Health

2.2. Defining tasks for achieving goals from subparagraph 2.1

p/p	**Description of the task to achieve the goal**	**Task Deadline**	**Dependence of the task on tasks of other directions, areas, problems**
Target. 3.2.1 Ensuring the stable functioning of centralized drinking water supply systems			
Stage 1: June 2022 – end of 2022			

3.2.1.1.	Restore damaged and destroyed systems of centralized drinking water supply	December 2022	Economic recovery and development Health
3.2.1.2.	Restore the supply of reagents for purification and disinfection of drinking water	December 2022	Economic recovery and development Health
3.2.1.3.	Simplify the procedures for connecting to centralized drinking water supply systems relocated to safe regionsand enterprises	December 2022	Economic recovery and development Health
Goal.3.2.2 Modernization of 10% of centralized drinking water supply systems			
Stage 2: January 2023 – December 2025			
3.2.2.1.	Increase the level of provision of the population with centralized drinking water supply services up to 80% (basic level - 69%)	December 2025	Economic recovery and development European integration Health
3.2.2.2	Reduce specific electricity consumption of drinking water supply systems by 10% from the base year 2021	December 2025	Economic recovery and development Energy security European integration

3.2.2.3.	Increase to 90% the share of drinking water that meets de-rusting quality standards in centralized drinking water supply systems (base level - 60%)	December 2025	European integration Health
3.2.2.4	Ensuring stable operation of centralized drinking water supply systems	December 2025	Economic recovery and development Energy security European integration
3.2.2.5	Ensuring remote control of centralized drinking water supply systems	December 2025	Economic recovery and development Energy security European integration
Goal.3.2.3 Modernization of 30% of centralized drinking water supply systems			
Stage 3: January 2026 – December 2032			
3.2.3.1.	Increase the level of provision of the population with centralized drinking water supply services up to 95% (basic level - 69%)	December 2032	Economic recovery and development European integration Healthcare

3.2.3.2.	Reduce specific electricity consumption of drinking water supply systems by 30% from the base year 2021	December 2032	Economic recovery and development Energy security European integration
3.2.3.3.	Ensure compliance with quality standards of 100% drinking water	December 2032	European integration Health
3.2.3.4.	Ensuring stable operation of centralized drinking water supply systems	December 2032	Economic recovery and development Energy security European integration
3.2.3.5	Ensuring remote control of centralized drinking water supply systems	December 2032	Economic recovery and development Energy security European integration

2. Goals, objectives, stages of the Recovery Plan in the direction of "Infrastructure of life support systems".

2.1. The objectives are aimed at solving a certain problem:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Problem 4.3. The current state of centralized sewerage systems is not able to provide affordable services and environmental safety **Goal 4.3.** Ensuring stable functioning of centralized sewage systems			
The goal that needs to be achieved to solve the problem at each stage	ensuring the stable functioning of centralized sewage systems	modernization of 10% of centralized sewage systems	modernization of 30% of centralized sewage systems
Deadline within the stage	End of 2022	December 2025	December 2032
Risks of achieving the goal	underfunding, high probability of repeated destruction	underfunding	underfunding

Measurable goal achievement indicator	The share of the population provided with access to centralized sewage is 50% of the basic level of 48% Reduce electricity consumption in the field of sewage by 5% from the basic level of 2021 Increase the share of wastewater undergoing complete biology treatment to 60% of the basic level of 50%	The share of the population provided with access to centralized sewage is 60% of the basic level of 48% Reduce electricity consumption in the field of sewage by 10% from the basic level of 2021 Increase The flow time of wastewater undergoing complete biological treatment to 70% of the basic level of 50% Share of disposed wastewater sludge 5% Share of reused treated wastewater 1%	The share of the population provided with access to centralized sewage daytime is 80% of the basic level of 48% Reduce electricity consumption in the field of sewage by 20% from the basic level of 2021 Increase the share of wastewater undergoing complete biological treatment to 80% of the baseline level of 50% Share of disposed wastewater sludge 15% Share of reused treated wastewater 1%
Total need for financial resources to achieve the goal (billion UAH)	UAH 50 billion	UAH 226,3 billion	UAH 460 billion

Linking a goal to other directions	Economic recovery and development Energy security Environmental safety European integration Health	Economic recovery and development Energy security Environmental safety European integration Health	Economic recovery and development Energy security Environmental safety European integration Health

2.2. Defining tasks for achieving goals from subparagraph

p/p	**Description of the task to achieve the goal**	**Task Deadline**	**Dependence of the task on tasks of other directions, areas, problems**
Target. 3.3.1 Ensuring the stable functioning of centralized sewage systems			
Stage 1: June 2022 – end of 2022			

3.3.1.1	Restore damaged and destroyed centralized sewage systems	December 2022	Economic recovery and development Environmental safety Health
3.3.1.2	Restore the supply of reagents for wastewater treatment and disinfection	December 2022	Economic recovery and development Environmental safety Health
3.3.1.3	Simplify the procedures for connecting to centralized sewage systems of enterprises relocated to safe regions	December 2022	Economic recovery and development Environmental safety Health
Goal 3.3.2 Modernization of 10% of centralized sewage systems			
Stage 2: January 2023 – December 2025			
3.3.2.1.	Increase the level of provision of the population with sewerage services up to 60% (basic level 48%)	December 2025	Recovery and development of economy Environmental safety European integration Health

3.3.2.2.	Provide 10% of the population with uncentralized sewage and safe operation of these systems.	December 2025	Economic recovery and development Environmental safety European integration Health
3.3.2.3.	Reduce specific electricity consumption of centralized sewage systems by 10% from the base year 2021	December 2025	Economic recovery and development Energy security European integration
3.3.2.4.	Increase the share of wastewater undergoing complete biological treatment to 70% (at a base level of 50%)	December 2025	Economic recovery and development Environmental safety European integration Health
3.3.2.5.	Ensure the disposal of 5% of wastewater sediment .	December 2025	Economic recovery and development Energy security Environmental safety European integration Health

3.3.2.6.	Ensure the reuse of treated 1% of treated wastewater	December 2025	Economic recovery and development Energy security Environmental safety European integration Health
3.3.2.7.	Ensuring stable operation of centralized sewage systems	December 2025	Economic recovery and development Energy security European integration
3.3.2.8	Providing remote control of centralized sewage systems	December 2025	Economic recovery and development Energy security European integration
Goal.3.3.3 Modernization of 30% of centralized sewage systems			
Stage 3: January 2026 – December 2032			

3.3.1.1	Increase the level of provision of the population with sewage services up to 80% (base level 48%)	December 2032	Economic recovery and development Environmental safety European integration Health
3.3.3.2	Provide uncentralized sewage services to 20% of the population and safe operation of these systems.	December 2032	Economic recovery and development Environmental safety European integration Health
3.3.3.3	Reduce the specific consumption of electricity from centralized sewage systems by 20% from the base year 2021	December 2032	Economic recovery and development Energy security European integration
3.3.3.4	Increase the share of wastewater undergoing complete biological treatment to 80% (at a base level of 50%)	December 2032	Economic recovery and development Environmental safety European integration Health

3.3.3.5	Ensure the disposal of 5% of wastewater sediment.	December 2032	Economic recovery and development Energy security Environmental safety European integration Health
3.3.3.6	Ensure the reuse of treated 10% of treated wastewater	December 2032	Economic recovery and development Energy security Environmental safety European integration Health
3.3.3.7	Ensuring stable operation of centralized sewage systems	December 2032	Economic recovery and development Energy security European integration
3.3.3.8	Providing remote control of centralized sewage systems	December 2032	Economic recovery and development Energy security European integration

2. Goals, objectives, stages of the Recovery Plan in the direction of "Infrastructure of life support systems".

2.1. The goals are aimed at solving a certain problem:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Problem 4.4. Inefficient system of household waste management does not allow to realize the economic potential of secondary use of resources.			
Objective 4.4 Structural modernization of the household waste management system and bringing it in line with European standards.			
The goal that must be achieved to solve the problem at each stage	Restoration of damaged means of household waste management.	Restoration of damaged and / or destroyed objects and means of household waste management. Treatment and recyclyng of 10% of the total amount of household waste generated.	Treatment and recycling of 15% of the total amount of household waste generated.
Deadline within the stage	December 2022	December 2025	December 2032

Risks of achieving the goal	Limited financial and technical resources, security restrictions.	Limited financial and technical resources, gaps in the regulatory framework, insufficient institutional capacity of local self-government authorites, security restrictions.	Limited financial and technical resources, gaps in the regulatory framework, insufficient institutional capacity of local self-government authorities.
Measured indicator of goal achievement	1. The number of recovered means of household waste management: - garbage trucks, units; - containers, units; - container sites, units.	1. The number of restored and installed new means of household waste management: - garbage trucks, units; - containers, units; - container sites, units. 2. The number of recovered and constructed objects of household waste management (waste sorting lines, waste transfer stations, waste processing and incineration plants and landfills), units	1. The number of installed new means of household waste management: - garbage trucks, units; - containers, units; - container sites, units. 2. Number of constructed objects of household waste management (waste sorting lines, waste transfer stations, waste processing and incineration plants and landfills), units.

The total amount for financial resources needed to achieve the goal	UAH 75 million (2.5 million euros)	UAH 12.5 billion (416, 6 million euros)	UAH 36 billion (1.2 billion euros)
Linking the goal to other areas	Ecological safety Economic recovery and development Energy security Audit of war losses	Ecological safety Economic recovery and development Energy security	Ecological safety Economic recovery and development Energy security

2.2. Definition of tasks on achievement of the purposes from subparagraph 2.1

п/п	**Description of the task to achieve the goal**	**Deadline for the task**	**Dependence of the task on the tasks of other areas, spheres, problems**
Goal 1. Restoration of means and facilities for household waste management			
Stage 1: June 2022 - end of 2022			

1.1.	Restore means of household waste management (containers, container sites, garbage trucks)	December 2022	-
1.2.	Restore objects of household waste management (waste sorting lines, waste transfer stations, waste processing and incineration plants, landfills)	December 2022	-
Goal 2.1. Restoration of means and facilities for household waste management.			
Stage 2: January 2023 - December 2025			
2.1.1.	Restore means of household waste management (containers, container sites, garbage trucks)	December 2025	-
2.1.2.	Restore objects of household waste management (waste sorting lines, waste waste transfer stations, waste processing and incineration plants, landfills)	December 2025	-
Goal 2.2. Treatment and recycling of 10% of the total amount of household waste generated			
2.2.1.	Purchase household waste management equipment (containers, garbage trucks)	December 2025	-

2.2.2.	Establish container sites for the collection (including separate collection) of household waste	December 2025	-
2.2.3.	Build household waste management facilities (waste sorting, transfer stations, waste processing, incinerators and landfills)	December 2025	-
Goal 3. Recycling and utilization of 15% of the total amount of household waste.			
Stage 3: January 2026 - December 2032			
3.1.	Purchase household waste management equipment (containers, garbage trucks)	December 2032	-
3.2.	Establish container sites for the collection (including separate collection) of household waste	December 2032	-
3.3.	Build household waste management facilities (waste sorting, transfer stations, waste processing, incinerators and landfills)	December 2032	-

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Culture and information policy” working group

July 2022

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1. Culture sphere

1. The main problems to be solved as part of the recovery plan for the "Culture"

The impact of the war on a particular area of analysis:
The main challenges of the current state of culture in Ukraine: the need to liberalize the conditions of cultural organizations of state and communal form of ownership and provide sources of stable functioning of cultural institutions of independent sector; the need to continue reforms in arts education, in particular, to review and update the content of education in arts education institutions, as well as to harmonize the curricula of specialized arts education and general schools;

Shortage and instability of funding for the cultural sphere; outflow of employees of organizations of the sphere and purchasers of art education institutions of all forms of ownership; lack of digital skills in the sphere; necessity to strengthen social protection of self-employed creative units; geographical redistribution of demand on cultural and educational services for population as a result of mass migration; necessity to build digital aspect of cultural institutes (from managerial processes to preservation of cultural heritage)

At present, the artistic activity of cultural organizations is undergoing a significant transformation due to Russia's aggression against Ukraine. There are urgent requests of the society concerning the change of the direction of repertoire policy of cultural institutions, so there is a need to develop and create a new range of works and projects, which, in turn, requires separate funding or full preservation of creative teams. In particular, we are talking about the need to create a Ukrainian-language national cultural product under conditions of limited resource potential, to refocus the repertoire on the social and psychological support of the country, the promotion of Ukrainian voices and the Ukrainian agenda abroad.

At present, there is a lack of complete and comprehensive information about the numerous damages and destructions of monuments and cultural institutions and educational institutions in the cultural sphere, particularly because of the lack of opportunity for citizens, local and public authorities to promptly record the damages in the context of each city and locality. However, it is already known that during the hostilities in some regions a significant part of the infrastructure of cultural institutions and educational establishments in the cultural sphere was partially or completely destroyed. Besides, the problem of barrier-free access to cultural institutions for consumers of cultural services (physical accessibility), as well as educational institutions of the cultural sphere for applicants of artistic education with special educational needs remains actual. As of May 2022, more than 400 cultural and educational institutions of culture were damaged in the regions of Ukraine. According to preliminary data, the following regions suffered the most damage: Kyiv region (112), Donetsk region (100), Luhansk region (55), Sumy region (40), Zhytomyr region (22), Chernihiv region (17), Kharkiv region (12) (information is being constantly updated and clarified). Due to active military operations, as well as temporary occupation of the territories, it is impossible to identify all the damage and destruction of cultural institutions and educational establishments in the cultural sphere.

As a result of the war, the cultural sphere has lost a highly professional human resource due to the outflow of personnel. At present, there is a threat that a considerable part of cultural workers and individual artists, teaching staff of educational institutions of the cultural sphere, who are located in zones where active hostilities continued, as well as the contingent of applicants for art education of all levels who left Ukraine, will not return. A number of institutions of primary art education cannot continue the educational process, including due to the lack of budget revenues, which should have been used to finance them.

At the moment there is also no up-to-date information about the state of the contingent of applicants and teachers of art education in the temporarily occupied territories of Ukraine.

Moreover, art collectives and individual artists, due to the actual restrictions of the conditions of economic activity, face shortage of their own income, the formation of arrears of wages and as a consequence, the loss of professional artistic and artistic human resources. Currently, there is no data on the loss of human resources in the cultural sphere in quantitative terms, who left Ukraine because of the lack of security, which prevents the development of necessary measures to restore the full-fledged work of the institutions.

The content and methods of teaching elementary art education do not meet the requirements of the present, since most of the repertoire, methodological publications were introduced in the educational process during the Soviet era and contain ideological and propaganda material and are morally obsolete at present. The influence of the Russian teaching school for many years has resulted in the lack of national repertoire of art education at all levels. Art education is one of the main tools that shapes the child's aesthetic taste, worldview and develops a conscious belonging to the country, its citizenship, language, culture and traditions of Ukraine. Thus, its content must meet the requirements of the time and the needs of Ukrainians.

The management system of cultural institutions is not effective, does not stimulate the managerial staff of institutions to create a new competitive cultural product, search for new sources and ways of cultural development. The competitive and contractual system of formation of the managerial and artistic and artistic staff of cultural institutions needs to be updated. Low managerial and institutional capacity of cultural institutions is noted, especially in the conditions of war, which requires development of nationwide approaches to reform the existing system of management of cultural institutions, in particular, aimed at revision of powers of management bodies regarding institutions and providing more autonomy of institutions in matters of personnel policy and other prerequisites for their organizational flexibility. It should be noted that under the conditions of Russian armed aggression and limited financial resources, the problem of weak cooperation and partnership of Ukrainian art institutions, subjects of

activities in the cultural sphere, individual artists with international partners, donors, patrons and sponsors, which prevents quick reorientation of institutions to new realities, attracting new sources of funding to restore institutional capacity is brightly highlighted.

As a result of the war started by Russian Federation in Ukraine, the sphere of culture has largely lost its financial revenues. According to Resolution № 245 of the Cabinet of Ministers of Ukraine dated March 10, 2022, most expenditures for the sphere were directed to the reserve fund of the state budget, and expenditures for culture and art from local budgets were also reduced to a considerable extent. The complexity of the situation is exacerbated by the fact that for the past few decades the sphere of culture has been financed on the leftover basis. At the same time, since 2019, there has been a positive trend towards an increase in cultural expenditures from local budgets, so in particular the share of cultural expenditures in the total amount of expenditures from local budgets in 2021 has increased compared to 2019 by 0.26% and amounted to 2.79%. Expenditures per person of permanent population increased in 2021 as compared to 2020, in 2021 the amount of spending per person of permanent population per month in the regions of Ukraine averaged $ 1.23. In 2021 the amount of expenses per person of permanent population per month in the regions of Ukraine was on average 1,23 USD (in 2020 this indicator was - 1,05 USD). Also in 2021 compared to 2020, the number of regions in which the % of implementation of expenditures on culture exceeded 3% has increased. In general, over the past 3 years, a positive dynamics in the financing of the sphere of culture has been gradually formed. However, given the consequences of the war (economic and infrastructural damage), the sphere of culture will require additional support in terms of funding in the post-war period, at least at the stage of reaching the pre-war level of funding.

Under the conditions of martial law, cultural institutions, subjects of activity in the cultural sphere, and individual artists were forced to change the format and conditions of work, stop the rehearsal process, and postpone concerts and performances. This, in turn, leads to a loss of income and the threat of arrears in wages, utilities and energy, fulfillment of obligations under signed contracts, etc. New knowledge, time and skills are needed to partially restore creative activity and profit in the current situation.

There is a shortage of funding directed to the sphere of culture and in particular art education, budget deficit, unawareness of the possibilities of raising funds from other sources of funding, reduction of already low salaries in the sphere, which results in the outflow of the available human resource abroad or other spheres of economy, bankruptcy of subjects of activity in the cultural sphere, deep crisis in the cultural sphere. For the direction of digitalization there are outdated approaches including the document flow and archival storage in the cultural institutions and educational institutions of the cultural sphere.

In 2020, the European Commission approved the Action Plan for Digital Education for 2021-2027, which provides two priorities, such as accelerating the development of effective digital educational ecosystems, which requires a developed infrastructure, communications and digital equipment, effective planning and development of digital. capacity, including modern organizational capabilities, trained scientists, teachers and educators with digital competencies, high-quality educational content, tools and safe platforms that meet privacy and ethical standards and are user-friendly, the use of assistive technologies for persons with disabilities ; development of digital skills and competencies for digital transformation, including basic digital skills and competencies from preschool age, advanced digital skills.

At the same time, at the present stage of development of the country, Ukrainian art is undergoing technological modernization. These profound transformation processes are primarily due to the digital transformation of various branches (spheres) of social life and other needs of society. These factors should reorient the cultural product, modernize both the processes of industry administration and cultural and artistic spaces in order to increase the level of consumption of the national cultural product. Digitalization should enable access to cultural services and cultural products for a wide range of people, simplify the search and promote the wide use and demand for such products and services.

In addition, in view of the European strategy of Ukraine and the need to integrate into the European educational space, the important steps to modernize the structure of art education in Ukraine is its integration into the world educational and scientific space, which is confirmed by the new list of branches of knowledge and specialties approved in 2015 and its harmonization in 2021 with the International Standard Classification of Education. Harmonization in 2020. National Qualifications Framework with the European Qualifications Framework for Lifelong Learning contributed to the creation of conditions for the recognition of national educational qualifications in the international environment.	
1) Key challenges (generalized for a certain area)	1) Low adaptability and ability of cultural institutions to respond to the challenges of wartime. 2) Damaged or completely destroyed infrastructure of cultural institutions and educational institutions of the cultural sphere in the communities where active hostilities were (are) taking place. Destroyed (as a result of military actions, rocket attacks and looting by the occupants) material and technical supply of cultural institutions and educational institutions of the cultural sphere, necessary for providing the population with high-quality and accessible cultural services. 3) Expenses on the cultural sphere on the level of the state and local budgets are maximally reduced, the ability of the sphere to attract donor funds is limited. 4) Significant outflow of qualified personnel in the cultural sphere abroad and in other spheres due to Russia's aggression against Ukraine. 5) Rapid change of regional population concentration in Ukraine due to internal migration and outflow of Ukrainian citizens abroad, which led to imbalance of supply and demand for cultural products and cultural and educational services. 6) Limited access of temporarily displaced people outside of Ukraine to the cultural product in their native language together with underrepresentation of Ukrainian cultural product on the world arena.
2) Key opportunities (generalized for a certain area)	1) Construction of a new cultural infrastructure that meets the number of population, modern requirements for barrier-free and safe for all categories of the population. 2) Introduction of the newest models of the cultural services financing, realization of the projects of the state-private partnership for the cultural sphere, introduction of the cultural services markets. 3) Formation of the sufficient provision of the basic set of cultural services of the material and technical support of the cultural institutions. 4) Raising of the public demand for the national (Ukrainian patriotic) cultural product. 5) Increasing the prestige and attractiveness of professions in the field of culture, understanding the importance of culture for the development of society and society as a whole. 6) Re-qualification of workers in the cultural sphere, learning the latest skills and technologies to implement them in the process of providing quality and affordable cultural services to the population.

	7) Introduction of decolonizing studios in educational institutions of the cultural sphere.
3. Key restrictions (generalized for a certain area)	1) The constant threat of escalation of armed aggression makes it impossible for cultural and educational institutions to fully operate and for the population to return to the de-occupied territories. 2) High degree of regulation of the cultural sphere. 3) Limited finantial resources (means of the state and local budgets) and human resources. 4) Impossibility within the current legislation of program financing of independent (non-state/non-community) sector of culture, and also impossibility of co-financing from the budgets of different levels of communal and state cultural institutions and education of the cultural sphere. 5) Inconsistency of normative requirements to qualifications of workers of the sphere and their competences to challenges and tasks facing them (strategic planning, project management, fanrising, etc.). 6) The permanent status of the residual principle of financing of the cultural sphere among the first-priority priorities of renovation.

2. Goals, tasks, and stages of the Recovery Plan within the direction " Culture" of the defined area:

2.1. Goals aimed at solving a defined pressing issue

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Defined pressing issue to be solved under the defined analysis area (description): ***1. The low ability of cultural institutions to ensure sustainable development, development of quality cultural products and the provision of cultural and educational services.***			
Goal to be achieved to solve the issue at each stage	Provided support for the activities of cultural institutions and cultural education, created incentives for the return of cultural workers to Ukraine	Conditions and incentives for the gradual restoration of the institutional capacity of cultural institutions and education of the cultural sphere are created	The ability of cultural institutions to provide modern high-quality cultural and educational services is fully restored
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032

Risks related to the goal achievement	The prolongation of hostilities and the uncertainty of the term of their completion, the impossibility to carry out a record of damaged/destroyed cultural and educational institutions and the number of workers in the cultural sphere. Lack of financial resources. Low level of digital competence of the personnel of cultural institutions and educational institutions of the sphere of culture	The prolongation of hostilities or the threat of their renewal in some territories. Lack of funding for the restoration / creation of new infrastructure. Shortage of human resources. Low financial ability of the communities, local authorities to effectively organize the work and cooperation with the institutions, including the transportation of students/recipients of cultural services (possible lack of buses, fuel, etc.). Institutional incapacity of some institutions of culture and education in the sphere of culture to provide cultural and educational services. Difficulty in monitoring and evaluation of digitalization of the management processes	Insufficient financing of the sphere of culture. Mismatch between the needs of the institutions of the cultural sphere in the highly qualified specialists of the management level and the volume of output of the educational system Low motivation of the staff and fear of change
Goal Achievement indicator	The activities of 70% of cultural and educational institutions of culture in the controlled territories were recovered. A digital register of material damage to cultural and educational institutions has been created	The level of attendance of cultural institutions and the contingent of art education is recovered by 80% (base - 2019)	At least 80% of visitors of cultural institutions / applicants of art education are satisfied with the quality of cultural product, cultural / educational services provided by wealthy cultural institutions

General need of funds for the goal achievement	21 749,5 millions UAH	64 292 millions UAH	86 043,5 millions UAH
Goal connections with other areas/directions	Regional Policy Policies on the return of temporarily displaced persons Direction of education	Regional Policy Direction of education	Regional Policy Direction of education
Defined pressing issue to be solved under the defined analysis area (description): ***2. Low level of population involvement in the consumption of accessible cultural services and art education services***			
Goal to be achieved to solve the issue at each stage	Revision of the narratives of the content of art education, repertoire policy, formats and concepts of activities of cultural institutions was carried out	The conditions for increasing the level of public involvement in the consumption of cultural and educational services through the promotion of culture, the formation of a comfortable environment in cultural institutions, the expansion of the accessible set of cultural services for all were created. The conditions for barrier-free educational space in art education have been created.	The network of cultural and educational institutions of the cultural sphere is accessible (safe, barrier-free), meets the demand of the population and provides provision of quality cultural and educational services in accordance with this demand
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	The prolongation of hostilities or the uncertainty of their end.	The tendency of emigration of potential contingent of applicants for art education	Decrease of financing for art education and culture, foreign investments against the

	Relative resistance and high inertia of the scientific/academic community and cultural workers. Lack of funds to encourage the developers of new content and training of teaching staff. Lack of financial resources to update the repertoire of art institutions. Resistance of the conservative cultural community to the completion of the stage of decommunization in the public sphere	and the most qualified personnel abroad. The lack of sufficient funding for the restoration of the full-fledged functioning of the cultural institutions, cultural education and their renovation	background of loss of interest to Ukrainian issues. A small number of highly qualified personnel capable of creating a high-quality competitive cultural product. Inadequate funding of cultural institutions and educational establishments in the cultural sphere does not allow for competitiveness on the labour market
Goal Achievement indicator	The content of art education and the repertoire of cultural institutions lacks Russian narratives. At least 60% of cultural workers remained to work in the system	400 Cultural Service Centers (CSCs) have been established in the territorial communities >1,5% of pupils of art schools are children with special educational needs	1,000 Cultural Service Centers (CSCs) established in territorial communities 95% of the population has access to basic cultural services >70% of the population is involved in cultural practices 80% of consumers are satisfied with the quality of cultural and educational services 70% of the territorial communities meet the minimum standards
General need of funds for the goal achievement	Funds from the state budget, local budgets and international technical assistance (ITA), as well as other sources not prohibited by applicable law. There is a need for detailed calculations	Subsidy for construction of the CSC: 3,825 millions UAH. Cultural subvention: 7,980 millions UAH.	Subsidy for construction of CSC: 17,850 millions UAH. Cultural subvention: 18,620 millions UAH.

		Other measures and tasks: Funds from the state budget, local budgets and international technical assistance (ITA), as well as other sources not prohibited by current legislation. There is a need for detailed calculations	Other measures and tasks: Funds from the state budget, local budgets and international technical assistance (ITA), as well as other sources not prohibited by current legislation. There is a need for detailed calculations
Goal connections with other areas/directions	Regional Policy Direction of education	Direction of financial support	Direction of education Direction of financial support
Defined pressing issue to be solved under the defined analysis area (description): ***3. Lack of flexibility and adaptability of funding mechanisms in culture***			
Goal to be achieved to solve the issue at each stage	The preconditions for updating the system of financing culture in the post-war period and supporting the activities of cultural and educational institutions in the war period were provided	The system of remuneration of labor in the sphere of culture was renewed and prerequisites for the introduction of fundamentally new mechanisms of financing in the cultural sphere were provided	A modern system for financing cultural services has been created, which enables cultural institutions to verify the services provided, to attract extra-budgetary funds and to develop effectively
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Inability to fully restore the provision of cultural and educational services by institutions due to the prolongation of hostilities and the uncertainty of their end. Lack of financial resources.	Limited financial resources in the state and local budgets Limited human resources for the qualitative implementation of changes	Insufficient economic capacity of the population to consume paid cultural and educational services Limited financial resources in the state and local budgets

			Limited human resource for qualitative implementation of changes
Goal Achievement indicator	The level of attendance of working cultural institutions is not less than 80% of the volumes allowed by the security situation. 90% of the contingent of applicants for art education has been preserved.	At least 2% is the share of expenditures for the sphere of culture in the total amount of the expenditures made from the local budgets. At least $5 of the expenditures on culture from the local budgets per 1 person	At least 3% is the share of expenditures on culture in the total amount of spending from local budgets. Not less than $25 per 1 person of permanent population is expenditures on culture from local budgets Salaries in the sphere of culture are not lower than the average wage in the economy of Ukraine
General need of funds for the goal achievement	Money from the state budget, local budgets and international technical assistance (ITA), as well as other sources not prohibited by applicable law. There is a need for detailed calculations	Monetary resources from the state budget, local budgets and international technical assistance (ITA), as well as from other sources not prohibited by the legislation in force. There is a need for detailed calculations	Monetary resources from the state budget, local budgets and international technical assistance (ITA) and other sources not prohibited by the legislation in force. There is a need for detailed calculations
Goal connections with other areas/directions	Direction of financial support	Direction of financial support	Direction of financial support

Defined pressing issue to be solved under the defined analysis area (description): ***4. Insufficient representation of Ukrainian cultural products in the world arena***			
Goal to be achieved to solve the issue at each stage	Representation of Ukrainian cultural products abroad increased	The volume of export of creative and artistic productions has increased	The volume of foreign students in the contingent of Ukrainian art institutions is increased
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Extension of hostilities or uncertainty of their end date. Limited financial resources	The tendency of emigration of potential contingent of applicants for art education and the most qualified personnel abroad. Lack of financial resources to renew the repertoire of art institutions. The lack of the sufficient funding for rehabilitation of the cultural institutions and art education	Lack of subvention from the state budget to local budgets for creation of the centers of cultural services (was included in the state budgets of Ukraine for 2021 and 2022; in 2022 redirected to the reserve fund of the state budget)
Goal Achievement indicator	The number of Ukrainian cultural and artistic events abroad is not lower than 70% of the pre-war level	20% increase in the number of Ukrainian cultural and artistic events abroad	10% increase in the number of foreign students at arts and culture institutions
General need of funds for the goal achievement	Monetary resources from the state budget, local budgets and international technical assistance (ITA), as well as other sources not prohibited by applicable law. There is a need for detailed calculations	Monetary resources from the state budget, local budgets and international technical assistance (ITA), as well as from other sources not	Monetary resources from the state budget, local budgets and international technical assistance (ITA) and other sources not prohibited by the legislation in

		prohibited by the legislation in force. There is a need for detailed calculations	force. There is a need for detailed calculations
Goal connections with other areas/directions	Direction of financial support	Direction of financial support	Direction of education

2. The current state of implementation of program documents within the defined analysis area on the defined pressing issue:

	Title of the program document	**Current state**
	Decree of the President of Ukraine "On measures to support the sphere of culture, protection of cultural heritage, development of creative industries and tourism" of August 18, 2020 № 329/2020	In 2021 - 2022 the project "Cultural Services Centers as a Tool for Society Cohesion" was implemented in seven communities of Donetskyi, Zakarpatskyi, Zaporizhskyi, Luganskyi, Khersonskyi, Chernivetskyi and Chernihivskyi regions. Under the project: field sociological research on the current state of culture in the pilot territorial communities were conducted, during which the main problems were identified and recommendations to overcome them were developed; through focus groups and interviews with experts in the communities participating in the CCC project, information was collected on the cultural resources of the community, features of the financing of culture, cultural management system in society, problems and other circumstances affecting the development of culture in society. As of June 2022, ICIP is finalizing a practical manual on the operation of cultural service centers. Law of Ukraine No. 2042-IX of February 15, 2022 amended the Budget Code of Ukraine, in particular on the possibility of financing the CSCs at the expense of the budgets of rural, township, city territorial communities.
	State Strategy of Regional Development for 2021-2027, approved by the Cabinet of Ministers of Ukraine, August 05, 2020, No. 695	

	The concept of reforming the system of providing the population with cultural services approved by the Cabinet of Ministers of Ukraine on January 23, 2019 № 27	As of April 2022, 41% of the tasks and activities are fully implemented, 53% are in progress and 6% are not implemented.
	The concept of reforming the system of providing cultural services to the population approved by the order of the Cabinet of Ministers of Ukraine from August 19, 2020 № 1035	In 2021, studies were conducted on improving the effectiveness and efficiency of the use of budgetary funds allocated for the financial support of cultural institutions, and an analytical report with a list of key performance indicators for cultural institutions was prepared. At present the system of verification of provision of cultural services is being developed. These activities (together with others) are carried out for the purpose of development and introduction of new models of financing the cultural services provided by the state and communal cultural institutions
	Decree of the President of Ukraine "On the Decision of the National Security and Defense Council of Ukraine of May 14, 2021 "On the Human Development Strategy" of June 02, 2021 № 225	The MCIP has developed a draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of Minimum State Social Standards for Provision of Citizens with Cultural Services", which has been coordinated with all interested parties. After receiving the conclusion of the Ministry of Finance of Ukraine, the draft act will be submitted to the Government. In the framework of the project "Cultural Services Centers as a Tool for Society Cohesion" three architectural models of cultural services centers were developed and distributed among the regional state administrations via the MCIP letter.
	Strategy for Integration of Internally Displaced Persons and Implementation of Mid-Term Solutions on Internal Displacement for the Period until 2024, approved by the Decree of the Cabinet of Ministers of Ukraine of October 28, 2021, No. 1364	In the framework of the project "Cultural Services Centers as a Tool for Community Cohesion" MCIP continues to work on the preparation of a practical manual on the functioning of cultural services centers in territorial communities, the publication of which is planned in the second quarter of 2022, which will provide, in particular, information on the organization of functioning of cultural services centers taking into account the needs of integration within displaced persons and enhancing social cohesion in communities.

		After publication, the relevant guide will be sent to the military state administrations for distribution to local self-governments.
3.2	National strategy on creation of barrier-free space in Ukraine for the period until 2030 approved by the Decree of the Cabinet of Ministers of Ukraine on April 14, 2021, № 366-p	The Strategy regulates the general approach to the formation and implementation of public policies to ensure unhindered access of all groups of population to different spheres of life, including culture and education.
3.3	The Cabinet of Ministers of Ukraine Decree No. 1341 dated November 23, 2011 "On approval of the National Qualifications Framework"	The National Qualifications Framework is based on European and national standards and principles of education quality assurance, takes into account labour market requirements for workers' competences and was introduced to harmonize legislative norms in the areas of education (including education in culture), promote national and international recognition of qualifications obtained in Ukraine, establish effective interaction between the education sector and labour market
	The Law of Ukraine "On Ensuring the Functioning of the Ukrainian Language as the State Language" No. 2704-VIII dated April 25, 2019	The national theaters are completing the titling and translation of performances that were held in foreign languages. Announcements, posters and other information materials on cultural and artistic and entertainment events and admission tickets are produced in the State language

3. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

п/п	**Description of the task to achieve the goal**	**Deadline for the task fulfilment**	**Dependence of the task on the tasks of other directions, areas, pressing issues**
Direction «Culture»			

Objective 1.1 Support for the activities of cultural institutions and education of the cultural sphere is provided, incentives for the return of workers of the sphere to Ukraine are created Stage 1: June 2022 - end of 2022			
1.	**Task 1.** Engaging donor funds to maintain the number of employees in cultural institutions and educational institutions of the cultural sphere, as well as to support the independent sector and artists	December 2022	Limited financial resources Not regulated by law
2.	**Task 2.** Developing recommendations for the work of cultural institutions in controlled territories, taking into account the safety of visitors	December 2022	Not regulated by the regulatory framework
3.	**Task 3:** Withdrawal of state awards of Ukraine, honorary titles (including those awarded by educational institutions) awarded to citizens who support military aggression of Russia against Ukraine	December 2022	Element of the state sanctions policy against Russia Legislatively unregulated
Objective 1.2. Conditions and incentives are created for the gradual restoration of the institutional capacity of cultural institutions and cultural education Stage 2: January 2023 - December 2025			
1.	**Task 1.** Development of legal and financial mechanisms to stimulate the return to Ukraine of cultural workers, applicants for education in the field of culture (in the form of preferential loans to pay for training)	December 2023	The limitation of financial resources
2.	**Task 2.** Development of the Procedure and methods of monitoring of provision of quality and affordable cultural services to the population	May 2025	
3.	**Task 3.** Return of full-fledged activity of educational institutions in the sphere of culture (including the use of mixed/distance forms of education; a relevant and flexible mechanism of internal and external academic mobility programs was developed) in order to provide continuous access to educational services regardless of the place of residence.	December 2025	The limitation of financial resources
4.	**Task 4.** Return of cultural institutions to full operation, secured conditions for mobility of artistic and artistic staff	December 2025	The limitation of financial resources

5.	**Task 5.** Development and implementation of trainings, professional development programs for employees of cultural institutions and educational institutions in the sphere of culture on development of competences of strategic planning, project management, fundraising, etc.	December 2025	The limitation of financial resources
6.	**Task 6.** Development and implementation of the updated management system in the cultural sphere at the local level	December 2025	Element of the general regional policy in terms of the distribution of powers among the levels of government
7.	**Task 7.** Development and implementation of training for cultural managers of territorial communities	December 2025	The limitation of financial resources
8.	**Task 8.** Develop and approve changes to the national classifier DK 003:2010 "Classifier of Occupations" approved by the Order of the State Committee of Ukraine for Technical Regulation and Consumer Policy No. 327 of July 28, 2010	December 2025	Element of general staff policy
Objective 1.3. The ability of cultural institutions to provide modern, quality cultural and educational services is fully recovered Stage 3: January 2026 - December 2032			
1.	**Task 1:** Analyzing the needs for streamlining performance evaluation of cultural workers and cultural education	December 2026	Element of general staff policy
2.	**Task 2.** Development of the legal and regulatory framework for streamlining the system of performance evaluation of cultural workers and education	December 2028	Element of general staff policy
3.	**Task 3.** Creating Conditions for Employment in the Sphere of Culture of Persons with Disabilities	December 2032	The limitation of financial resources
4.	Task 4. Updating training / qualifications upgrading courses for cultural workers	December 2032	The limitation of financial resources
Objective 2.1. The revision of narratives of the content of art education, repertoire policy, formats and concepts of activities of cultural institutions took place Stage 1: June 2022 - end of 2022			

1.	**Task 1.** Making an inventory and assessment of losses of the material and technical base of institutions of culture and education in the sphere of culture, including the availability of information and communication infrastructure**.**	December 2022	Continued combat operations Prolonged demining of de-occupied territories
2.	**Task 2.** Analysis of the existing number of cultural workers and educational institutions of the cultural sphere (in relation to the pre-war period**)**	December 2022	Continued combat operations
3.	**Task 3.** Conceptualization of the model of infrastructure of cultural and educational institutions in the sphere of culture, including its transition/new formats - educational and artistic hubs, educational centers, centers of modern culture, centers of cultural services, theatrical co-working centers, etc.	December 2022	Not regulated by law Limited financial resources Outflow of qualified personnel from the cultural sphere
4.	**Task 4.** Development and dissemination of the practical manual "Cultural services centers in territorial communities**".**	December 2022	
5.	**Task 5.** Identification of the need and a system of incentives for changes in educational and training programs, repertoires of concert organizations, theaters to remove Soviet and Russian narratives from them. Continued work to decommunize and derussify works of art in public spaces, creating a model for museumification of Soviet artistic heritage.	December 2022	Not regulated by the law. Outflow of qualified personnel from the cultural sphere
Objective 2.2. The conditions for increasing the level of involvement of the population in the consumption of cultural and educational services through the promotion of culture, the formation of a comfortable environment in cultural institutions, the expansion of the accessible set of cultural services for all are created. **Development of conditions for barrier-free educational space in art education is provided.** Stage 2: January 2023 - December 2025			
1.	**Task 1.** Reinstatement of subventions from the state budget to local budgets for the creation of Cultural Service Centers	September 2023	Continued combat operations. The limitation of financial resources
2.	**Task 2.** Development of the draft order of the Ministry of Culture and Information Policy of Ukraine on the approval of the Model staff schedule for cultural services centers	December 2023	

3.	**Task 3.** Endorsement of the Minimum Standards for provision of the population with cultural services	December 2023	The limitation of financial resources
4.	**Task 4.** Amendments to the Budget Code of Ukraine in the part of introduction of cultural subventions from the state budget to finance provision of the basic range of cultural services.	July 2024	The limitation of financial resources
5.	**Task 5.** Approval of the Procedure and Conditions for providing cultural subventions from the state budget to local budgets to finance provision of a basic range of cultural services.	December 2024	Dependent on the adoption of amendments to the Budget Code of Ukraine and the Minimum Standards
6.	**Task 6.** Creation of cultural service centers and conditions for functioning of new formats of providing complex educational services in the form of educational and cultural hubs, revitalized spaces, cultural service centers, theater co-working centers, etc.	December 2025	The limitation of financial resources
7.	**Task 7.** Development and launch of the pilot phase of a nationwide demand stimulation program for children/adolescents	December 2025	The limitation of financial resources
8.	**Task 8.** Quoting in TV and radio programs for promotion of Ukrainian culture	December 2025	The limitation of financial resources
9.	**Task 9.** Raising the share of Ukrainian cultural products in the repertoire of cultural institutions	December 2025	The limitation of financial resources
10.	**Task 10.** To extend the experience in introduction of inclusive art education to the whole Ukraine, to increase the share of children and adults from OOP in the total contingent of applicants for art education	December 2025	The limitation of financial resources
Objective 2.3. The network of cultural and educational institutions of the cultural sphere is accessible (safe, barrier-free), meets the demand of the population and ensures the provision of quality cultural and educational services in accordance with this demand. Stage 3: January 2026 - December 2032			

1.	**Task 1.** Development of Cultural Services Centers in Territorial Communities	December 2032	The limitation of financial resources
2.	**Task 2.** Introducing in communities the minimal standards of citizens' provision with cultural services	December 2032	Dependent upon adoption of amendments to the Budget Code of Ukraine, Minimum Standards and Subventions Procedures and Conditions
3.	**Task 3.** Establishment of an optimum network of educational and contemporary cultural institutions/centers in Ukraine and abroad, taking into account the safety and standards and barrier-free principles	December 2032	Not regulated by law The limitation of financial resources
4.	**Task 4.** Fully operating nationwide demand stimulation program for children/adolescents	December 2032	The limitation of financial resources
5.	**Task 5.** Promotion of consumption of the cultural product and cultural/educational services, raising the prestige of the profession in the cultural sphere	December 2032	The limitation of financial resources
Objective 3.1. The prerequisites for updating the system of financing the sphere of culture in the postwar period and supporting the activities of cultural and educational institutions during the war period are provided Stage 1: June 2022 to the end of 2022			

1.	**Task 1.** Development of amendments to the order of the Ministry of Finance of Ukraine No. 11 of January 14, 2011 "On Budgetary Classification".	October 2022	Not regulated by law
2.	**Task 2.** Development of amendments to the order of the Ministry of Finance of Ukraine No. 7931 of September 20, 2017 "On approval of the components of the Program Classification of Expenditures and Local Budget Crediting"	October 2022	Not regulated by law

3.	**Task 3.** Providing funding for the cultural sector in order to resume the activities of institutions of the state/municipal/independent sectors and support for individual artists by attracting donor funds	December 2022	Mechanisms of raising funds from sponsors have not been regulated by law The limitation of financial resources Outflow of qualified personnel from the cultural sphere
Objective 3.2. The system of remuneration of labor in the cultural sphere is updated and the prerequisites for the introduction of fundamentally new mechanisms of financing of the sphere of culture are provided Phase 2: January 2023 - December 2025			
1.	**Task 1:** Analysis and evaluation of the remuneration level of cultural workers at the local level	December 2023	Limited human resources
2.	**Task 2.** Analysis of the condition of financing of the cultural sphere at the regional and local levels, based on the results of 2022	August 2023	Limited human resources
3.	**Task 3.** Analysis of financing of cultural sphere on the regional and local levels according to the results of 2023, identifying peculiarities of dynamics in comparison with 2021 (pre-war) and 2022	August 2024	Limited human resources
4.	**Task 4.** Development of a legal framework for implementation of a fundamentally different system of financing culture in Ukraine (program financing based on performance results, regardless of the form of ownership of a cultural institution**).**	April 2025	Not regulated by law The limitation of financial resources
5.	**Task 5.** Implementation of a pilot project to introduce a new system of financing for culture (in several regions).	December 2025	Not regulated by law The limitation of financial resources
6.	**Task 6.** Development of amendments to a number of normative legal acts on regulation of conditions for remuneration of workers of state/municipal sectors of culture and culture education (including wage scales, system of additional payments for titles and state awards) and increasing autonomy of institutions in terms of remuneration	December 2025	Based on the results of the preliminary analysis

7.	**Task 7.** Development and adoption of the Law of Ukraine on patronage in the cultural sphere	December 2025	Budgetary law Tax Policy
8.	**Task 8:** Stimulation and support of local initiatives for preparation of investment projects aimed at development of cultural infrastructure, in particular those submitted for competitive selection at the expense of the State Regional Development Fund	December 2025	The limitation of financial resources
Objective 3.3. A modern system of financing of cultural services is created, which allows institutions to verify the services provided, to attract extra budgetary funds and to develop effectively Phase 3: January 2026 - December 2032			
1.	**Task 1:** Analysis of the status of financing in the cultural sector for the period from 2021 to 2025, identifying the main problems and solutions	August 2026	Limited human resources
2.	**Task 2:** Updating the list of paid services that may be offered by cultural institutions.	December 2026	Depending on the results of the analysis of the state financing of the cultural sphere
3.	**Task 3.** Analysis of international experience in using public-private partnerships for financing the cultural sector	December 2026	Limited human resources
4.	**Task 4.** Research international experience in developing and implementing a system of verification for cultural services provision, and prepare recommendations for introducing such a system in Ukraine.	December 2027	Limited human resources
5.	**Task 5.** Initiate public-private partnership projects for culture	December 2028	Not regulated by law The limitation of financial resources
6.	**Task 6.** Development of the legal framework for implementation in Ukraine of the system of verification of cultural services provision	December 2030	Limited human resources

7.	**Task 7.** Development and introduction on the whole territory of Ukraine of the system of financing cultural institutions on the basis of their performance indicators regardless of their form of ownership.	December 2032	The limitation of financial resources Not regulated by law
8.	**Task 8.** Stimulation and support of local initiatives for preparation of investment projects, aimed at development of cultural infrastructure, in particular those submitted for competitive selection at the expense of the state fund of regional development	December 2032	The limitation of financial resources
Objective 4.1. Increased representation of Ukrainian cultural product abroad Stage 1: June 2022 - end of 2022			
	Task 1. Ensuring the presence of Ukraine at the key world art events (festivals, fairs, exhibitions, biennales, etc.)	December 2022	The limitation of financial resources
Objective 4.2. Increased export of creative and artistic product Stage 2: January 2023 - December 2025			
	Task 1. Development of modern cultural product by cultural institutions for promotion of Ukraine abroad	December 2025	The limitation of financial resources
Objective 4.3. The volume of foreign students in the contingent of Ukrainian art institutions is increased Stage 3: January 2026 - December 2032			
	Task 1. Development of conditions for the integration of artistic education into the European educational space, which allowed to attract more foreign students.	December 2032	The limitation of financial resources

4. List of national projects on the fulfilment of the task stated in Subsection 4 (for the corresponding task)

Description of the project to the task N from the Subsec. 4	**Project justification**	**Qualitative indicators of the project implementation**	**Economic effect (Influence on GDP, budget, employment, etc.)**	**Responsible public authority**	**Approximate need of funds (million, UAH)**	**Suggested funding sources**	**Required regulatory framework**	**Related areas of the EU legislation (general comment)**

Goal 2, Assignment 3, Step 1 **Professional Institute for the Study and Museography of Contemporary Art**	The Museum of Modern Art has not been established in Ukraine since 1991, as a result of which a large volume of artifacts from the period of independence have not been archived, museified or purchased into the state museum fund. The need to archive and museify contemporary art and to create a specialized institution for it is urgent, especially in the times of threat to the national identity. A new type of institution should unite representatives of the art and expert community for development of a full-fledged art system and a platform for professional dialog.	Number of citizens involved in interaction with contemporary art Number of contemporary artists represented in the collection of the Institute Number of international projects implemented at the Institute	Generation of jobs in the field of contemporary art (+100 jobs) Increase of demand for contemporary art works, revival of the art market	MCIP State Agency of Ukraine for Art and Art Education	500,00 (2023-25: 150,0 2026-32: 350,0)	Funds of the Reconstruction Fund State budget (if any)	regulatory instruments	

Goal 2, Task 6, Stage 2. **Cultural conference.**	The annual meeting of representatives of the cultural and creative industries at a large-scale conference, which will serve as an all-Ukrainian platform for communication, internal communication, accountability and articulation of cultural policy. The main event for the specialists of the branch. Through the Cultural Conference will achieve the main goal of uniting around the culture of the whole country and the understanding of the activity and effectiveness of the industry. An effective method of communication of cultural policies and innovations.	Maximum number of representatives of cultural sector from all over Ukraine Attraction of the most prominent representatives of the branch setting world standards for demarginalization of culture Number of joint, exchange projects, professional trips and subprojects under the brand of the Cultural Conference the place of the event will be determined annually	Growth of at least 5% of foreign investments (donor funds) for the implementation of joint, exchange projects, professional trips and sub-projects under the brand of the Cultural Conference, which will improve the exchange of knowledge and expertise within the country and with foreign countries the emergence of incentives for the professional workforce to return to Ukraine, creating an additional 100 jobs per year	MCIP	50,0 millions UAH 2022: 2 millions UAH 2023 - 2025: 16 millions UAH 2026 - 2032: 32 millions UAH	Funds of the Recovery Fund State budget; Local budgets; International technical assistance (ITA) funds	regulatory instruments	
Goal 4 **task 1** **Stage 2**	The increasing number of international exhibition projects,	will increase the prestige of Ukrainian culture abroad	annual growth in the number of events within the framework of	MCIP MFA,	1 000,00 millions UAH per year	Funds from the Reconstruction Fund	regulatory instruments	

Cultural export	touring events abroad is an important tool for integration of Ukrainian art into European and world cultural space. Through the active promotion, regular artistic events and constant participation of Ukraine and the key artistic events (festivals, exhibitions, competitions, fairs, etc.) Ukrainian culture will become a lever of influence and acquiring the subjectivity of the country on the world stage. In addition, it will create a competitive environment among Ukrainian artists and institutions of culture, which, in turn, will increase the professional level of national culture. Necessary steps: - Increasing the capacity and expertise within the country to establish international partnerships (project	will help to attract additional funds from touring events will contribute to the attraction of business representatives to the creation of a cultural product	foreign tours and international exhibition projects by not less than 20% annual growth of income from conducting touring events abroad by not less than 5%.	State Agency of Ukraine for Art and Art Education		state budget; local budgets; International technical assistance (ITA) funds		

	management, fund-raising in the EU, English language) - Visits to Ukraine of international agents, publishers, promoters, festival producers to build horizontal productive relationships - support of participation of groups and artists in major festivals and events, support of touring activities - Development of centers of Ukrainian culture abroad in collaboration with mayor's offices of European cities							
Goal 2, objective 3 Steps 1, 3 **National network of centers of contemporary culture**	The centers should become one of the accessible formats for meetings with Ukrainian culture for a wide audience. Technologically, fashionably, available with all the necessary services (café, book and art store, etc.). Centers must be	number of centers, involved personnel, partners number of visitors international activity number and quality of projects	the number of innovative projects created and implemented in the sphere of cultural and creative industries is growing which will influence the GDP growth (multiplier is 2-2,5 UAH till 2026);	MCIP	20 000,00 millions UAH 2023 - 2025: 6 000,00 millions UAH 2026 - 2032:	Funds from the Reconstruction Fund state budget; local budgets; International technical assistance (ITA) funds	legal acts	

	designed for constant renewal and expansion of activities. The approach to the projects is national, the program council, which includes the most influential managers of the Ukrainian culture, manages the projects. Ukraine still does not have a state museum of contemporary art, but as experience shows, it is a complicated and long-term process. The proposal is to quickly create a unified network of cultural centers, where the main activity would be the representation of modern trends in culture, not excluding the work with the heritage. In order to understand the geography, research is conducted and	professional activity educational programs, activity in web space, innovations increase in the number of visitors of cultural institutions and education increase in demand for Ukrainian cultural products increase in the number of interested communities to create centers the ability to launch the network quickly in 1.5-2 years	the number of visitors (consumers) of the cultural product grows by 10% annually and as a result the level of incomes of the subjects of activity in the cultural sphere grows by 10% annually creation of additional workplaces (150-200 by 2023 plus 100 workplaces annually) emergence of incentives for the return of a professional workforce to Ukraine		14 000,00 millions UAH			

	locations are identified. Emphasis on the visual arts, educational programs, cultural services, performative programs. Annual programs and tourist exhibitions are developed. Considering local peculiarities, some centers have areas of permanent exhibitions. Local management and management is carried out by local specialists. Creates a program of motivation, education and professional development of art managers, curators of the network. The only web-site, attraction of the best Ukrainian specialists of culture for creation and presentation of cultural product							

Goal 2, task 4, stage 3 **"Cultural Passport" -** a program that allows Ukrainian schoolchildren to become familiar with various types of art and contemporary creative industries, including - interdisciplinary innovative creative practices, through their own experience	The state gives the pupils of 6-18 years old an opportunity to get access to a qualitative cultural product or service, thus on the one hand - stimulating the demand for such services among the population, and on the other - strengthening the competition between the representatives of the cultural and artistic sphere and the creative industries. The program provides permanent funding for a year per pupil and is distributed by educational institutions according to the number of pupils/students ("money for a child")	level of involvement of pupils/students to the programme number of service providers under the program level of customer satisfaction with the program product	Increase of incomes of cultural and creative industries institutions by 800 000,00 thousand UAH stimulation of demand, expansion of the consumer base in the cultural sector Increasing the level of competition in the sphere between institutions and organizations, which will lead to an increase in the quality of the cultural product	MCIP State Agency of Ukraine for Art and Art Education	775 000,00 thousand UAH (1-2 stages: 2022 - 2025) 920 000,00 thousand UAH per year (3 stage in total: 6 440 000, 00 thousand UAH)	State budget (if any) Funds from the Reconstruction Fund)	Requires the development of regulations	
Goal 2: **task 1 step 1;** **task 6** **stage 2;** **task 1** **stage 3.**	Cultural services centers are the best option for the restoration of the cultural infrastructure in the conditions of post-war	number of established CSCs; percentage of communities that have established CSCs;	Increasing the efficiency of local budgets by optimizing inefficient ramified networks	MCIP Ministry of regional development Ministry of Finance	3 825 millions UAH (2 stage - 2023-2025) 17 850 millions UAH (3 stage	State budget Local budgets Funds of the Reconstruction Fund	Including a subsidy for the establishment of the CSC in the laws of Ukraine on the State	

Development of a network of Cultural Services Centers	reconstruction, because on the one hand they will replace the destroyed cultural infrastructure, which has not always been a modern and comfortable environment, and on the other hand they will optimize budget spending, because several types of cultural institutions destroyed in one settlement can now be housed in one CSC	percentage of population involved in cultural practices	of cultural institutions		- 2026 - 2032)		Budget of Ukraine for each year starting from 2024. Approval of a number of resolutions of the Cabinet of Ministers of Ukraine. A number of amendments to the orders of the central executive authorities in accordance with the tasks	
Goal 2, task 3-5, step 2 **Goal 2, task 3 step 3** **Goal 3 (all objectives and stages)** **Updating of the mechanism of financing of the system of provision of the population**	Cultural services and creative expression are among the main factors of harmonious personal development and mild psychological rehabilitation and social adaptation. The latter is especially important in the conditions of post-war reconstruction of Ukraine. To provide	the amount of expenditures per person from the local budgets for culture the percentage of the difference between the average wage in the cultural sector and the average wage in the economy in Ukraine;	In the medium term will lead to a more effective use of available financial resources and increase the contribution of creative products to GDP	MCIP Ministry of Finance Ministry of Economy State Agency of Ukraine for Art and Art Education	7 980 millions UAH (2 stage - 2023-2025) 18 620 millions UAH (3 stage - 2026 - 2032)	State budget Local budgets Funds of the Reconstruction Fund ITA	Introduction of amendments to a number of existing, development of new normative and legal acts aimed at updating the mechanism for financing the system of providing cultural services to	

with cultural services	the population with basic cultural rights it is necessary to create conditions for the provision of quality cultural services of the basic set. Provision of quality cultural services is possible only with the modern material and technical support of cultural institutions. Sufficient "financing of the sphere" is one of the guarantors of its development, and in the case of cultural services - also a guarantor of the development of human capital of the state, directly affecting its economic development in the future.	the share of expenditures on culture in the total expenditures of local budgets; the share of the population involved in cultural practices; the percentage of the population with access to quality cultural services; the share of territorial communities that meet minimum standards					the population Amendments to the Budget Code of Ukraine Inclusion of the subvention for financing the provision of the basic set of cultural services in the laws of Ukraine on the State Budget of Ukraine for each year starting from 2026. Approval of a number of resolutions of the Cabinet of Ministers	

5. Necessary legal and regulatory support

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Draft Law of Ukraine "On Amendments to the Law of Ukraine "On State Awards" (task 3 goal 1.1.)	Amendments to Article 16 of the Law of Ukraine "On State Awards of Ukraine" to create the possibility and prerequisites for deprivation of state awards to cultural and artistic figures who openly support Russia's aggression against Ukraine	MCIP	July 2022	August 2022
2.	Draft Decree of the President of Ukraine "On Approval of the Named List of Personalities who will be deprived of honorary titles and state awards of Ukraine" (task 3 of goal 1.1)	Necessity of approval of the pre-determined list of figures of culture and art, openly supporting Russian aggression against Ukraine, who will be deprived of honorary titles and state awards	MCIP	November 2022	December 2022
3.	Draft Law of Ukraine on peculiarities of patronage activities in the field of culture (task 7 of goal 3.2)	Defining a regulatory legal mechanism for patrons to provide assistance to cultural entities in the sphere of culture for the development of culture, the creation of a national cultural product, and the implementation of cultural and artistic projects	MCIP State Agency of Ukraine for Art and Art Education Ministry of Finance	October 2025	December 2025
4.	Draft Law of Ukraine "On Amendments to the Tax Code of Ukraine to support the sphere of culture" (task 3 of goal 3.1)	Specification of the mechanism for providing tax benefits for the patrons of art who render assistance in the sphere of culture	MCIP	December 2022	December 2023

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
5.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine № 1298 of August 30, 2002" (task 6 of goal 3.2)	The necessity of modernization of the remuneration system, including: 1) modernization of the Unified tariff system by providing a higher relative growth of inter-rate ratios of tariff coefficients, in particular in terms of qualified and highly qualified middle level workers - specialists and professionals; 2) Bringing into conformity and updating the sections of Annex 2 to Decree of the Cabinet of Ministers of Ukraine as of August 30, 2002, #1298 "On the Compensation of Labor Based on the Unified Wage Scale and Coefficients of Wages of Employees in Institutions, Institutions and Organizations in Individual Branches of the Budgetary Sphere", in particular by determining the patterns of wage scale and coefficients of pay, and by implementing the Unified Wage Scale. In particular, by determining the schemes of tariff rates for employees of budgetary institutions, establishments and organizations, which are currently paid on the basis of certain acts of the Cabinet of Ministers of Ukraine	Ministry of Economy MCIP	August 2024	January 2025
6.	Draft Order of the Ministry of Culture and Information Policy of Ukraine "On Amending	Harmonization of terms of payment for the workers of culture on the base of Unified Wage Scale with the updated norms of payment for the workers on the base of Unified Wage Scale and coefficients of	MCIP Ministry of Economy	December 2024	January 2025

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	the Order of the Ministry of Culture of Ukraine No. 745 of October 18, 2005" (Task 7 of Goal 3.2)	payment for the workers of institutions, establishments and organizations, approved by the resolution of Cabinet of Ministers of Ukraine "On making changes in the resolution of Cabinet of Ministers of Ukraine from August 30, 2002 № 1298".			
7.	Draft Law of Ukraine "On Amendments to the Law of Ukraine "On Culture" (Task 5 of Goal 2.1)	Making changes in terms of de-communization and derussification of works repertoire policy, programs, content and form of tour-concert, exhibition, library-information and other activities in the sphere of culture (creating a system of incentives to increase the part of the Ukrainian product). Increasing autonomy and independence of cultural institutions. Review of the procedure for competitive appointment of managers and artistic and artistic staff of cultural institutions	MCIP State Agency of Ukraine for Art and Art Education	December 2022	December 2023
8.	Draft law of Ukraine "On introducing changes to the Law of Ukraine "On Theatres and Theatre" (task 5 of goal 2.1)	Making changes in terms of de-communization and derussification of the repertoire, increasing the share of Ukrainian product, granting more autonomy to cultural institutions	MCIP State Agency of Ukraine for Art and Art Education	December 2022	December 2023
9.	Amendments to the Order of construction (creation) of monuments and	Amending the order aims to update and simplify the order of the construction of monuments	MCIP	December 2022	January 2023

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	monuments, approved by joint order of State Committee of Ukraine for Construction and Architecture and Ministry of Culture and Arts of Ukraine of 30 November 2004 No. 231/806, registered at the Ministry of Justice of Ukraine on 15 December 2004 under No. 1588/10187 (task 5 of goal 2.1.)		State Agency of Ukraine for Art and Art Education Ministry of Regional Development		
10.	Draft order of the MCIP "Provision on realization of the national project "Cultural passport" (task 7 of goal 2.2)	The document will allow and regulate the national project "Cultural passport"	MCIP State Agency of Ukraine for Art and Art Education	January 2023	December 2025
11.	Amendments to the order of the Ministry of Finance of Ukraine No. 11 of January 14, 2011 "On Budget Classification" (task 1 of Goal 3.1)	Development of legislative opportunities for the financing of the CSC	MCIP Ministry of Finance	September 2022	October 2022

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
12.	Draft order of the Ministry of Culture and Information Policy of Ukraine on approval of model staff schedules of cultural services centers (task 2 of goal 2.2)	Model staff schedules for cultural services centers to simplify the process of their creation in territorial communities	MCIP	April 2023	December 2023
13.	Draft order on changes of the National Classifier DK 003:2010 "Classifier of Occupations" approved by the Order of the State Committee of Ukraine on Technical Regulation and Consumer Policy of July 28, 2010 № 327 (task 8 of the goal 1.2)	Taking into account in the Classifier of Occupations the changes resulting from the creation of multifunctional centers of cultural services	MCIP Ministry of Economy	July 2024	December 2025
14.	Draft resolution on approval of the list of paid services that can be provided by the state and communal cultural institutions (task 2 of goal 3.3)	Updating of the list of paid services which may be provided by public and communal cultural institutions	MCIP State Agency of Ukraine for Art and Art Education Ministry of Economy	December 2026	December 2026

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
15.	Draft law on amendments to the Budget Code of Ukraine in terms of introducing cultural subventions from the state budget to finance provision of a basic set of cultural services (task 4 of goal 2.2)	Defining on the legislative level the subvention from the state budget for financing the provision of the basic set of cultural services	MCIP Ministry of Finance	July 2024	July 2024
16.	Decree of the Cabinet of Ministers of Ukraine on approval of minimum standards for provision of the population with cultural services (task 3 of goal 2.2)	Defining of the minimum standards of providing the population with cultural services, which must be provided by the cultural institutions of the basic level	MCIP	November 2023	December 2023
17.	Resolution of the Cabinet of Ministers of Ukraine on approval of the Procedure and terms of granting subventions from the state budget to local budgets for financing provision of the basic range of cultural	Defining of the procedure and conditions for granting subventions from the state budget to local budgets to finance the provision of a basic set of cultural services	MCIP	November 2024	December 2024

п/п	Title of the regulatory act to the task N from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	services (task 5 of the goal 2.2)				
18.	Resolution of the Cabinet of Ministers of Ukraine on approval of the Procedure and methods of monitoring of provision of population with qualitative and available cultural services (task 2 of goal 1.2)	Defining the procedure and methods of monitoring the provision of quality and affordable cultural services to the population	MCIP	May 2025	May 2025
19.	Legal basis for regulation of the system of evaluation of cultural workers (task 2 of goal 1.3)	Amendments to a number of regulatory legal acts in terms of introduction of key performance indicators for employees of cultural institutions	MCIP State Agency of Ukraine for Art and Art Education	December 2028	December 2028
20.	Regulatory legal basis for introduction in Ukraine of the system of verification of provision of cultural services (task 6 of the Goal 3.3)	Amendments to a number of regulatory legal acts in terms of implementation of the system of verification of provision of cultural services in order to increase the efficiency of budgetary funds use	MCIP State Agency of Ukraine for Art and Art Education	December 2030	December 2030

2. Creative Industries

1. Key pressing issues to be solved under the Recovery Plan

<table>
<tr><td colspan="2">The impact of war on the sphere:
37% of workers employed in creative industries lost their jobs or do not get paid during the war.
39% of creative businesses experience the decrease/lack of orders and sales.
A quarter of creative businesses experienced a turnover decrease of more than 90%.
20% of the creative industries representatives went abroad due to the war.
As for the existing state support measures, 37% of creative entrepreneurs pointed out that their business does not meet the required conditions of the support programs, namely they have an unsuitable NACE code or legal form. 28% of creative entrepreneurs stated that these measures do not address the issues of the creative business and do not satisfy its needs.
Due to the sequestrations, the budgets of the Ukrainian Cultural Foundation and the Ukrainian Book Institute have been cut.</td></tr>
<tr><td>1) Key challenges (summarized for the defined area)</td><td>The collapse of supply and demand chains, the decrease in domestic and foreign orders due to the security issues and mobilization of men.
Job loss; unfavourable work conditions for those creative professionals who keep working (air sirens, poor Internet connection, and lack of the necessary equipment).
Loss of production capacity (the ruination of offices, factories, workshops, etc.).
Brain drain, professionals fleeing abroad, the non-return of talents to Ukraine after the war.
The decrease of education quality in creative industries due to the irregularity of the educational process.
The risk of low prioritization of creative industries after the war (the overwhelming attention to the “real” sector of the economy: construction, agriculture, transportation, engineering, etc.).</td></tr>
<tr><td>2) Key possibilities (summarized for the defined area)</td><td>International technical assistance. Donors and international organizations provide funding to support creative industries in Ukraine. The EU programs House of Europe and EU4Culture offer grants and stipends, the USAID CEP offered financial assistance to artisans, and the EU4Business program offers SMEs grants for different sectors, including creative industries.
Special attention should be paid to the EU salary subsidy program — SURE. https://ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/financial-assistance-eu/funding-mechanisms-and-facilities/sure_en
The identification/emergence of new markets for the Ukrainian creative product.
A powerful horizontal coordination of volunteers, the self-organization of the sphere, and the launch of non-governmental initiatives aimed at maintaining the sector's employment.</td></tr>
<tr><td>3) Key constraints (summarized for the defined area)</td><td>The lack of funding to support creative industries.</td></tr>
</table>

	• The current tools aimed at supporting businesses do not take into account the specificity of creative industries. The agricultural sector is prioritized, rather than culture, which is evidenced by the differing access to relocation programs and the 5-7-9 credit scheme. • The lack of coordination between different initiatives aimed at helping the sector, which dissipates the attention and efforts of donors. • Incoherent tax and economic policy of the state as well as outdated labour legislation.

2.1. Goals aimed at solving a defined pressing issue:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Defined pressing issue to be solved under the defined analysis area (*description*) ***Job loss in creative industries***			
Goal to be achieved to solve the issue at each stage	Preserve employment at 60%, as compared to the pre-war level	Reach the pre-war level of employment	Increase employment Increase the export of the creative product
Timeframe under the stage	End of 2022	2025	2032
Risks related to the goal achievement	The continuation of warfare in Ukraine, the unstable and unfavourable economic and tax policy	Lack of funding, the unstable and unfavourable economic and tax policy	Lack of funding, the unstable and unfavourable economic and tax policy, Russian revanchism
Goal achievement indicator	220 thousand employed creative professionals	380 thousand employed creative professionals	600 thousand employed creative professionals
General need of funds for the goal achievement			

Goal connections with other areas/directions	International assistance	International assistance, export promotion, tax liberalization, improved labour legislation, accessible credits, creation of new institutions, international cooperation	Export promotion, tax liberalization, improved labour legislation, accessible credits, creation of new institutions, international cooperation

3. The current state of implementation of program documents within the defined analysis area on the defined pressing issue:

	Title of the program document	**Current state**
	National Economic Strategy 2030 (regarding the development of creative industries)	The following task is completed: "the expansion of grant opportunities that are provided by governmental institutions in creative industries to increase competition, inclusivity, innovation, and added value of the creative product, including regional development that takes place due to the grant support by the state". However, the war and the budget sequestration made it impossible to maintain old and introduce new formats of the grant support from the Ukrainian Cultural Foundation and the Ukrainian Book Institute. The following task is in progress: "the introduction of sectoral policies for the promising sectors of creative industries in Ukraine, such as arts and crafts: the introduction of the new economic model for arts and crafts as a creative sector, which will help to unleash their export, tourist, and regional potential, including the creation of condition for the branding of the craft products by means of geographical indications and hallmarking". The Order of the Cabinet of Ministers of Ukraine No. 1677-p dated 15 December 2021 approved the State National and Cultural Program of the Development of Arts and Crafts for 2022-2025. Due to the war that shifted the funding away from culture and creative industries towards other spheres and limited the institutional capacity of the Ministry and its umbrella institutions, the execution of strategy's tasks is problematic.

4. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

п/п	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, pressing issues
Goal: Preserve employment at 60%, as compared to the pre-war level			
Stage 1: June 2022 - end of 2022			
	Task 1 Creation of proper work conditions for those workers in the creative industries who stayed in Ukraine.	December 2022	mobilization and migration policies the prioritization of CI when it comes to relocation programs
Goal: Reach the pre-war level of employment			
Stage 2: January 2023 - December 2025			
	Task 1 The provision of support to creative businesses that resume activity, and the strengthening of their capacity	December 2025	international assistance from the EU and US institutions and programs and in Ukraine (USAID, EUNIC, HouseofEurope, EU4Culture)
	Task 2 The creation of strong and capable governance system in creative industries	December 2025	Ministry of Finance, the financing of the new governmental institution aimed to support CI, international assistance
Goal: Increase the export of the creative product and employment in creative industries			
Stage 3: January 2026 - December 2032			

	Task 1 The education in creative industries brings up new talent and responds to the market needs	December 2032	international partnerships (Ministry of Foreign Affairs), educational policy (Ministry of Education and Science)
	Task 2 The completion of economic liberalization in creative industries	December 2032	Tax policy, banking legislation, Ministry of Finance

5. List of national projects on the fulfilment of the task stated in Subsection 2.3 (for the corresponding task)

1	2	3	4	5	6	7
Description of the project to the task from the Subsec. 2.3	**Project justification**	**Qualitative indicators of the project implementation**	**Responsible public authority**	**Approximate need of funds (million, UAH)**	**Suggested funding sources**	**Required regulatory framework**
Stage: Economics and institutions of wartime (short-term) – "Victory above all else!" (June 2022 – end of 2022*) * In case warfare continues, the plan will be amended in the 4th quarter of 2022, and this stage will be extended by the of 2023						
Exception from mobilization/permission to cross the border for the workers of the defined creative sectors	Creative professionals (in design, marketing, advertisement, IT sectors, etc.) depend to a lesser extent on the equipment and raw materials, as compared to those who work in other spheres. That is why, they can continue working during the war and exporting their services, thus contributing to the budget. At the same time, the mobilization of	The representatives of the defined creative sectors that keep working during the war must be exempt from mobilization during a certain period of time.	Ministry of Defence State Border Guard Service of Ukraine Ministry of Defence Ministry of Culture and Informational Policy	Not needed	Not needed	Amendments to the Resolutions of the Cabinet of Ministers of Ukraine No. 57 dated 27 January 1995 and No. 194 dated 03 March 2022.

	creative employees who keep working leads to the failure to perform, according to the agreements signed with clients. The exemption from military service is already available for those working in the agricultural sphere and critical industry, and it is suggested to expand it to creative industries as an important and export-oriented sector.					
Training for creative professionals to boost their entrepreneurial skills on the international market	Since the full-scale war started and due to the collapse of the domestic demand and supply chains, some creative professionals have switched to international markets. This activity requires additional skills and competencies (selling goods on international platforms, use of international payment systems, logistics, protection of intellectual property, etc.). Thus, seminars, training, and workshops should be held to increase the export competencies of creative industries. Similar events have been already organized for the arts and crafts sector by the Creative Industries Office under the Ministry of Culture supported by the USAID Competitive Economy Program.	1000 creative professionals completed the training and expanded competencies of working in the international environment (12 webinars)	Ministry of Economy Ministry of Culture and Informational Policy Entrepreneurship and Export Promotion Office Partners and donor organizations	USD 5,000	International assistance	

Promotion of the Ukrainian creative goods and services on the international market	The foreign demand for Ukrainian goods and services can become a source of inflow of currency into Ukraine, but the majority of creative businesses (brands, start-ups) are still unfamiliar to the foreign audience. It is suggested to provide the informational support for the initiative "Spend with Ukraine", which encourages foreigners to buy Ukrainian goods and services; Ukrainians brands should be encouraged to register on the platform.	100,000 views of the platform	Creative businesses Ministry of Culture and Informational Policy	UAH 3 m.	International assistance	
The provision of grants for the production of music videos	The opportunity to produce music videos will preserve employment (of musicians, authors, producers, directors, camerapersons, choreographers, artists, etc.) in the musical and audio-visual industries and preclude the professionals from leaving the sphere.	100 music videos produced; 2,000 jobs preserved.	Ukrainian State Film Agency	UAH 50 m.: UAH 25 m. for the production of music videos; UAH 25 m for the production of socially-relevant videos	State budget (budget of the Ukrainian State Film Agency)	
Renewal stage (medium term) – "Renewal, restart of the economy and institutions" (2023 – 2025, including additional detalization for the year 2023)* * In case warfare continues, the plan will be amended in the 4th quarter of 2022, and this stage will be extended to the years 2024-2026						
The support for the creative professionals who choose to return to Ukraine or renew their	37% of creative professionals that used to have stable employment prior to the war are now unemployed. Due to the high level	20,000 creative workers supported (compensation of salaries — UAH	Ministry of Economy MFA	20,000*6*1,000 0 = UAH 1,200, 000,000	International assistance	

activity after the war	of education, high mobility, and the knowledge of foreign languages, creative professionals are likely to emigrate from Ukraine and work abroad. The non-return of talents to Ukraine and brain drain are happening due to the lack of security, employment, guarantees, and demand. At the same time, the training of these professionals takes a lot of time, which is why the loss of creative professionals for the Ukrainian economy is a major issue. The solution is to offer subsidies to creative enterprises that do not have orders to cover the employees' salaries, which will help to preserve employment in the sphere.	10,000/month for 6 months)	Ministry of Digital Transformation Ministry of Culture and Informational Policy Government Office for Coordination on European and Euro-Atlantic Integration	**USD 41 m.**	Ukraine Recovery Fund Official account of the National Bank of Ukraine for the donations in support of Ukraine 'United24' **It is also suggested to join Ukraine to the EU SURE program** that would subsidise salaries of the creative workers to preserve their employment https://ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/financial-	

					assistance-eu/funding-mechanisms-and-facilities/sure_en	
The support for production and export capacity of creative industries	Due to the logistical issues and destroyed infrastructure (equipment, raw materials), creative businesses cannot produce and export goods. The suggestion is to establish a grant program that would support the production and export capacity of the creative industries (funds to purchase raw materials and equipment, set up logistics, send orders within Ukraine and abroad, support relocation, marketing and communication expenses, IT support, etc.).	At least 500 creative businesses benefited from the program (2,500-5,000 workers). At least 500 grants were provided for the Ukrainian creative businesses aimed at strengthening their production and export capacity	Ministry of Economy MFA Ministry of Digital Transformation Ministry of Culture and Informational Policy	Euro 2,150,000 (300 grants of Euro 5,000, 200 grants of Euro 10,000) **Total:** **USD 2.26 m.** **UAH 67.5 m.**	International assistance Ukraine Recovery Fund State budget Official account of the National Bank of Ukraine for the donations in support of Ukraine 'United24'	
The launch of the National Creative Industries Office (NCIO) as the chief provider of state assistance for the creative businesses and	Currently, Ukraine does not have a mechanism or an institution that allows for the rapid assistance to creative businesses — there is either support of cultural projects or general assistance to businesses, which does account for the	The creation of a state institution that provides targeted assistance adjusted to the requirements and specificity of the	Ministry of Culture and Informational Policy Ministry of Finance	UAH 70 m. per annum UAH 210 m. in 2023-2025 (+ funds for separate support programs	Ukraine Recovery Fund State budget (new budget for NCIO needed)	Law on the National Creative Industries Office The Procedure for using funds within the budget program of NCIO

creative industries development	specificity of creative businesses (such as cheap credits that are unavailable to CI due to the absence of collateral). That is why an institution should be created that would be responsible for the accumulation and distribution of targeted assistance to creative businesses. This institution will implement chief assistance programs based on **sector-specific** needs (increase of production and export capacity; rent rebates for fashion brands in malls; grant support for R&D, incubation and acceleration of creative enterprises, business consulting, etc.). The launch of the institution is envisioned by paragraph 3 of the part 2 of the Chapter II 'Final Provisions' of the Law of Ukraine 'On Introducing the Amendments to the Law on Culture regarding the General Principles of Providing Cultural Services to the Population'.	creative businesses. At least 200 businesses benefited from the institution's activity during the first year after its creation.		implemented by NCIO: UAH 75 m. for the support of creative businesses; UAH 305 m. for the Creative Backpack program; UAH 10 m. for the development of the educational creative industries products; UAH 5 m. for the analysis of creative industries, etc.)	International assistance	

Support and development of projects in the sphere of culture	The grant support for the realization of projects in the spheres of culture and CI aims to:	1) 1,500 grants in the sphere of culture and CI	Ministry of Culture and Informational Policy	UAH 2,400 m (2023-2025)	Ukraine Recovery Fund	Amendments to the Law of Ukraine on

and creative industries (based on the activities of the Ukrainian Cultural Foundation)	- support the renewal of the activity of enterprises and institutions in the spheres of culture and CI; - support the renewal of the production of the innovative cultural product; - support of artists; - support of international cooperation in the spheres of culture and CI.	distributed to renew the production capacity and the creation of new jobs (2023-2025); 2) 1,500 grants distributed that support cultural and artistic projects; 3) 200 stipends awarded to artists (2023-2025); 4) 50 projects and 100 stipends for those involved in international cooperation distributed		UAH 1,700 m. (2023-2025) UAH 17 m. (2023-2025) UAH 700 m and 15 m. (2023-2025) Total: UAH 4,832 m.	State budget (Ukrainian Cultural Foundation budget program No. 3801140) Charitable donations Official account of the National Bank of Ukraine for the donations in support of Ukraine 'United24'	the Ukrainian Cultural Foundation
The support for creative hubs	Since creative hubs encourage cross-sectoral collaboration, and the creation of a competitive product, the suggestion is to run the following programs: - the education of creative hub managers (based on the materials of the British Council); - grants for creative hubs technical provision and project activities; - the cooperation of hubs with local universities, enterprises, and clusters.	1,000 CI professionals per annum benefit from the program supporting creative hubs	Ministry of Culture and Informational Policy Development partners, including the British Council in Ukraine	UAH 10 m. per annum (UAH 30 m. in 2023-2025)	Ukraine Recovery Fund International assistance (including the British Council in Ukraine) Ministry of Culture and Informational Policy (budget of the NCIO)	

	This project can be implemented as part of the activity of NCIO and the British Council in Ukraine.					
The development of policymaking skills in creative industries	To further prioritise creative industries as a source of the development of economy, communities, and cities and to understand their impact on the social and cultural life, it is necessary to educate decision-makers (representatives of central and local authorities, NGOs, local deputies, etc.) regarding the foundation of strategic planning and development of creative industries. The education can take place on the basis of the education program for policymaking "Supporting the creative economy" that was developed jointly by the British Council and Cultural Associates Oxford and adjusted to the Ukrainian context.	1,000 persons per annum completed the education	Ministry of Culture and Informational Policy Development partners, including the British Council in Ukraine	USD 50,000 per annum (in 2023-2025 — USD 150,000 (approximately UAH 4,395 m.)	Ministry of Culture and Informational Policy Development partners, including the British Council in Ukraine	
The support for cross-sectoral project in creative industries	To develop the Ukrainian creative product, adopt innovative high-tech approaches, and increase the capacity of CI representatives, the following initiatives should be supported: - collaboration between different creative sectors (crafts+design, design+IT, etc.)	Every year at least 20 cross-sectoral projects in creative industries take place	Ministry of Culture and Informational Policy Development partners, including the British Council in Ukraine	USD 100,000 per annum (in 2023-2025 — USD 300,000 (approximately UAH 8.79 m.)	Ministry of Culture and Informational Policy Development partners, including the British Council in Ukraine	

	- the exchange of experience between the representatives of different creative industries; - established platforms for cross-sectoral cooperation in creative industries. Ukraine has already facilitated this kind of cooperation: for example the program realized by the Ministry of Culture and Informational Policy and supported by USAID CEP fosters cross-sectoral cooperation between artisans and those employed in the tourism and design sectors.					
The conduct of regular analysis in creative industries	There is a need to perform regular statistical analysis of the economic effects of creative industries (macroeconomic data, multipliers) and their spillover effects in the social, culture, and regional domains, which will allow to advocate for the prioritization of creative industries in the future. These studies can be performed by NCIO.	Every year, the following studies are conducted: 1) on the economic indicators of CI (GDP, employment, turnover, taxes, multiplier, etc.); 2) on the regional development of CI; 3) on the social development of CI; 4) two or more sector-specific or thematic studies	Ministry of Culture and Informational Policy NCIO	UAH 5 m. per annum (15 m in 2023-2025)	Ukraine Recovery Fund Ministry of Culture and Informational Policy (budget of the NCIO)	

The opening of offices of international creative companies in Ukraine	The suggestion is to encourage the opening of offices of international companies, such as Apple, Spotify, and YouTube in Ukraine to improve the promotion and representation of Ukrainian creative content on these platforms. The initiative should be realized by means of political mediation.	Apple, Spotify, YouTube opened offices in Ukraine	Ministry of Digital Transformation Ministry of Culture and Informational Policy	Not needed	Not needed	
Modernization stage (strategic) - "Structural modernization and full-scale EU integration" Expected implementation: (2026 – 2032*) The terms of the expected implementation of this stage will be reviewed after 2022-2023						
The launch of the "Creative Backpack" program, an initiative that would allow school students to learn about the modern creative practices and professions while travelling Ukraine	The program will finance the trips of school students to Ukrainian cities and their acquaintance with the creative experience (tours, workshops, training in AR/VR technologies, 3D printing, participation in cinema schools, etc.). The benefits of the program are as follows: 1) the support for creative and cultural institutions that acquaint children with CI and get paid for doing so; 2) the contribution to tourism in Ukraine; 3) the development of talent, encouragement of children to get interested in creative professions, R&D, and innovations; 4) the "knitting together" of the country, the establishment of	During the first (pilot) year of the program, 5% of school students experienced the innovative creative practices. 200,000 school students participate in the "Creative Backpack" program. 10,000 trips for school students have been held, and up to 1,000 creative businesses and cultural institutions that provide services	Ministry of Culture and Informational Policy NCIO State Agency of Ukraine for Arts and Art Education	First year: UAH 300 m. + UAH 5 m. for the program administration. Total: approximately USD 10 m. The expenses for one school student: UAH 1500 (UAH 500 transportation expenses, UAH 500 food and housing expenses; UAH 500 tour expenses). Between 2026 and 2032, the	Ukraine Recovery Fund Co-financing by the Ministry of Culture and Informational (new budget needed) and parents	

	regional ties in the creative and educational spheres.	participated in the program.		program will cost UAH 2,100 m. or USD 70 m. (excluding inflation)		
The improvement of the creative industries education	The war reoriented the Ukrainian economy and formed an accurate demand on the Ukrainian creative market for export competencies and international cooperation. Thus, the suggestion is to: - provide practical education regarding selling goods on international marketplaces, intellectual property protection, etc.; - the establishment of new links, partnerships, exchange programs with foreign universities in creative industries; - grant support for the development of creative industries educational goods (including those pertaining to informal education), and the support for the development of professional and educational standards in creative industries.	1,000 CI representatives participated in the educational activities that improved their entrepreneurial skills during the first year after the program's launch	Ministry of Culture and Informational Policy Ministry of Education and Science NCIO State Agency of Ukraine for Arts and Art Education	UAH 10 m./year This budget must be directed towards NCIO, which will provide grants for the creation of educational products, involve guest lecturers and practitioners, and establish partnerships with foreign universities in CI, etc. Total (between 2026-2032): UAH 70 m. or USD 2.4 m.)	Ukraine Recovery Fund Ministry of Culture and Informational Policy	
The support for CI development by means of tax liberalization	There is a need for the fiscal stimulation to renew production and ensure the development of creative industries in the future. There is also a need to regulate the "grey" economy in the concert	The taxation system for CI enterprises is optimized, the conditions that stimulate the renewal of the	Ministry of Culture and Informational Policy Ministry of Finance Ministry of the Economy	Requires clarification that takes into account the state of CI at the moment of	International assistance can fund the analytical preparation for the implementation	Drafting the Law of Ukraine on Introducing Amendments to the Tax Code of Ukraine regarding the Promotion of the

	industry by means of introducing a "single ticket" (registry of tickets) and the change of ticket taxation mechanisms for sellers (sellers should not be able to benefit from simplified taxation, and cash registers should be mandatory in this sphere). The analytical work to change the necessary legislation and advocate for the initiative should begin during the medium-term stage.	production, logistical, and value added CI chains are in place.		methodology development	of the new tax regime	Recovery and Development of Creative Industries in Ukraine Amendments to the Procedure of the Ministry of Culture and Information Policy of Ukraine on Managing the Tickets Business Resolution of the Cabinet of Ministers of Ukraine on the Tickets Registry
Infrastructure projects in the creative industries sphere	The goal is to support the creation of the competitive Ukrainian creative product throughout the value added chain. Taking into account the high multiplier of the capital investment in CI (1,9-2,2), it is reasonable to build the infrastructure for the production of the national content ranging from creative hubs that can develop prototypes to concert halls where the content can be displayed. The funds will be directed towards: • The construction and modernization of concert halls, creative hubs, factories that produce fabric and paper,	5 concert halls built 20 creative hubs created/modernised 600 bookstores function in Ukraine 5 pilot projects of the "ideal library" realized	Ministry of Culture and Informational Policy Ministry of Infrastructure Ministry of Regional Development Regional and Kyiv City State Administrations	UAH 1 b./year (UAH 7 b. between in 2026-2032)	Ukraine Recovery Fund Ministry of Culture and Informational (new budget needed)	Amendments to the Resolution of the Cabinet of Ministers of Ukraine 'On Approval of the Procedure for Using Funds within the Budget of the Ministry of Culture and Information Policy of Ukraine for the Development and Construction of the Cultural Facilities of National Significance'

	workshops for artisans, “ideal library” (according to the Danish “4 spaces” concept; the library is an informational, educational, cultural, and leisurely centre. Between 2023-2025, the intention is to implement 5 pilot projects; budget — UAH 25 m.); • Repairs, the purchase of equipment and licensed software for concert halls, creative hubs, book stores, the factories that produce fabrics and paper, workshops for artisans, libraries. This initiative also includes the creation of a legislative mechanism that would ensure the state support for infrastructural projects, such as rent rebates for bookstores, fashion brands and designers — the program will prioritise the production of the Ukrainian creative product.					

2. Required regulatory framework

No.	Title of the regulatory act to the task from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline

1.	Amendments to the Resolutions of the Cabinet of Ministers of Ukraine No. 57 dated 27 January 1995 and No. 194 dated 03 March 2022 (applies to the project 1 of the short-term stage)	Exception from mobilization/permission to cross the border for the workers of the defined sectors of CI	Ministry of Culture and Informational Policy Ministry of Defence	June-September 2022	October 2022
2.	The Law on the National Creative Industries Office (applies to the projects 3, 5, 7, 8 of the mid-term stage and projects 1,2 of the long-term stage)	The launch of the National Creative Industries Office (NCIO) that would creative businesses by means of special programs	Ministry of Culture and Informational Policy	2022-2023	01 January 2024
3.	Procedure of Using Funds of the Budget Program “Maintenance of the National Creative Industries Office” (applies to the projects 3, 5, 7, 8 of the mid-term stage and projects 1,2 of the long-term stage)	Creating legal grounds and prerequisites for the support of creative businesses through various formats and programs	Ministry of Culture and Informational Policy Ministry of Finance	2022-2023	01 January 2024
4.	Amendments to the Resolution of the Cabinet of Ministers of Ukraine No. 472 dated 19 April 2022 “Certain Issues of the Use of	Creating legal grounds and prerequisites for the allocation of funds at the United24 account to the creative industries support	Ministry of Culture and Informational Policy	June-September 2022	October 2022

	Funds Received for the Official Accounts for Donations in Support of Ukraine' (applies to the projects 1, 2 of the mid-term stage)				
5.	Amendments to the Law of Ukraine on the Ukrainian Cultural Foundation (applies to the project 4 at the mid-term stage)	Clarification of the principles and procedures of the activity of the Ukrainian Cultural Foundation during the war	Ministry of Culture and Informational Policy Ukrainian Cultural Foundation	2022	01 March 2023
6	Amendments to the Tax Code of Ukraine (applies to the project 3 of the long-term stage)	Introduction of the special legal and tax regime for the creative businesses in Ukraine	Ministry of Culture and Informational Policy Ministry of Finance	2023-2025	01 January 2026

3. Book publishing and libraries

1. Key pressing issues to be solved under the Recovery Plan

The war influence on the defined analysis area:

1. Book publishing

As a result of russia's full-scale war against Ukraine, the book publishing industry found itself in an extremely difficult position. Thus, according to a survey of publishers conducted by the Ukrainian Book Institute, almost 20% of publishers lost production capacity, 6% keep partially survived production capacity, about 2/3 of the technology park of printing companies, publishers and bookstores were destroyed or severely damaged, more than 60% of publishers lost financial capacity, due to losses caused during the war, almost 50% of Ukrainian publishers will not be able to resume operations, the main publishing and printing facilities and most warehouses of finished books are in the war zone or are in the temporarily occupied territories of Ukraine, 95.1% publishers have significantly reduced sales.

In addition, according to data obtained by the Public Association "Ukrainian Association of Publishers and Booksellers" based on a survey, the average recovery rate of domestic book publishing, which can be expected at the end of 2022 may be only 35-40% compared to the prewar period. Thus, only 25-30% of the publishing houses located in Kyiv and Kharkiv, as well as in Kyiv and Kharkiv regions, and in general in the north, south and east of Ukraine, will be able to resume production on their own by the end of 2022 compared to 2021. As for publishing houses in the western part of Ukraine (mostly small and medium-sized), their production resumption volumes may be 50-70% compared to 2021. In particular, the shortage of printing paper in Ukraine (the world has sharply reduced paper production. EU-produced paper is distributed by quotas, as are imports from China and South America, which have now fallen sharply. Ukraine received only 25% of its needs), a significant increase in the price of all printing materials, from paper to plates and paints, fuels and lubricants and logistics services, will increase the price of books by at least 50%. In turn, the rapid decline in the solvency of the population will significantly reduce the receipt of working capital for the sale of book products, which will slow down the pace of recovery of full-fledged activities of the domestic publishing industry.

It is also worth emphasizing the trends that were present in the publishing industry during 2021. According to the analysis of the issue of books conducted by the State Scientific Institution "Book Chamber of Ukraine named after Ivan Fedorov" as of 1 December 2021, the number of books published in the reporting period increased by 584 printing units or by 5.7%, but the circulation of issued products continues to decline steadily, they decreased by 3038.8 thousand copies or 19.8%. Negative dynamics in terms of the number of publications and circulations is observed among publishing houses and publishing organizations of the state form of ownership. In particular, if we compare the same period in 2020 and 2021, the number of published books decreased by 582 printing units or by 22.1%, and in circulation by 499.9 thousand copies or by 40.9%.

As of 21 December 2021, the Book Chamber of Ukraine received 9,343 printing units in circulation of 12,318.8 thousand copies of books and brochures published in Ukrainian. Compared to similar data last year, the number of titles published in the Ukrainian language decreased by 660 printing units (6.6%), and circulation decreased by 3,234.9 thousand copies (20.8%).

According to preliminary forecasts of the Book Chamber of Ukraine in 2021, there was 0.61 of a book per citizen of Ukraine.

2. Libraries

The destructive impact of the consequences of the full-scale russian invasion of Ukraine on the basic network of cultural institutions, of which libraries are a part, in particular, led to the damage, destruction or seizure of library facilities; increased threats to the security of funds, staff and visitors, library buildings and property, reduced library attendance - both due to migration processes and due to the inability to fully provide information and library services to users in the library. Due to the danger of shelling and bombing, some libraries stopped serving users in the library premises. Due to the tendency to decrease the receipt of documents and the drop in attendance, the time for the implementation of the relevant production processes has been reduced, which leads to underemployment of library specialists and, accordingly, until the establishment of part-time mode. As a result of forced migration, the outflow of personnel from the industry has increased (departure to safer settlements in Ukraine or abroad), some of these specialists cannot continue to work remotely due to lack of technical or organizational capabilities. Due to the redistribution of consumption expenditures of the state and local budgets, the funding of cultural institutions is decreasing, including libraries (payment for utilities, wages, payment for goods and services, etc.), which sometimes leads to the announcement of downtime or termination of employment contracts with library staff.

<table>
<tr><td colspan="2">All the above makes it impossible to ensure a full scope and quality of basic state social guarantees for the provision of free services to the population by cultural institutions of state and communal ownership (including libraries), provided by the State Standard of Free Services by Club and Library Cultural Institutions of State and Communal Ownership, approved by the Ministry of Culture Of Ukraine № 983 as of 15 October 2013.</td></tr>
<tr><td>1) Key challenges (summarized for the defined area)</td><td>Book publishing:
Outflow of qualified personnel abroad
Lack of working capital of publishing entities
Shutdown of printing houses
Paper shortage
Reduction of financing (state, credit, own)
Insecurity of the Ukrainian book market from pirated book products
Low availability on the book market in Ukraine
Destroyed bookstores in areas of active hostilities, reduced revenue in bookstores in the eastern and central regions (as a result - closure)
Falling effective demand of the population
Libraries:
Damage or destruction of library facilities
Destruction or looting of material and technical base of libraries (machinery, equipment, library funds, other property, etc.)
The irrelevance of a significant part of library funds
Insufficient material and technical support of libraries, their technical and technological obsolescence
Unsatisfactory staffing (outflow and aging of staff, inadequate education and training system)
The system of library statistics is outdated</td></tr>
<tr><td>2) Key possibilities (summarized for the defined area)</td><td>Book publishing:
Increased interest in the Ukrainian narrative in the world and in Ukraine
Ukraine's participation in international fairs, exhibitions, conferences, congresses, etc. related to book publishing
Steady demand for Ukrainian literature in libraries and book trade in Ukraine and other countries
Established distribution
Ban on imports of russian-language books</td></tr>
</table>

	● The dominance of Ukrainian books in the domestic book market ● The Ukrainian-speaking readership has been formed ● Developed structure of book market participants ● Ukrainian legislation is harmonized with international agreements related to copyright protection **Libraries:** ● Renovation of existing and construction of new libraries ● Preservation of the optimal network of public libraries ● Grant support for libraries for restoration and development ● Digitization of the country as a strategic direction that affects all areas, including book publishing and book distribution, librarianship, stimulates demand for library services ● Update on a regular basis of library funds, including by replacing the withdrawn (written off) library funds with new editions, financing to expand the range and update the funds of library books ● Providing access to up-to-date information about available books on the market ● Expansion of partnership cooperation, in particular international; effective partnerships with cultural, educational, scientific and civil society institutions ● Public interest in the development of libraries, trust of users, community, partners in libraries as places of growth of social capital ● Corporate cooperation and support of the professional community of Ukraine and the world ● Expansion of the range of paid services, intensification of fundraising activities
3) Key constraints (summarized for the defined area)	**Book publishing and libraries** ● Imperfection of legal regulation of book publishing and library areas ● Declining GDP and budget deficit ● Financing the cultural sphere on a residual basis ● Low level of extrabudgetary funds ● Obsolescence of material and technical base, buildings and engineering communications of libraries that require significant updating ● Insufficient number and / or obsolescence of computer equipment, which slows down the introduction of the latest information and computer technologies in library processes ● Problems of staffing (aging of staff, insufficient number of specialists with appropriate education, lag of the internal system of professional development from modern society's requirements and the needs of libraries)

2.1. Goals aimed at solving a defined pressing issue:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
1) Defined pressing issue to be solved under the defined analysis area (*description*) **Book publishing:** ***Reducing the potential of the book publishing market of Ukraine***			
Goal to be achieved to solve the issue at each stage	Ensuring the maximum preservation of the production potential of the subjects of book publishing activity	Annual increase in the number of titles of Ukrainian-language book editions	Full restoration and growth of publishing and book trade potential
Timeframe under the stage	the end of 2022	2025	2032
Risks related to the goal achievement	Continuation of hostilities on the territory of Ukraine Economic crisis	Lack of funding for relevant support programs Economic and political instability	Economic and political instability
Goal achievement indicator	At least 40% of printed units of book editions from the level of the pre-war period - 2021 (without textbooks) and at least 5,000 electronic editions of works by Ukrainian authors were published in Ukraine	The range of Ukrainian printed and electronic books has been expanded by at least 25% annually	At the end of 2032, the number of book publishers that publish more than 3 titles per year increased by 30%, the number of bookstores by 200% from the pre-war level (2021)

General need of funds for the goal achievement	UAH 200 million (for a national project) UAH 290.1 million (total)	UAH 9,122.5 million (for a national project) UAH 9,442.69 million (total)	UAH 26,521.8 million (for a national project) UAH 29,071.09 million (total)
Goal connections with other areas/directions	Attracting international assistance		
2) Libraries: ***Inconsistency of library resources and services with the needs of the population in information, education, culture***			
Goal to be achieved to solve the issue at each stage	Existing libraries throughout Ukraine, where no hostilities are taking place and which are not under occupation, provide all basic library services, otherwise mobile library services are provided	Libraries have the appropriate material and technical facilities and act as centers of community development and human capital	Up-to-date literature and modern quality services are available in libraries and in a convenient format for all who need it
Timeframe under the stage	the end of 2022	2025	2032
Risks related to the goal achievement	Continuation of hostilities on the territory of Ukraine	Limited funding, in particular for the implementation of library fund renewal programs	Limited funding, in particular for the implementation of library fund renewal programs
Goal achievement indicator	At least 85% of the country's library network continues to meet the cultural needs of the population	Library funds are updated by at least 5% annually (from 2021) At least 70% of Ukrainian libraries have computers and access to broadband Internet	Library holdings are renewed by at least 5% annually Every library in Ukraine has a computer and access to broadband internet

General need of funds for the goal achievement	UAH 50 million (total)	UAH 25 million (total)	
Goal connections with other areas/directions	Education, national information security, national memory and identity	Education, national information security, national memory and identity	Education, national information security, national memory and identity

3. The current state of implementation of program documents within the defined analysis area on the defined pressing issue:

№	Title of the program document	Current state
1	Strategy for the development of librarianship in Ukraine until 2025 "Qualitative changes in libraries to ensure sustainable development of Ukraine", approved by the Order of the Cabinet of Ministers of Ukraine dated 23 March 2016 № 219-r	The strategy is a framework document that forms a vision, defines priorities, tasks and main actions for achieving qualitative changes in the library area of Ukraine. The purpose of the Strategy is to identify key issues in the development of librarianship in Ukraine, the priorities of modern libraries in ensuring the sustainable development of Ukraine, areas, objectives and key actions aimed at their implementation. One of the strategic directions of library development defined by the Strategy, is to improve the legal framework related to library activities and to regulate the standards of the library and information area in accordance with international standards. In order to implement this direction, it was envisaged, in particular, to amend the Law of Ukraine “On Libraries and Library Affairs”. On 2 February 2021, the draft Law of Ukraine “On Amendments to the Law of Ukraine“ On Libraries and Library Affairs ” (№ 5002) was registered in the Verkhovna Rada of Ukraine. On 8 September 2021 this draft was adopted as a basis.
2	Strategy for popularization of the Ukrainian language until 2030 "Strong language - a successful state", approved by the Order of the Cabinet of Ministers of Ukraine dated 17 July 2019 № 596-r	The action plan for the implementation of the first stage (until 2022) of the Strategy for the promotion of the Ukrainian language until 2030 "Strong language - a successful state", approved by the Cabinet of Ministers of Ukraine on 16 December 2020 № 1585 provides for a number of measures to form a holistic information and cultural space through the Ukrainian-language product. These are, in particular, the implementation of the program of replenishment of library funds (with priority for children's and youth literature), participation in international book exhibitions, fairs, the implementation of the program to support translations of Ukrainian literature into other languages and more.

4. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

p / p	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, pressing issues
Direction: Book publishing			
Stage 1: June 2022 - end of 2022 **Goal 1: Ensuring the maximum preservation of the production potential of the subjects of book publishing**			
1	Task 1. Promotion of Ukrainian books in Ukraine and in the world	15 December 2022	Dependence on other directions, areas: international partnerships (MFA)
2	Task 2. Creating conditions for the preservation and support of the publishing industry	15 December 2022	Problems: 1) Outflow of qualified personnel abroad 2) Reduction of financing (state, credit, own)
Stage 2: January 2023 - December 2025 **Goal 2: Annual increase in the number of titles of Ukrainian-language book editions**			
1	Task 1. Ensuring support for the Ukrainian book market	15 December 2025	Problems: 1) Lack of proper regulation 2) Limited funding
2	Task 2. Creation and development of digital projects in the field of book publishing	15 December 2025	Introduction of the mechanism of grant support in the book publishing area (providing grants for replenishment of library funds of territorial communities libraries with books) Replenishment of library funds Legislative irregularities

3	Task 3. Expanding citizens' access to quality Ukrainian literature	15 December 2025	Problems: 1) Lack of proper regulation 2) Limited funding
4	Task 4. Popularization of reading and Ukrainian literature in Ukraine and abroad	15 December 2025	Dependence on other directions, areas: international partnerships (MFA)
Stage 3: January 2026 - December 2032 **Goal 3: Full restoration and growth of publishing and book trade potential**			
1	Task 1. Supporting the development of the domestic book market and meeting the needs of readers	15 December 2032	Sufficient funding
2	Task 2. Expansion of the book trade network	15 December 2032	Sufficient funding
Direction: Libraries			
Stage 1: June 2022 - end of 2022 **Goal 1: Existing libraries throughout Ukraine, where there is no hostilities and which are not under occupation, provide all basic library services, otherwise mobile library services are provided**			
1	Task 1. Organization of effective and high-quality library services in martial law	2022	Problems: 1) Continuation of active hostilities on the territory of Ukraine with coverage of a larger territory 2) Limited funding (local budgets)
	Stage 2: January 2023 - December 2025 **Goal 2: Libraries have adequate logistics and act as centers of community development and human capital**		

1	Task 1. Restoration of libraries affected by the russia's aggression against Ukraine, and optimization of the library network	2024	Depends on the direction: audit of losses incurred as a result of the war
2	Task 2. Strengthening the material and technical base and development of human resources of public libraries	2025	Sufficient funding
3	Task 3. Automation of library processes and launch of national digital library projects	2025	Sufficient funding
	Stage 3: January 2026 - December 2032 **Goal 3: Up-to-date literature and modern quality services are available in libraries quickly and in a convenient format for all who need it**		
1	Task 1. Modernization of material and technical base of public libraries	2032	Sufficient funding
2	Task 2. Formation of high-quality personnel potential of library institutions	2032	

5. National project "Development of Creative Industries and Book Ecosystem"

Description of the project	Project justification	Qualitative indicators of the project implementation	Economic effect (influence on GDP, budget, employment, etc.)	Responsible public authority	Approximate need of funds (million, UAH)	Suggested funding sources	Required regulatory framework	Related areas of the EU legislation (general comment)
Development of the book ecosystem								
Stage 1 "Everything to win"								

Support for projects in the publishing area, in particular on a grant basis (including the creation of electronic editions of works by Ukrainian authors) **"Book publishing", goal 1, task 2, stage 1**	In wartime and postwar conditions (paper shortages, difficulties in printing and logistics, lack of funds from publishers, low solvency of the population) there was a need to publish and sell new works in electronic format	Electronic editions of 5,000 works by Ukrainian authors have been created	Increase of tax revenues in the budget of Ukraine, preservation of jobs in the field of publishing	MCIP State Institution "Ukrainian Book Institute"	50	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24"		
Purchase of books to replenish the funds of public libraries **"Book publishing", goal 1, task 2, stage 1**	Support of Ukrainian publishers, renewal of library funds, satisfaction of cultural needs of Ukrainian society by providing readers with access to new high-quality Ukrainian-language book editions (works) in libraries	At least 786,000 book copies available from publishers were purchased	Preservation of jobs in publishing, increasing tax revenues to the budget of Ukraine, stimulating the creation of a creative product with high added value	MCIP State Institution "Ukrainian Book Institute"	150	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24"		
Stage 2 "Recovery, restart of the economy and institutions"								
Introduction of certificates for the purchase of books **"Book publishing", goal 2, task 3, stage 2**	Stimulating demand, developing a culture of reading, supporting reader demand and all market participants	Total certificates thousand units 2023 - 806.0 2024 - 791.2 2025 - 796.1	Increasing the book market, increasing tax revenues	MCIP Ministry of Digital Transformation of Ukraine	2133.1	State budget (budget program of Ukrainian Book Institute 3801560)	Requires: 1) adoption of the draft Law of Ukraine “On Amendments to Certain	

				State Institution "Ukrainian Book Institute"			Laws of Ukraine Concerning Stimulation of the Development of Ukrainian Book Publishing and Book Distribution" (Reg. № 6287 as of 5 November 2021); 2) development and adoption of resolutions of the Cabinet of Ministers of Ukraine, which must approve: sample and description of the certificate form issued in paper form, the	

							procedure for forming a certificate in electronic form, its electronic copy, the procedure for issuing and issuing a certificate, and the procedure for purchasing books with the use of the certificate and reimbursement of the value of the book editions purchased with the use of the certificate to the distributors of publishing products	

Support for projects in the publishing area, in particular on a grant basis **"Book Publishing", goal 2, task 1, stage 2**	The need to support projects in the publishing area by providing grants for: 1) translation of works of Ukrainian literature into foreign languages, 2) for the translation of works of foreign literature into Ukrainian, 3) writing by authors (creation) of new literary works 4) preparation and publication of book editions of works of Ukrainian literature (including electronic) 5) organization and holding of programs and events to promote reading (book exhibitions, fairs, literary festivals, competitions, thematic actions, promotional and communication campaigns) 6) ensuring the capacity of public libraries of territorial communities.	1. The number of translated and published works of Ukrainian literature in foreign languages - 300 units. 2. The number of translated and published works of foreign literature in Ukrainian - 450 units. 3. The number of created new literary works - 495 units. 4. The number of supported projects for the preparation and publication of books - 600 units. 5. At least 25 events of various levels are held annually, 114	Preservation of jobs in publishing	MCIP, Ministry of Finance, State Institution "Ukrainian Book Institute"	649.4	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)		

		projects are supported 6. 390 libraries are supported						
Purchase and delivery of book products to replenish library funds **"Book publishing", goal 2, task 3, stage 2**	Supporting Ukrainian publishers, meeting the spiritual, educational and cultural needs of Ukrainian society by giving readers access to new high-quality Ukrainian-language book editions (works) in libraries; the need to replace morally and physically obsolete library collections with new relevant literature	Total number of purchased book titles / circulation: 2023 - 2500/3000 2024 - 2800/3000 2025 - 3000/3000 Average price of a book edition: 2023 - 200 UAH 2024 - 240 UAH 2025 - 280 UAH	Increasing tax revenues to the budget of Ukraine, stimulating the creation of a creative product with high added value	MCIP State Institution "Ukrainian Book Institute"	6054.3	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)	Requires: 1) adoption of the Order of the MCIP "On Amendments to the Procedure for Selection, Purchase and Distribution of Book Products to Replenish Library Funds" 2) adoption of the Resolution of the Cabinet of Ministers of Ukraine “On approval of the Methodology for	

							determining the amount (amounts) of payments to experts of the Ukrainian Book Institute”	
Support of bookstores by providing state subsidies (ensuring the expansion of the book trade network) **"Book publishing", goal 2, task 3, stage 2**	Without the development of the book trade network, the restoration and development of book publishing is not possible. Before the war, there were 200 bookstores in Ukraine, and 2,000 in Poland. Reimbursement of rent is envisaged.	Number of bookstores in Ukraine: 2023 - 220 2024 - 230 2025 - 250		MCIP State Institution "Ukrainian Book Institute"	UAH 285.7 million	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)	MCIP Order “On Approval of the Application Form with the Obligation to Observe in the Relevant Specialized Bookstore for the Period of Validity of the Certificate of Conformity” 3. MCIP Order “On Approval of the Procedure for Issuance of a	

							Certificate of Conformity" 4. MCIP Order "On approval of the application form for a state subsidy".	
Stage 3. Recovery, restart of the economy and institutions								
Public library replenishment program **"Book publishing", goal 3, task 1, stage 3**	Satisfying the spiritual, educational and cultural needs of Ukrainian society, promoting the development of skills and motivation to read, supporting the Ukrainian language by providing readers with access to new high-quality Ukrainian-language books (works) in libraries.	Total number of purchased book titles / circulation: 2026 - 3000/3000 2027 - 3050/3000 2028 - 3100/3000 2029 - 3100/3100 2030 - 3150/3100 2031 - 3200/3100 2032 - 3350/3200	Increasing tax revenues to the budget of Ukraine, stimulating the creation of a creative product with high added value	MCIP State institution "Ukrainian Book Institute"	23,778.5	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)		

		Average price of a book edition: 2026 - 300 UAH 2027 - 330 UAH 2028 - 355 UAH 2029 - 365 UAH 2030 - 370 UAH 2031 - 370 UAH 2032 - 370 UAH						
Grant support for book publishing and libraries **"Book publishing", goal 3, task 1, stage 3**	Implementation of grant support programs for publishers, authors and libraries will increase the reading activity of Ukrainians, make books available, ensure the recognition of Ukrainian authors in Ukraine and abroad, as well as support of new authors, increase the capacity and responsibility of libraries, that will support the launch of the permanent book market in Ukraine and will make the	Grant support provided for: translations of works by Ukrainian authors in foreign languages - 700 translations; translations of foreign works in the state language - 1050 translations;		MCIP State Institution "Ukrainian Book Institute"	UAH 2,439.0 million	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)		

	Ukrainian book popular all over the world	ensuring the capacity of libraries of territorial communities - 1260 libraries were supported; organization and holding of programs and events to promote reading (book exhibitions, fairs, literary festivals, competitions, thematic actions, promotional and communication campaigns) - 336 events; preparation and publication of book editions of works of Ukrainian literature - 1750 new editions; writing by authors (creation) of new literary works - 1680 works.						

Providing certificates for the purchase of books **"Book publishing", goal 3, task 1, stage 3**	Stimulating demand, developing a culture of reading, supporting reader demand and all market participants	5.6 million certificates were issued	Growth of the book publishing and book trade market	MCIP State Institution "Ukrainian Book Institute"	UAH 5.6 billion	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)		
Support of bookstores by providing state subsidies (ensuring the expansion of the book trade network) **"Book publishing", goal 3, task 1, stage 3**	A strong impetus to the growth of the domestic book market due to the increase in the number of bookstores and, as a consequence, the creation of new jobs and the growth of the book publishing and book distribution industry, and consequently the payment of taxes.	Rent compensation for bookstores. Growth of the bookstore network up to 600 units: Number of new bookstores: 2026 - 15 2027 - 25 2028 - 35 2029 - 45 2030 - 65 2031- 75 2032 - 90	Creating new jobs, increasing employment	MCIP State Institution "Ukrainian Book Institute"	UAH 298.7 million 2026 - 8.6 2027 - 15.8 2028 - 24.3 2029 - 34.4 2030 - 54.7 2031- 69.4 2032 -91.5	Recovery Fund funds State budget (budget program of Ukrainian Book Institute 3801560)		

Required regulatory framework (for the national project)

n/n	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Draft Law of Ukraine "On Amendments to Certain Laws of Ukraine on Stimulating the Development of Ukrainian Book Publishing and Book Distribution" (registration № 6287 as of 5 November 2021) **"Book publishing", goal 2, task 3, stage 2**	Clarification of the procedure for issuing certificates for the purchase of books.	Verkhovna Rada of Ukraine	Developed and registered in the Verkhovna Rada	
2.	Draft resolution / resolutions of the Cabinet of Ministers on approval of the sample and description of the certificate form issued in paper form, the procedure for forming the certificate in electronic form, its electronic copy, the procedure for issuing the certificate, requirements for distributors that can be included in the list , in which citizens can purchase books with the use of a certificate, the procedure for including distributors of publishing products in the list of distributors of publishing products,	Regulatory and legal regulation of issues of registration, issuance and use of certificates for the purchase of books.	MCIP	2023	1 January 2024

	in which citizens can purchase books with a certificate, the procedure for purchasing books using a certificate and reimbursement of purchased using the certificate of book editions to distributors of publishing products **"Book publishing", goal 2, task 3, stage 2**				
3.	Draft Law of Ukraine "On Amendments to the Law of Ukraine" On Libraries and Library Affairs "(Reg. № 5002 as of 2 February 2021) **"Libraries", goal 2, task 3, stage 2**	Expansion and updating of the conceptual and terminological apparatus, clarification of tasks of public administration in the library area and relevant functions of the central executive body, which ensures formation of state policy in the field of culture, modernization of library classification, standardization of exchange library funds, creation and functioning of the National Electronic Library.	The Verkhovna Rada of Ukraine, MCIP, Office of the President of Ukraine	Developed and registered in the Verkhovna Rada	
4.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Regulations on the National Electronic Library" **"Libraries", goal 2, task 3, stage 2**	Settlement of the issue of creation and functioning of the National Electronic Library as a complex information system, which contains electronic copies of printed publications, audiovisual documents, in particular, book memos.	MCIP Ministry of Digital Transformation of Ukraine	No later than three months from the date of entry into force of the Law	
5.	MCIP Order "On Amendments to the Procedure for Selection, Purchase and Distribution of Book Products to Replenish Library Funds"	Improving the Procedure for selection, purchase and distribution of book products to replenish library funds.	MCIP	2023	1 March 2023

6.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Methodology for determining the amount (amounts) of payments to experts of the Ukrainian Book Institute" **"Book Publishing", goal 2, task 1, stage 2**	Article 12 of the Law of Ukraine "On State Support of Book Publishing in Ukraine" provides for payments to experts involved in the expert councils of the Ukrainian Book Institute. Adoption of the resolution is necessary to calculate the amount (amounts) of payments to experts of the Ukrainian Book Institute.	MCIP	2023	2023

List of projects of the subgroup "Book Publishing and Libraries" to fulfil the tasks and achieve the goals

1	2	3	4	5	6	7
Description of the project	**Project justification**	**Qualitative indicators of the project implementation**	**Responsible public authority**	**Approximate need of funds (million, UAH)**	**Suggested funding sources**	**Required regulatory framework**
Direction: Book publishing						
Stage: Economics and institutions of wartime (short-term) - "Everything to win!" (June 2022 - end of 2022 *) * In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, accordingly, this phase (with the planning of major activities and their financing) will be extended to 2023. Goal: Ensuring the maximum preservation of the production potential of the subjects of book publishing						
Task 1. Promotion of Ukrainian books in Ukraine and in the world						

1. Preparation and distribution of catalogs of Ukrainian literature for children and adults	Assist in the promotion of quality Ukrainian book publications abroad, in particular, through the purchase of Ukrainian books by foreign libraries	Formed catalogs, each in the amount of 1000-1500 titles of books	MCIP State Institution "Ukrainian Book Institute"	not required	not required	
2. “Books without borders”	Psychological support for families in the host countries, returning "feeling home" to Ukrainian children by providing children with books forced to leave Ukraine as a result of the russia’s aggression against Ukraine	200,000 books have been published and distributed Ukrainian literary content is presented abroad	MCIP MFA State Institution "Ukrainian Book Institute"	UAH 72 million (200 thousand books x UAH 360)	Charitable contributions of EU citizens and companies, budget funds of EU countries	not required
3. Representation of Ukraine at international book events	Promotion of Ukrainian books in the world, establishing contacts between representatives of the Ukrainian book publishing industry and foreign partners, promoting the export of rights. Dissemination of truthful information about the russia’s war against Ukraine. An appeal to the world community to support the project of printing books for children who	National stands at international book fairs were organized in Frankfurt, Bologna, London, Paris, Warsaw, Prague, Gothenburg (2022) and other cities (subsequent years) according to certain priorities. Political statements, declarations,	MCIP MFA State Institution "Ukrainian Book Institute"	UAH 7.4 million organization of events (including UAH 0.2 million business trip	2022 - state budget, partly - free participation from the organizers.	

	were forced to leave Ukraine due to the war.	manifestos were distributed. Contacts have been established in the field of book publishing, translation contracts have been concluded				
4. Formation of a catalog (database) of profiles of Ukrainian authors, publishers, translators and illustrators	Effective popularization of literature is impossible without the consolidation and visibility of various actors in the literary process: writers, publishers, translators, illustrators, and others. The stated catalog aims to present the actors of the Ukrainian book market in a structured way both to the reader - to get acquainted with the names and trends of modern literature, and to the professional audience - to develop partnerships.	A catalog of Ukrainian authors has been formed, profiles have been formed and posted on the PEC website: Standardized profiles of authors 300 units Standardized publisher profiles 150 units Standardized profiles of illustrators 150 units Standardized profiles of translators 100 units	MCIP State Institution "Ukrainian Book Institute"	UAH 0.70 million (for the development of a bilingual electronic catalog)	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24", funds of public non-profit organizations	Resolution of the Cabinet of Ministers of Ukraine as of 19 April 2022 № 472 “Some issues of using funds received on official accounts for donations in support of Ukraine”

5. Preparation and distribution of the catalog of Ukrainian book editions on actual thematic directions	Popularization and distribution of current Ukrainian book editions in Ukraine	A thematic catalog of up to 2000 titles of book editions has been formed	MCIP State Institution "Ukrainian Book Institute"	not required	not required	
Task 2. Creating conditions for the preservation and support of the book publishing industry						
1. Support for projects in the publishing area, in particular on a grant basis (including the creation of electronic editions of works by Ukrainian authors)	In wartime and postwar conditions (paper shortages, difficulties in printing and logistics, lack of funds from publishers, low solvency of the population) there was a need to publish and sell new works in electronic format	Electronic editions of 5,000 works by Ukrainian authors have been created	MCIP State Institution "Ukrainian Book Institute"	UAH 50 million (5000 * 10 thousand UAH)	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24"	Resolution of the Cabinet of Ministers of Ukraine as of 19 April 2022 № 472 “Some issues of using funds received on official accounts for donations in support of Ukraine”
2. Translation of Ukrainian works into foreign languages and their publication abroad	Translation needs to be supported, which is difficult to break through on a commercial basis, such as new works, young authors, weak markets, difficult to translate content	200 translations of Ukrainian works into foreign languages have been made	MCIP State Institution "Ukrainian Book Institute"	UAH 8 million (payment of rights to Ukrainian publishers 200 editions x UAH 40 thousand)	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24"	Resolution of the Cabinet of Ministers of Ukraine as of 19 April 2022 № 472 “Some issues of using funds received on official accounts for donations in support of Ukraine”
3. Preparation and distribution of a	Popularization and distribution abroad of the catalog of current	A list of books recommended for	MCIP	UAH 2 million	Recovery Fund funds	Resolution of the Cabinet of Ministers of Ukraine as of 19

catalog of current Ukrainian books recommended for translation, and publication of catalogs of excerpts from works offered for translation into foreign languages	works of Ukrainian literature recommended for translation. In particular, in order to encourage foreign publishers to translate and publish works of Ukrainian literature, it is necessary to provide them with maximum information about the plot and characters of the work, features of the author's style, etc. The volume of the translated passage is up to 20 pages of the original edition. The language of translation is mostly English	translation in the amount of at least 600 titles, prepared 4 catalogs of excerpts from 50 works in each 4x50x20 = 4000 pages.	State Institution "Ukrainian Book Institute"	(4 thousand pages x 0.5 thousand UAH)	Official MCIP account for donations in support of Ukraine "United24"	April 2022 № 472 “Some issues of using funds received on official accounts for donations in support of Ukraine”
4. Purchase of books to replenish the funds of public libraries	Support of Ukrainian publishers, renewal of library funds, satisfaction of cultural needs of Ukrainian society by providing readers with access to new high-quality Ukrainian-language book editions (works) in libraries	Purchased at least 786 thousand available copies of book publishers	MCIP State Institution "Ukrainian Book Institute"	UAH 150 million (786 thousand editions x UAH 191)	Recovery Fund funds Official MCIP account for donations in support of Ukraine "United24"	Resolution of the Cabinet of Ministers of Ukraine as of 19 April 2022 № 472 “Some issues of using funds received on official accounts for donations in support of Ukraine”
5. Prohibition of import of russian-language books from the russian federation, the Republic of Belarus and restrictions on	The formation of a competitive legal book market of Ukrainian books, the expansion of the Ukrainian-language publishing segment creates conditions for the formation of the Ukrainian-speaking readership, which will	The import of book products from the russian federation and the Republic of Belarus is prohibited		not required		Law of Ukraine “On Amendments to Certain Laws of Ukraine Concerning the Establishment of Restrictions on the Import and Distribution of Publishing Products Concerning the Aggressing State, the

the import of russian-language books from other countries	contribute to the consolidation and development of the Ukrainian nation, the establishment of national identity					Republic of Belarus, and the Temporarily Occupied Territory of Ukraine" (№ 7459 as of 13 June 2022)
6. Providing Ukrainian publishing entities with paper for printing books	Resumption of paper imports in the required volumes and establishment of own paper production will help restore publishing potential and establish a competitive book market in Ukraine	Removal of restrictions on foreign currency settlements abroad. Restoration of import quotas. Temporary ban on waste paper exports. Production of own paper from secondary raw materials or alternative raw materials. Introduction of the mechanism of extended producer responsibility. Intergovernmental agreements on providing Ukraine with trade credits or free aid in the form of paper	Ministry of Economy Ministry of Finance			Development and adoption of the draft law "On waste management" Adoption of the sectoral law "On packaging and packaging waste"
7. Introduction of preferential tariffs for Ukrposhta and other operators for	Will help reduce the cost of book publications, increase sales, support logistics, provide support and development of the book area	100% coverage of the territory of Ukraine by delivery of book products of domestic production	Ministry of Economy Ministry of Infrastructure	Requires additional calculations	Recovery Fund funds State budget	

sending books, incl. abroad						
8. Introduction of preferential terms for lending to publishers	Preferential lending to publishing companies will eliminate the imbalance caused by russia's military aggression in the settlements of booksellers with publishers-suppliers of books and publishers with printing companies - producers of books, and will take measures to fully restore the publishing potential.	Legislative regulation determination of the state percentage of guarantee of the credits received by subjects of book publishing for restoration and expansion of manufacture of book production, at the level not less than 80% of volume of the received credit; recognition by the bank of book products of publishing houses as collateral. Loan programs for publishers	Ministry of Economy Ministry of Finance			
Recovery phase (medium-term) - "Recovery, restart of the economy and institutions" (2023 - 2025, with separate details for 2023) * * In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026) Objective: Annual increase in the number of titles of Ukrainian-language book editions						
Task 1. Ensuring support for the Ukrainian book market						

1. Support for projects in the publishing area, in particular on a grant basis (including the creation of electronic editions of works by Ukrainian authors), namely:	Implementation of grant support programs for publishers, authors and libraries will increase the reading activity of Ukrainians, make books available, ensure the recognition of Ukrainian authors in Ukraine and abroad, as well as provide support for novice authors, increase the capacity and responsibility of libraries, which will contribute to the formation of a sustainable book market in Ukraine and will make the Ukrainian book popular all over the world		MCIP, Ministry of Finance, State Institution "Ukrainian Book Institute"	UAH 649.4	Recovery Fund funds State budget (budget program UBI 3801560)	It is necessary to adopt the draft Law of Ukraine "On Amendments to Certain Laws of Ukraine on Stimulating the Development of Ukrainian Book Publishing and Book Distribution" (Reg. № 6287 as of 5 November 2021). Required development and adoption: 1. Resolutions of the CMU “On amendments to the procedure for using funds provided in the State budget of the Ukrainian Book Institute to support book publishing and popularization of Ukrainian literature in the world”; 2. MCIP’s order “On the approval of the procedure for competitive selection of projects implemented with the support of the Ukrainian Book Institute; 3. MCIP’s order “On the approval of the standard form of the Grant Agreement for project support” 4. Resolutions of the CMU “On the approval of the methodology	

						for determining the amount (amounts) of payments to experts of the Ukrainian Book Institute”	
1) ensuring grants for the translation of works of Ukrainian literature in foreign languages	translations that are difficult to break through on a commercial basis need support, such as new works, young authors, weak markets, content that is difficult to translate	Number of translated and published works 300 units. 2023 - 100 translations 2024 - 100 translations 2025 - 100 translations	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 54.9 million 2023 - UAH 15.0 million 2024 - UAH 16.5 million 2025 - UAH 18.15 million + remuneration of experts 2023 - UAH 1.35 million 2024 - UAH 1.8 million 2025 - UAH 2.07 million	Recovery Fund funds State budget (budget program UBI 3801560)		
2) providing grants for the translation of works of foreign literature into Ukrainian	translations that are difficult to break through on a commercial basis, such as non-commercial publications, content that is difficult to translate	Q-ty of translated and published works 450 units. 2023 - 150 translations 2024 - 150 translations 2025 - 150 translations	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 71.1 million 2023 - UAH 19.9 million 2024 - UAH 21.89 million	Recovery Fund funds State budget (budget program		

				2025 - UAH 24.079 million + remuneration of experts 2023 - UAH 1.35 million 2024 - UAH 1.8 million 2025 - UAH 2.07 million	UBI 3801560)	
3) providing grants for authors to write (create) new literary works	the need to provide scholarships/grants to young authors is due to the need to create new Ukrainian narratives	Number of created new literary works 495 units. 2023 - 150 2024 - 165 2025 - 180	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 54.8 million 2023 - UAH 15.0 million 2024 - UAH 16.5 million 2025 - UAH 18.15 million + remuneration of experts 2023 - UAH 1.35 million 2024 - UAH 1.8 million 2025 - UAH 2.07 million	Recovery Fund funds State budget (budget program UBI 3801560)	

4) providing grants for the preparation and publication of book editions of works of Ukrainian literature	The rejection of russian books will expose a significant number of genre-themed niches that need to be filled. Difficult economic conditions limit the ability of publishers to do it quickly.	Number of supported projects 600 units 2023 - 200 2024 - 200 2025 - 200	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 170.7 million 2023 - UAH 50.0 million 2024 - UAH 55.0 million 2025 - UAH 60.5 million) + remuneration of experts 2023 - UAH 1.35 million 2024 - UAH 1.8 million 2025 - UAH 2.07 million	Recovery Fund funds State budget (budget program UBI 3801560)	
5) providing grants for the organization and holding of programs and events to promote reading (book exhibitions, fairs, literary festivals, competitions, thematic actions, promotional and communication campaigns)	Literary festivals, book fairs and other events to promote literature and reading are necessary to support and develop both Ukrainian readers and the market. It is during such events that top lists are formed, bestsellers appear, and authors and publishers meet with readers.	At least 25 events of various levels are held annually Number of supported projects 114 units 2023 - 30 2024 - 44 2025 - 40	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 132.4 million 2023 - UAH 40.0 million 2024 - UAH 44.0 million 2025 - UAH 48.4 million	Recovery Fund funds State budget (budget program UBI 3801560)	

6) providing grants to ensure the capacity of public libraries of territorial communities	Visiting libraries and using paper books remains popular all over the world, and new publications are a magnet that attracts readers to libraries. Some libraries were completely destroyed, while in others the book collections were significantly reduced after the write-off of obsolete Soviet publications and books by russian publishers. Promoting the capacity of public libraries, including replenishment of library funds with books, information on which is available in the electronic catalog "Books on the market" and the implementation of related projects: acquisition, support, development of automated library information systems and computer equipment, staff training, etc. .	Number of supported libraries: 2023 - 120 2024 - 130 2025 - 140	MCIP, Ministry of Finance, SI "Ukrainian Book Institute"	UAH 165.5 million 2023 - UAH 50.0 million 2024 - UAH 55.0 million 2025 - UAH 60.5 million	Recovery Fund funds State budget (budget program UBI 3801560)	
2. Inclusion in the list of branches of knowledge and specialties of the profession "Publishing and editing"	The need to train professional universal workers in the publishing industry, because the modern market of Ukrainian book publishing is developing rapidly and, of course, lacks professional editors and publishers	Restoration of the specialty "Publishing and editing" for the training of professional editors and publishers, overcoming the crisis of shortage of qualified personnel in the field	MES			Cross-sectoral issue MES Amendments to the Resolution of the Cabinet of Ministers dated 29 April 2015, № 266 "On approval of the list of branches of knowledge and

						specialties in which higher education students are trained"
Task 2. Creation and development of digital projects in the field of book publishing						
1. Creating a catalog "Books on the market"	Upgrading the automated information-analytical system, which contains information about available books on the market offered by publishers for sale, will allow timely filling and updating of the electronic catalog by publishers to select new quality books to replenish library funds, as well as constant information of book market participants and external users about new books	Software product update and support: - update the version of the Support System; - completion of document forms, process templates (according to the customer's requests); - software settings as a result of changes (according to the customer's requests); - support of the System (according to the customer's requests).	MCIP SI "Ukrainian Book Institute"	UAH 0.22 million 2023 - UAH 0.05 million 2024 - UAH 0.07 million 2025 - UAH 0.1 million	Recovery Fund funds State budget (budget program UBI 3801560)	1. Adoption of the draft law of Ukraine “On amendments to certain laws of Ukraine concerning stimulation of the development of Ukrainian book publishing and book distribution” (Reg. № 6287 as of 5 November 2021)
2. Creation of the resource "Literary map of Ukraine"	Lighting and monitoring book events of Ukraine in real-time	Appropriate software has been developed. Constant software update.	MCIP SI "Ukrainian Book Institute"	UAH 0.4 million 2023 - UAH 0.2 million 2024 - UAH 0.1 million 2025 - UAH 0.1 million	Recovery Fund funds State budget (budget program UBI 3801560)	

Task 3. Expanding citizens' access to Ukrainian literature						
1. Support of bookstores by providing state subsidies	Without the development of the book trade network, the restoration and development of book publishing is impossible. Before the war, there were 200 bookstores in Ukraine, and 2,000 in Poland. Reimbursement of rent is envisaged.	Number of bookstores in Ukraine: 2023 - 220 2024 - 230 2025 - 250	MCIP SI "Ukrainian Book Institute"	UAH 285.7 million 2023 - UAH 86.3 million 2024 - UAH 94.93 million 2025 - UAH 104.423 million	Recovery Fund funds State budget (budget program UBI 3801560)	1. Adoption of the draft law of Ukraine “On amendments to certain laws of Ukraine concerning stimulation of the development of Ukrainian book publishing and book distribution” (Reg. № 6287 as of 5 November 2021) 2. Order of the MCIP "On approval of the application form with the obligation to comply with the relevant specialized store for the sale of books during the validity of the certificate of conformity." 3. MCIP’s order “On the approval of the procedure for issuance of a certificate of conformity”. 4. MCIP’s order “On the approval of the state subsidy application form”.
2. Introduction of certificates for the purchase of books	Stimulating demand, developing a culture of reading, supporting reader demand and all market participants	Total certificates thousand units 2023 - 806.0 2024 - 791.2 2025 - 796.1	MCIP SI "Ukrainian Book Institute"	UAH 2133.1 million 2023 - UAH 671.72 million	Recovery Fund funds State budget	1. Adoption of the draft law of Ukraine “On the amendments to certain laws of Ukraine concerning stimulation of the development of Ukrainian book publishing and book

				2024 - UAH 705.43 million 2025 - UAH 755.9 million	(budget program UBI 3801560)	distribution" (Reg. № 6287 as of 5 November 2021); 2. MCIP's order "On the approval of the certificate form"; 3. MCIP's order "On granting the procedure for issuing certificates for the purchase of books".
3. Purchase and delivery of book products to replenish library funds	Supporting Ukrainian publishers, meeting the spiritual, educational and cultural needs of Ukrainian society by providing readers with access to new high-quality Ukrainian-language book editions (works) in libraries	Total number of purchased book titles / circulation: 2023 - 2500/3000 2024 - 2800/3000 2025 - 3100/3000 Average price of a book edition: 2023 - 200 hryvnias 2024 - 240 hryvnias 2025 - 280 hryvnias	MCIP SI "Ukrainian Book Institute"	UAH 6054.3 million 2023 - UAH 1,500 million 2024 - 2016 mln 2025 - 2520 million UAH + remuneration of experts 2023 - UAH 6.1 million 2024 - UAH 6.1 million 2025 - UAH 6.1 million	Recovery Fund funds State budget (budget program UBI 3801560)	Approval in the new edition of the procedure for selection, purchase and distribution of book products for replenishment of library funds Approval of the procedure for determining the amount (amounts) of payments to experts of the Ukrainian Book Institute is determined according to the methodology approved by the Cabinet of Ministers of Ukraine
Task 4. Popularization of reading and Ukrainian literature in Ukraine and abroad						
1. Participation in international events	Promotion of Ukrainian books in Ukraine and in the world,	Number of events: 2023 - 7	MCIP	UAH 43.47 million	Recovery Fund funds	

aimed at implementing programs to promote the reading of Ukrainian literature in Ukraine and abroad, which are held abroad	establishing contacts between representatives of the Ukrainian book publishing industry and foreign partners, promoting the export of rights.	2024 - 7 2025 - 7	SI "Ukrainian Book Institute"	2023 - UAH 13.1 million 2024 - 15.03 mln 2025 - 15.34 mln	State budget (budget program UBI 3801560)	
2. Organization and holding of international and national events to promote reading, Ukrainian literature in Ukraine and abroad	Implementation of programs to promote reading and Ukrainian literature in Ukraine will promote the wide promotion of Ukrainian books in Ukraine and abroad	The number of events was organized and held: 2023- 15 2024 - 15 2025 - 15	MCIP SI "Ukrainian Book Institute"	UAH 178.46 million 2023 - UAH 48.8 million 2024 - UAH 64.86 million 2025 - 64.8 mln	Recovery Fund funds State budget (budget program UBI 3801560)	
3. Update of the annual award of the President of Ukraine "Ukrainian book of the year"	The Annual Prize of the President of Ukraine "Ukrainian Book of the Year" was launched in 2009 in accordance with the Presidential Decree of December 16, 2009 № 1058 "On the Annual Prize of the President of Ukraine “Ukrainian Book of the Year". There are 3 prizes in 3 nominations. It is awarded to the Day of Employees of publishing, printing and book distribution in order to celebrate authors, publishers and publishing	Every year 3 prizes were awarded in certain nominations, the monetary part of the prize was paid to the winners - authors and publishers.	Office of the President of Ukraine, Ministry of Culture and Information Policy of Ukraine Goskomteleradio	UAH 0.9 million	Recovery Fund funds State budget of Ukraine	Decrees of the President of Ukraine on approval of the new composition of the Committee on the annual award "Ukrainian book of the year", approval of the updated regulations on the annual award of the President of Ukraine "Ukrainian book of the year".

	organizations that have made a significant contribution to the promotion of Ukrainian books and the development of domestic publishing. Currently, the further functioning of the award requires substantive and organizational changes, including an increase in the monetary part of the award, which now amounts to UAH 100 000 each (50% to the author of the work and 50% to the publisher). Last time the award was given in 2018. The actualization of the award will help to draw attention to the best works of national literature in Ukraine and the world, as well as to popularize reading.					
Modernization stage (strategic) - "Structural modernization and full integration into the EU" Expected planning terms: (2026 - 2032 *) The planning dates of the stage will be adjusted based on the results of 2022-2023 Objective: Growth of publishing and book trade potential						
Task 1. Supporting the development of the domestic book market and meeting the needs of readers						
1. Grant support for book publishing and libraries	Implementation of grant support programs for publishers, authors and libraries will increase the reading activity of Ukrainians, make books available, ensure the	Grant support provided for: translations of foreign works in Ukrainian	MCIP SI "Ukrainian Book Institute"	UAH 2,439.0 million 2026 - 252.7	Recovery Fund funds State budget	

	recognition of Ukrainian authors in Ukraine and abroad, as well as support support for novice authors, increase the capacity and responsibility of libraries. Ukraine and will make the Ukrainian book popular all over the world	language - 1050 translations; works by Ukrainian authors in foreign languages - 700 translations; ensuring the capacity of libraries of territorial communities - 1260 libraries were supported; organization and holding of programs and events to promote reading (book exhibitions, fairs, literary festivals, competitions, thematic actions, promotional and communication campaigns) - 336 events; preparation and publication of book editions of works of Ukrainian literature - 1750 new editions; writing by authors (creation) of new literary works - 1680 works.		2027 - 278.0 2028 - 305.8 2029 - 345.3 2030 - 379.8 2031- 417.8 2032 - 459.6	(budget program UBI 3801560)	

2. The program of replenishment of public libraries	Satisfying the spiritual, educational and cultural needs of Ukrainian society, promoting the development of skills and motivation to read, supporting the Ukrainian language by providing readers with access to new high-quality Ukrainian-language books (works) in libraries.	Total number of purchased book titles / circulation: 2026 - 3000/3000 2027 - 3050/3000 2028 - 3100/3000 2029 - 3100/3100 2030 - 3150/3100 2031 - 3200/3100 2032 - 3350/3200 Average price of a book edition: 2026 - UAH 300 2027 - UAH 330 2028 - UAH 355 2029 - UAH 365 2030 - UAH 370 2031 - UAH 370 2032 - UAH 370	MCIP SI "Ukrainian Book Institute"	UAH 23,778.5 million + UAH 44.6 million (experts) 2026 - UAH 2,700.0 million 2027 - 3019.5 million UAH 2028 - UAH 3301.5 million 2029 - UAH 3507.65 million 2030 - 3613.05 million UAH 2031 - UAH	Recovery Fund funds State budget (budget program UBI 3801560)	

				3,670.4 million 2032 - UAH 3966.4 million + remuneration of experts 2026 - UAH 6.1 million 2027 - UAH 6.2 million 2028 - UAH 6.3 million 2029 - UAH 6.3 million 2030 - UAH 6.4 million 2031 - UAH 6.5 million		

				2032 - UAH 6.8 million		
3. Support for the e-platform "Books on the market"	An electronic database of participants of the book environment of Ukraine with information about available books on the publishing market has been opened	The platform is available for permanent use. Platform participants: publishers, libraries, experts, external users.	MCIP SI "Ukrainian Book Institute"	UAH 5.6 million 2026 - UAH 0.5 million 2027 - UAH 0.6 million 2028 - UAH 0.7 million 2029 - UAH 0.8 million 2030 - UAH 0.9 million 2031 - UAH 1.0 million 2032 - UAH 1.1 million	Recovery Fund funds State budget (budget program UBI 3801560)	
4. Promotion and popularization of Ukrainian books,	Implementation of programs aimed at promotion of Ukrainian books in Ukraine and around the	Ukraine's constant participation in international fairs,	MCIP SI "Ukrainian Book Institute"	UAH 836.0 million	Recovery Fund funds	

authors and publishing projects in Ukraine and abroad	world, organization and holding of international promotional events, nationwide comprehensive campaigns to promote domestic authors, publications, publishing projects will make Ukrainian books popular and the community of Ukrainian authors and publishers known around the world. The implementation of nationwide promotional comprehensive campaigns will stimulate the demand for reading Ukrainian literature in the country, which will increase circulation, expand the formats and genre of the book, increase the number of authors on the market. The promotional campaign will involve all book ecosystem agents, influencers, as well as related creative clusters to develop new publishing projects implemented in the cultural environment of the country.	exhibitions, scientific conferences, congresses, etc. related to book publishing, literature and reading is ensured. Thematic action "All-Ukrainian information campaign to promote reading" was held Number of events: 2026 - 24 2027 - 26 2028 - 28 2029 - 30 2030 - 32 2031- 34 2032 - 36		2026 - 88.1 2027 - 96.9 2028 - 106.6 2029 - 117.3 2030 - 129.0 2031- 141.9 2032 - 156.2	State budget (budget program UBI 3801560)	
5. Filling the domestic book market with professional and specialized literature	The post-war recovery of the country's economy, especially strategic high-tech industries, will require prompt measures to prepare and retrain human	Translation and publication of professional and specialized literature in a circulation	MES		Recovery Fund funds	Cross-sector project

published by Ukrainian publishers through grants	resources involved in the process of recovery, adjustment and full-fledged launch of new modern industries. Such training and retraining of staff will be impossible without providing this process with a sufficient amount of specialized professional literature, which is usually of foreign origin.	determined by experts representing a particular industry				Draft law “On the amendments to the law on state support of book publishing”
6. Providing certificates for the purchase of books	Stimulating demand, developing a culture of reading, supporting reader demand and all market participants	5.6 million certificates were issued	MCIP SI "Ukrainian Book Institute"	UAH 5.6 million	Recovery Fund funds State budget (budget program UBI 3801560)	
7. Fight against piracy and counterfeiting in the book sphere in e-commerce (on marketplaces)	Current norms and mechanisms for protection of rights are not enough. Combating the online distribution of counterfeit books carried out mainly manually, by filing complaints against sellers at marketplaces and submitting applications on the commission of criminal offenses to the	The draft law was adopted	MCIP Goskomteleradio	not required	not required	Requires the development and adoption of a separate draft law "On amendments to certain laws of Ukraine on combating the distribution of counterfeit book products"

	cyberpolice department of the national police of Ukraine. In order to grow the legal Ukrainian book market, it is necessary to introduce more effective and faster mechanisms, in particular, mandatory requirements for the rules of trade on marketplaces, the availability of distribution rights. specific book products (copyright objects), the introduction of a simplified procedure for blocking sellers at marketplaces for the sale of illegal book products.					
Task 2. Expansion of the book trade network						
1. Subsidizing bookstores	A strong impulse to the growth of the domestic book market due to the increase in the number of bookstores and, as a consequence, the creation of new jobs and the growth of the book publishing and book distribution industry, and consequently the payment of taxes.	Rent compensation for bookstores. Growth of the bookstore network up to 600 units: Number of new bookstores: 2026 - 15 2027 - 25 2028 - 35 2029 - 45 2030 - 65 2031- 75	MCIP SI "Ukrainian Book Institute"	UAH 298.7 million 2026 - 8.6 2027 - 15.8 2028 - 24.3 2029 - 34.4 2030 - 54.7	Recovery Fund funds State budget (budget program UBI 3801560)	

		2032 - 90		2031- 69.4 2032 - 91.5		
Direction: Libraries						
Stage: Economics and institutions of wartime (short-term) - "Everything possible to win!" (June 2022 - end of 2022 *) * In the event of a continuation in active hostilities, the plan will be adjusted in the 4th quarter of 2022, accordingly, this phase (with the planning of major activities and their financing) will be extended to 2023. Objective: Existing libraries throughout Ukraine, where no hostilities are taking place and which are not under occupation, provide all basic library services, otherwise mobile library services are provided						
Task 1. Providing effective and high-quality library services in martial law						
1. Actualization of the funds of libraries of Ukraine	Countering the active phase of the information war, reducing the spread of russian and Soviet propaganda narratives and their negative impact on various target audiences	Books of russian and Soviet publishing houses were confiscated from the funds of libraries of Ukraine (according to certain criteria)	MCIP, local governments	No need		Law of Ukraine "On libraries and library affairs" Decree of the President of Ukraine as of 28 December 2021 № 685/2021 on the implementation of the decision of the National security and defense council of Ukraine as of 15 October 2021 "On information security strategy", law "On sanctions"
2. Organization of non-stationary forms of library services in	A significant part of deoccupied and frontline settlements has suffered from the destruction of	Number of settlements whose residents are	Local governments	UAH 50 million	Recovery Fund funds	Laws of Ukraine "On libraries and library affairs", "On State social standards and State social

regions (settlements) where the State social norms of providing the population with public libraries are not fulfilled (“Mobile libraries”)	infrastructure, including social and cultural ones, as a result of which the provision of services to the population (in particular, library, administrative) has been suspended or complicated. The level of financial and material security of the inhabitants of these settlements has also deteriorated. Therefore, the implementation of the project "Mobile libraries" using similar experience, which is common in almost all EU countries (where mobile libraries that provide library, information, educational, administrative services are used in small settlements, where it is economically impractical to maintain stationary libraries), will help to overcome the consequences of the war faster; provide support to citizens who find themselves in a difficult social situation; bring the provision of services closer to the place of residence.	provided with the service			Local budgets MTD	guarantees", Resolution of the Cabinet of Ministers as of 6 February 2019 № 72 "On approval of State social standards for providing public libraries in Ukraine"

	One mobile library will be able to provide services to residents of at least 5-10 settlements					
3. Updating the forms of statistical reporting in the field of librarianship	The need to include in the reporting and accounting of new relevant data on the activities of libraries due to the significant expansion of information and library services, including online platforms, which is not reflected in the statistics. The 6-nk form, which is currently in force, does not fully cover all relevant performance indicators that would demonstrate the degree of achievement of the goals of all library processes.	The MCIP's order was adopted and registered with the Ministry of Justice of Ukraine	MCIP	No need		
Recovery phase (medium term) - "Recovery, restart of the economy and institutions" (2023 - 2025, with separate details for 2023) * In the event of continuation in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026). Objective: Libraries have adequate logistics and act as centers of community development and human capital						
Task 1. Restoration of libraries affected by the armed aggression of the russian federation against Ukraine, and optimization of the library network						
1. Optimization of the network of public libraries in accordance with the State social	Migration processes caused by the russian invasion of Ukraine have changed the ratio between the population / inhabitants of certain regions, cities, towns, villages and	The number of public libraries meets the requirements of the State social standards for providing the public	Local governments		Local budgets International	

standards of providing the population with public libraries in Ukraine	the rate of providing the population with a network of public libraries, respectively, the need for public libraries has increased or decreased depending on migration.	with public libraries in Ukraine			technical assistance	
2. Restoration of libraries damaged by the military aggression of the russian federation against Ukraine	Staff, premises, material and technical base Restoration of access to library services, providing access to information	Number of restored libraries	Local governments, central executive bodшуi, which are subordinated to libraries, and institutions whose subdivisions are libraries	The amount can be determined by the results of the loss analysis	Infrastructure Restoration Fund	
3. Implementation of pilot projects "Ideal library"	The concept of the library, which has 4 spaces, was developed in 2010 by researchers from the Royal School of Library Science and Information Science Dorte Skot-Hansen, Casper Hvenegaard Rasmussen and Henrik Jochumsen (Copenhagen, Denmark). It assumes that the library combines the functions of information, educational, communication, cultural, creative, leisure center.	At least 5 pilot projects have been implemented	Local governments	UAH 25 million	Infrastructure Restoration Fund	
Task 2. Strengthening the material and technical base and development of human resources of public libraries						

1. Improving the competencies of librarians in marketing, IT, communications, raising extra-budgetary funds, as well as management staff on management approaches and tools	In order to stimulate innovation processes in libraries, as well as the formation professionalism of library staff	At least 60% of librarians have been trained	Local governments			
Task 3. Informatization of library processes and development of digital projects in libraries (see projects in the section of digital transformations)						
Modernization stage (strategic) - "Structural modernization and full integration into the EU" (2026 - 2032 *) * The planning dates of the stage will be adjusted based on the results of 2022-2023 Objective: Current literature and modern quality services are available in libraries quickly and in a convenient format for all who need it						
Task 1. Modernization of the material and technical base of public libraries (see the section with projects of digital transformations)						
1. Expanding the range of paid services provided by libraries	In order to diversify the financial income of libraries, it is proposed to expand the list of paid services that can be provided by state and municipal cultural institutions that are not leased. Necessary to add the following services: - coworking services;	The resolution of the Cabinet of Ministers of Ukraine was adopted	MCIP	not required	not required	Resolution of the Cabinet of Ministers of Ukraine of December 2, 2020 № 1183 List of paid services that may be provided by state and municipal cultural institutions that are not leased

	- functioning of a permanent exhibition-sale of modern Ukrainian books.					
Task 2. Formation of high-quality personnel potential of library institutions						
1. Improving the competencies of librarians in marketing, IT, communications, raising extra-budgetary funds, as well as management staff on management approaches and tools	In order to stimulate innovation processes in libraries, as well as the formation of professionalism of library staff	At least 70% of librarians have been trained	Local governments		Recovery Fund funds Local budgets	

6. Necessary legal support to the general list of projects

p / p	Name of legal act to task N from subparagraph 2.3	Contents of legal act development / changes	Public authority responsible for the development / amendment of the legal act	Development period	Deadline recruitment validity
1.	Resolution of the Cabinet of Ministers of Ukraine "On amendments to the procedure for using funds provided in the State budget of the Ukrainian	Article 8-1 of the Law of Ukraine "On State support of book publishing in Ukraine" stipulates that the Ukrainian Book Institute conducts activities related to support of projects in the field of book publishing in relation to: translation of works of foreign literature into the Ukrainian language; translation of works of Ukrainian literature into foreign languages;	MCIP Ministry of Finance	January 2023	1 March 2023

	Book Institute to support bbook publishing and promote Ukrainian literature in the world” **"Book publishing", goal 1, task 2, stage 1**	preparation and publication of book editions of works of Ukrainian literature; writing by authors (creation) of new literary works; organization and holding of programs and events to promote reading (book exhibitions, fairs, literary festivals, competitions, thematic actions, promotional and communication campaigns); replenishment of library funds of libraries of united territorial communities with book products. In order to enable the Ukrainian Book Institute to support such projects, it is necessary to supplement the procedure for using the funds provided in the state budget of the Ukrainian Book Institute to support book publishing and popularize Ukrainian literature in the world in appropriate areas.			
2.	Resolution of the Cabinet of Ministers of Ukraine “On amendments to the list of providers of budget grants” **"Book publishing", goal 1, task 2, stage 1**	Addition of the list of providers of budget grants by the SI "Ukrainian Book Institute".	MCIP Ministry of Finance	January 2023	1 March 2023
3.	Draft law of Ukraine “On amendments to certain laws of Ukraine on stimulating the development of Ukrainian book publishing and book distribution” (registration № 6287 of11/05/2021) **"Book publishing", goal 2, task 3, stage 2**	Clarification of the procedure for issuing certificates for the purchase of books.	Verkhovna Rada of Ukraine	Developed and registered in the Verkhovna Rada	
4.	Draft resolution / resolutions of the CMU on approval of the sample and description of the certificate form issued in paper	Regulatory and legal regulation of issues of registration, issuance and use of certificates for the purchase of books.	MCIP	2023	1 January 2024

	form, the procedure for forming the certificate in electronic form, its electronic copy, the procedure for issuing the certificate, requirements for distributors that can be included in the list, in which citizens can purchase books with the use of a certificate, the procedure for including distributors of publishing products in the list of distributors of publishing products, in which citizens can purchase books with a certificate, the procedure for purchasing books using a certificate and reimbursement of purchased using the certificate of book editions to distributors of publishing products **"Book publishing", goal 2, task 3, stage 2**				
5.	Draft law of Ukraine "On amendments to the law of Ukraine" on libraries and library affairs "(Reg. № 5002 of 02.02.2021) **"Libraries", goal 2, task 3, stage 2**	Expansion and updating of the conceptual and terminological apparatus, clarification of tasks of public administration in the library sphere and relevant functions of the central executive body, which ensures formation of state policy in the field of culture, modernization of library classification, standardization of exchange library funds, creation and functioning of the National electronic library.	The Verkhovna Rada of Ukraine, MCIP, OPU	Developed and registered in the Verkhovna Rada	

6.	Draft Resolution of the Cabinet of Ministers of Ukraine “On approval of the regulations on the National electronic library” **"Libraries", goal 2, task 3, stage 2**	Settlement of the issue of creation and functioning of the National electronic library as a complex information system, which contains electronic copies of printed publications, audiovisual documents, in particular, book memorabilia.	MCIP Ministry of Digital Transformation	No later than three months from the date of entry into force of the law	
7.	MCIP’s order "On amendments to the procedure for selection, purchase and distribution of book products to replenish library funds" **"Book publishing", goal 2, task 3, stage 2**	Improving the procedure for selection, purchase and distribution of book products to replenish library funds.	MCIP	2023	1 March 2023

4. Ethnic affairs and religion

1. Key pressing issues to be solved under the Recovery Plan within the direction “ethnic affairs and religion”

The war influence on the defined analysis area:

- As of May 24, 2022, 129 buildings of spiritual significance (excluding adjacent buildings) were destroyed or damaged as a result of hostilities in at least thirteen regions of Ukraine: Kyiv, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhia, Luhansk, Lviv, Mykolaiv, Odesa, Sumy. Kharkiv, Kherson and Chernihiv. The vast majority of them (101 out of 129) are Orthodox churches. Mosques, synagogues, Catholic and Protestant churches, religious educational institutions and important administrative buildings of religious organizations were also damaged.
- The war exacerbated the problem of society's attitude to religious organizations, whose headquarters are in the aggressor state. Along with calls on public authorities to ban the activities of such religious organizations in Ukraine, there are increasing demands on the religious communities of certain churches (most often in the Ukrainian Orthodox Church (UOC) communities) to change their subordination and become part of the Orthodox Church of Ukraine (OCU). Many see this as a way to reduce russia's hostile influence on the Ukrainian religious community in particular and on Ukrainian society as a whole.
- The military actions caused by the russian federation posed a threat to the preservation of compact housing and cultures of a number of ethnic communities in Ukraine - Crimean Tatars, Krymchaks, Karaites (Crimean Peninsula), North Azovian Greeks (North Azovian region), Meskhetian Turks (Northern Black

	Sea region). A number of cultures in these communities are simultaneously unique and vulnerable. Thus, according to the UNESCO Atlas of the World's Languages in Danger, Crimean Tatar, Karaite, Urum, Roumean languages belong to the languages under risk of disappearing. ● Increased interest of the international community in understanding the Ukrainian context, including in the field of ethnic affairs and religion, after decades of limited attention successfully used by russian propaganda (which disseminates false narratives about the state of interethnic and interreligious relations in Ukraine, interpretations of state policy in ethnic affairs and religion).	
1)	Key challenges (summarized for the defined area)	● the threat to the preservation of Ukraine's ethnic diversity, in particular through the disappearance of unique ethnocultures (North Azovian Greeks), which were in a vulnerable position before the full-scale invasion of the russian federation; ● damage to material objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine; ● disseminating narratives of russian disinformation and propaganda aimed at dividing Ukrainian society by instrumentalizing ethnic and religious factors, discrediting Ukrainian authorities and society in the eyes of the international community.
2)	Key possibilities (summarized for the defined area)	● the unification of Ukrainian society in counteracting russian aggression created the basis for the long-term consolidation of society, the crystallization of Ukrainian identity, in particular among representatives of various ethnic and religious communities of Ukraine; ● the rupture of economic, cultural and other ties with russia has created a window of opportunity to solve various problems of religious communities in Ukraine (including the problem of the unity of Ukrainian Orthodoxy) without the intervention of the russian side; ● wider opportunities for international informing on the current state of affairs in the field of ethnic affairs and religion of Ukraine, which was complicated in previous years due to russian propaganda and the weak focus of the international community on the state of affairs in Ukraine
3)	Key constraints (summarized for the defined area)	● limited material resources for financing activities in the field of ethnic affairs and religion due to the radical change of priorities of the state in wartime; ● radicalization of society's attitude towards communities associated with russian federation; ● uncertainty about the timing of the end of the Russian-Ukrainian war and the final extent of the damage

2. Goals, tasks, and stages of the Recovery Plan within the direction "ethnic affairs and religion" of the defined area:

2.1. Goals aimed at solving a defined pressing issue

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
1) Defined pressing issue to be solved under the defined analysis area *(description)* **Threat to the preservation of ethnic and religious diversity of Ukraine**			
Goal to be achieved to solve the issue at each stage	**The intermediate consequences of the negative impact of the Russian-Ukrainian war on the life and culture of ethnic communities in Ukraine have been overcome**	**The consequences of the negative impact of the Russian-Ukrainian war on the state of ethnic and religious diversity of Ukraine have been overcome**	**Ethnic and religious communities integrated into Ukrainian society preserve and develop their cultural identity**
Timeframe under the stage	the end of 2022	the end of 2025	the end of 2032
Risks related to the goal achievement	continuation of hostilities in some Ukrainian territories, lack or inability to obtain reliable information on damaged objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine	continuation of hostilities in some Ukrainian territories / resumption of hostilities after the armistice; lack of funding; the irreversible nature of certain losses caused by the war; low level of political prioritization of the sphere	constant security threat from the russian federation; lack of funding; low level of political prioritization of the sphere
Goal Achievement indicator	a list of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine affected by the Russian-Ukrainian war has been created	number of rebuilt / repaired / restored objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine number of implemented projects aimed at preserving the	number of implemented projects aimed at preserving the cultural identity of ethnic communities of Ukraine the level of awareness of representatives of NGOs of ethnic communities of Ukraine about the existing opportunities

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		cultural identity of ethnic communities of Ukraine	for state support of cultural projects on the topic of preserving the identity of ethnic cultures of Ukraine, unity in diversity (%) the level of satisfaction of representatives of NGOs of ethnic communities of Ukraine with the available opportunities for state support of cultural projects on the topic of preserving the identity of ethnocultures of Ukraine, unity in diversity (%)
General need of funds for the goal achievement	UAH 36.552 million (USD 1.224 million according to the official NBU exchange rate as of June 9, 2022)	UAH 43.41 million (USD 1.466 million according to the official NBU exchange rate as of June 9, 2022)	UAH 0.7 million (USD 20.4 thousand according to the official NBU exchange rate as of June 9, 2022)
Goal connections with other areas/directions	cultural heritage, audit of war losses, education, social protection	audit of war losses, cultural heritage, culture, cinema, education and science, national memory, tourism	culture
2) Defined pressing issue to be solved under the defined analysis area *(description)* **Low level of awareness among the international community about the state of interethnic and interreligious relations in Ukraine**			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue at each stage	Ensure informing foreign audiences about the state of interethnic and interreligious relations in Ukraine, the impact of the war on ethnic and religious communities of Ukraine		
Timeframe under the stage	the end of 2022		
Risks related to the goal achievement	fatigue of foreign audiences from the topic of Ukraine and the Russian-Ukrainian war; predominance in the information space of foreign audiences of narratives of russian disinformation / propaganda; lack of funding		
Goal Achievement indicator	number of public events held to inform foreign audiences number of public comments to foreign media on the state of interethnic and interreligious relations in Ukraine, the impact of the war on ethnic and religious communities of Ukraine		
General need of funds for the goal achievement	UAH 4.04 million (USD 135.5 thousand according to the official		

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	NBU exchange rate as of June 9, 2022)		
Goal connections with other areas/directions	cultural diplomacy, information policy, international relations, cinema		
3) Defined pressing issue to be solved under the defined analysis area *(description)* **The need to create proper conditions to ensure and support the sustainable integration and consolidation of Ukrainian society**			
Goal to be achieved to solve the issue at each stage	**To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in wartime**	**To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in post-war conditions**	**Citizens of Ukraine, regardless of religious or ethnic identity, are recognized and felt an integral part of Ukrainian society**
Timeframe under the stage	the end of 2022	the end of 2025	the end of 2032
Risks related to the goal achievement	dissemination of russian disinformation / propaganda narratives that instrumentalize ethnic and religious factors aimed at discrediting the Ukrainian government and society, individual ethnic and / or religious communities negative attitude to religious organizations associated with the russian federation, the presence of	dissemination of russian disinformation / propaganda narratives that instrumentalize ethnic and religious factors aimed at discrediting the Ukrainian government and society, individual ethnic and / or religious communities negative attitude to religious organizations associated with the russian federation, the	dissemination of russian disinformation / propaganda narratives that instrumentalize ethnic and religious factors aimed at discrediting the Ukrainian government and society, individual ethnic and / or religious communities negative attitude to religious organizations associated with the russian federation, the

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	some calls for radicalization of the attitude of the state and society to such religious organizations;	presence of some calls for radicalization of the attitude of the state and society to such religious organizations; lack of funding	presence of some calls for radicalization of the attitude of the state and society to such religious organizations; lack of funding
Goal Achievement indicator	monitoring of the participation of ethnic communities in counteracting russian aggression after February 24, 2022 was created 6 dialogue meetings were held between representatives of the clergy of different religious communities	approved the State target national-cultural program "Unity in Diversity" changes have been made to the curricula of subjects studied in general secondary education institutions codified the concept of "hate speech", created monitoring of the dissemination of "hate speech" in the Ukrainian information space the number of supported and implemented projects that promote the idea of unity in diversity	value of the Bogardus social distance scale (at the national level and individual regions where there are places of compact residence of certain ethnic communities of Ukraine) the value of the index of the dissemination of hate speech in the Ukrainian information space the share of Ukrainian citizens who feel themselves full-fledged members of Ukrainian society the number of appeals to the Commissioner for Human Rights of the Verkhovna Rada

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
			of Ukraine regarding cases of discrimination on the grounds of nationality or ethnicity and the number of identified violations in this area. the number of supported and implemented projects that promote the idea of unity in diversity
General need of funds for the goal achievement	UAH 1.854 million (62.7 thousand US dollars according to the official exchange rate of the NBU as of June 9, 2022)	UAH 241.55 million (USD 7.77 million according to the official NBU exchange rate as of June 9, 2022)	UAH 425.5 million (USD 13.553 million according to the official NBU exchange rate as of June 9, 2022)
Goal connections with other areas/directions	media and information security	education, justice, internal affairs, media and information security, cinema	education, justice, media and information security, culture

2.2. The current state of implementation of program documents within the defined analysis area on the defined pressing issue:

No	Title of the program document	Current state
	Strategy for promoting the realization of the rights and opportunities of persons belonging to the Roma national minority in Ukrainian society for the period up to 2030 (approved by the Order of the Cabinet of Ministers of Ukraine of July 28, 2021 № 866-r)	In August 2021, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience began work on the formation of a draft Action Plan until 2023 to implement the Roma Strategy. The draft action plan involved more than 70 representatives of Roma NGOs, public authorities, international partners, who worked in the format of eight working groups, in accordance with the areas defined by the Strategy: "Statistical Information and Data", "Employment", "Provision of social protection", "Legal protection

		and anti-discrimination", "Access to quality education", "Access to health services", "Improving the quality of living conditions", "Roma culture, history, art, language". Participants in the drafting of the action plan included the following international partners: UN Women Ukraine, UN Monitoring Mission for Human Rights in Ukraine, UNICEF, UNHCR Office in Ukraine, OSCE Monitoring Mission for Human Rights in Ukraine, Council of Europe Office in Ukraine, American Bar Association Rule of Law Initiative (ABA ROLI). The public discussion of the draft action plan was conducted in the format of sending written proposals and comments from 5 to 20 October 2021. Based on its results, a draft Action Plan has been prepared, which is currently at the stage of interdepartmental approval. DESS, together with the Council of Europe Office in Ukraine, also consulted with representatives of regional state administrations on the preparation of regional action plans for the implementation of the Strategy.
	National Strategy for Human Rights (approved by Decree of President of Ukraine № 119/2021)	Detailed information on ensuring the rights of national minorities and indigenous peoples of Ukraine is available on the official website of State Service of Ukraine for Ethnic Affairs and Freedom of Conscience (https://dess.gov.ua/realising-rights-of-national-minorities-in-ukraine/), as well as in the official reports of Ukraine on the implementation of international treaties, in particular the Council of Europe Framework Convention for the Protection of National Minorities (available at: https://rm.coe.int/5th-sr-ukraine-en/1680a52485).
	Strategy for the Development of the Crimean Tatar Language for 2022-2032 (approved by the Order of the Cabinet of Ministers of Ukraine of February 23, 2022 № 224-r)	Responsible public body: Ministry of Reintegration

2.3. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

No	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, pressing issues
Aim: preservation of ethnic and religious diversity of Ukraine			

Goal 1. The intermediate consequences of the negative impact of the Russian-Ukrainian war on the life and culture of the ethnic communities of Ukraine have been overcome			
Stage 1: June 2022 – end of 2022			
	Task 1. The extent of damage to objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine is determined	December 2022	cultural heritage, audit of losses incurred as a result of the war
	Task 2. The intermediate negative consequences of the Russian-Ukrainian war on the usual way of life of the ethnic communities of Ukraine have been overcome	December 2022	social protection, education
	Task 3. Projects aimed at preserving the cultures of ethnic communities of Ukraine are supported	December 2022	national memory, cinema, culture
Goal 2. The consequences of the negative impact of the Russian-Ukrainian war on the state of ethnic and religious diversity of Ukraine have been overcome			
Stage 2: January 2023 – December 2025			
	Task 1. Restoration of objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine	December 2025	cultural heritage, audit of losses incurred as a result of the war
	Task 2. Creating sustainable mechanisms to support the cultures of ethnic and religious communities of Ukraine	December 2025	culture, education and science, national memory, tourism
	Task 3. Projects designed to preserve the culture of ethnic communities are implemented	December 2025	national memory, tourism, education and science, cinema, culture
Goal 3. Ethnic and religious communities integrated into Ukrainian society preserve and develop their cultural identity			

Stage 3: January 2026 – December 2032			
	Task 1. Access of ethnic communities of Ukraine to the mechanisms of state support and awareness of ethnic communities of Ukraine regarding their existence are provided	December 2032	

	Description of the task to achieve the goal	**Deadline for the task fulfilment**	**Dependence of the task on the tasks of other directions, areas, pressing issues**
Goal 1. To provide informing foreign audiences on the state of interethnic and interreligious relations in Ukraine, the impact of the war on the ethnic and religious communities of Ukraine			
Stage 1: June 2022 – end of 2022			
	Task 1. To provide informing foreign audiences on the state of interethnic and interreligious relations in Ukraine, the impact of the war on the ethnic and religious communities of Ukraine by government officials during the war.	December 2022	
	Task 2. To provide informing foreign audiences on the state of interethnic and interreligious relations in Ukraine, the impact of the war on the ethnic and religious communities of Ukraine during the war through the tools of cultural diplomacy	December 2022	cultural diplomacy, information policy, international relations, cinema

	Description of the task to achieve the goal	**Deadline for the task fulfilment**	**Dependence of the task on the tasks of other**

			directions, areas, pressing issues
Aim: formation and ensuring the effective functioning of the institutional ecosystem aimed at supporting the sustainable consolidation of Ukrainian society			
Goal 1. To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in wartime			
Stage 1: June 2022 – end of 2022			
	Task 1. The participation of ethnic communities of Ukraine in counteracting russian aggression is highlighted	December 2022	media and information security
	Task 2. The legislation on the protection of the rights of national minorities has been updated	December 2022	
	Task 3. Building a dialogue of religious communities for the sake of understanding and interaction in wartime	December 2022	
	Task 4. Conducting research to assess the state of interethnic relations	December 2022	
Goal 2. To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in post-war conditions			
Stage 2: January 2023 – December 2025			
	Task 1. Institutional ecosystem aimed at supporting the sustainable consolidation of Ukrainian society has been formed	December 2025	education, justice, internal affairs
	Task 2. Unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in the post-war conditions have been formed.	December 2025	media and information security, culture, cinema

	Task 3. Conducting research to assess the state of interethnic relations	December 2025	
Goal 3. Citizens of Ukraine, regardless of religious or ethnic identity, are recognized and felt an integral part of Ukrainian society			
Stage 3: January 2026 – December 2032			
	Task 1. Effective functioning of the institutional ecosystem aimed at supporting the sustainable consolidation of Ukrainian society, unity in diversity is ensured	December 2032	education, internal affairs
	Task 2. Measures to back the sustainable consolidation of Ukrainian society, unity in diversity are supported	December 2032	education, media and information security

List of national projects on the fulfillment of the task stated in Subsection 2.3 (for the corresponding task)

Description of the project	**Project justification**	**Criteria / indicators of the project implementation (quantitative or qualitative)**	**Responsible public authority**	**Approximate need of funds (million, UAH)**	**Suggested sources of financing**	**Regulatory provision**
Stage: Economics and institutions of wartime (short-term) - "Everything to win!" (June 2022 - end of 2022 *) * In the case of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, accordingly, this phase (with the planning of major activities and their financing) will be extended to 2023.						
Goal. The intermediate consequences of the negative impact of the Russian-Ukrainian war on the life and culture of ethnic communities in Ukraine have been overcome						
Task 1. The extent of damage to objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine is determined						

Creating a list of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine affected by the Russian-Ukrainian war	The military actions caused by the invasion of the russian federation cause irreparable damage to the objects of spiritual significance and cultural heritage of the ethnic and religious communities of Ukraine, some of which are at the same time of significant historical value. Fixation of the caused damage will allow to conduct as soon as possible an estimation of the caused losses for the purpose of definition of extent of the material resources necessary for restoration of these objects. Up-to-date data on damaged facilities can also be used in external informing on the consequences of russian aggression in Ukraine in order to consolidate international support in counteracting the russian federation and rebuilding Ukraine.	A list of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine affected by the Russian-Ukrainian war has been created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience , regional and Kyiv military administrations	_____	_____	
Task 2. The intermediate negative consequences of the Russian-Ukrainian war on the usual way of life of ethnic communities of Ukraine are overcomed						
Creation of modular towns in places of compact residence of IDPs	A number of shelters in large cities are full. Simultaneously, representatives of certain ethnic communities (including the Roma) report about cases of discrimination in access to shelters.	100% of IDPs without permanent housing have the opportunity to live in modular towns	Ministry of Regional Development, Ministry of Social Policy, regional and	UAH 14.9 million (USD 428.8 thousand according to the official	Recovery Fund State budget funds, grants	

	The current shelter system does not provide long-term shelter for IDPs who have lost their homes / been forced to leave for a long time. Under such conditions, it is considered appropriate to build modular towns, which can be a long-term solution for those IDPs who cannot return to their hometowns.		Kyiv military administrations	exchange rate of the NBU as of June 9, 2022)		
Creation of educational spaces at modular towns / places of temporary residence for integration of IDP children into the educational process that was disrupted due to the war in Ukraine	Due to the outbreak of war, a significant number of children who were forced to leave their places of residence lost access to the educational process. This situation is especially exacerbating for people in difficult life circumstances, in particular members of the Roma national minority, who are deprived of the technical capacity to continue their education properly. Therefore, children living in shelters and modular camps should be provided with the technical capacity to continue participating in the educational process. Some members of the Roma national minority suggest that this be done through the proper technical provision of public places, such as libraries, their transformation into educational spaces and access to them.	100% of IDP children living in shelters / modular towns have access to the educational process	Ministry of Education and Science, Ministry of Regional Development, Ministry of Social Policy, regional and Kyiv military administrations	UAH 3 million (USD 101.5 thousand according to the official NBU exchange rate as of June 9, 2022)	Recovery Fund international technical assistance state budget funds	

Ensuring monitoring and coordination of modular towns and adaptive programs for IDPs in the regions	For effective operation of modular camps and accompanying adaptive programs (training spaces, employment of IDPs), as well as to ensure an anti-discrimination approach in access to existing programs, it is necessary to conduct monitoring and coordination work on the ground. Task: ● monitoring of discrimination when settling in shelters, modular towns; ● monitoring and coordination of educational spaces, advocacy for the inclusion of IDPs in adaptive programs in the regions; ● monitoring of employment and programs for entrepreneurs, analysis of the economic component in the regions to find the best employment options for IDPs.	100% of IDPs were given access to shelter / modular camps. 100% of IDP children living in shelters / modular towns have access to the educational process. 100% of IDP children living in shelters / modular towns have access to employment programs	Ministry of Education and Science, Ministry of Regional Development, Ministry of Social Policy, regional and military administrations in the regions hosting IDPs (Zaporizhzhya, Dnipropetrovsk, Lviv, Zakarpattia, Vinnytsia)	UAH 0.5 million (USD 16.9 thousand according to the official NBU exchange rate as of June 9, 2022)	Recovery Fund international technical assistance state budget funds	
Task 3. Projects aimed at preserving the cultures of ethnic communities of Ukraine are supported						
Establishment of the Karaite community center "Karaite House in Halych"	The city of Halych (Ivano-Frankivsk region, Ukraine) is a city of compact residence of Crimean Karaites from the XIII century, who for centuries have preserved their own religion, language and traditions. Here is the only museum	Karaite community center "Karaite House in Halych" was established	Ministry of Culture and Information Policy, State Service of Ukraine for	UAH 0.5 million (0.016 million euros according to	Charitable assistance of the Karaites of Israel, Poland, Lithuania, Ukraine;	

	of Karaite history and culture in Ukraine. Today, in connection with the military aggression of the russian federation, the city of Halych has become a center of Karaite refugees from the cities of Kharkiv, Mykolayiv and the temporarily occupied Melitopol, Kherson, etc. Crimean Karaites have been forced to leave their cells twice since 2014 due to the annexation of Crimea. The Karaite ethnographic center "Kale" was closed in the temporarily occupied Melitopol, and the Sunday school for the study of the Karaite language and the Karaite folk ensemble were closed too. As a result, the Karaites, the indigenous people of Ukraine, are threatened with the disappearance of their own culture, language and traditions. Establishment and development of the Karaite community center "Karaite House in Halych" will contribute to the preservation of the indigenous people of Ukraine - the Karaites; reproduction of the traditional way of life of the Karaites; development of national crafts		Ethnic Affairs and Freedom of Conscience	the official exchange rate of the NBU as of June 23, 2022)	state and local budget funds; funds raised from other sources not prohibited by law	

	(wood carving, stone), clothing and textiles; revival of musical traditions; conducting religious rites and services; revival of the spiritual school of Karaiteism; creation of a new tourist location and new tourist routes with a visit to the Karaite community center "Karaite House in Galicia". The project envisages obtaining premises for living and worship, materials for garden equipment, furniture, household appliances, woodworking machines and equipment, sewing machines, office equipment, and the Internet.					
Creation of the museum "Crimean Tatar Estate" on the territory of the National Museum of Ethnography and Life of Ukraine	Given the temporary occupation of the Crimean peninsula and the dispersed settlement of Crimean Tatars in the rest of Ukraine, it is extremely important for the preservation of Crimean Tatar culture is the creation of the so-called "living museum", which would combine the authentic accuracy of the culture and life of the Crimean Tatars and modern technologies and reflections of masters and artists on the history, personalities, events of the Crimean Tatar people. Such a museum will play an important role in preserving the Crimean Tatar culture, as well as perform an important	The "Crimean Tatar Estate" was created on the territory of the National Museum of Ethnography and Life of Ukraine	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, UCF, SE "Crimean House", Ukrainian Institute (permit documentation,	UAH 12.586 million (EUR 0.409 million according to the official NBU exchange rate as of June 9, 2022) (total project cost)	Donor support (Tika, Turkey), private patrons, state budget funds	

	educational function, giving all visitors the opportunity to get acquainted with it and the history of the Crimean Tatars.		memorandum of cooperation)			
Creation of the documentary film "Crimea Inside Me"	The project involves the creation of a documentary film that reveals the stories of various Crimean Tatars: from a child, a soldier, a cultural figure to political leaders who were forced to leave the Crimean peninsula and start a new life in mainland Ukraine, where each has a different craft and is a small part of a large image-personification of the Crimean Tatar people, its culture and way of life. The concept of the film envisages the use of the "Crimean Tatar Estate" Museum as one of the landmark locations.	A documentary has been made	Ministry of Culture and Information Policy, SE "Crimean House", General Staff of Ukraine	UAH 3.666 million (124.1 thousand US dollars according to the official exchange rate of the NBU as of June 23, 2022) (total project cost)	Private patrons, state budget funds, grants from foreign institutions (Tika, Turkey)	
Conducting an educational residence "Ethno Film Residence"	Filming the experience of ethnic cultures of Ukraine is extremely important in the conditions of the Ukrainian-Russian war, which is already having a devastating effect on the preservation of certain ethnic cultures of Ukraine. The format of the residency includes a 10-day training workshop for entrants, students and anyone interested, where they will learn how to create ethnographic cinema. Under the	The residence was held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 1.4 million (0.045 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund Grants, state budget funds	

	guidance of teachers from the Department of Folklore of the Taras Shevchenko National University of Kyiv and teachers from the Kyiv National I. K. Karpenko-Kary Theatre, Cinema and Television University, all interested and pre-selected students will take a theoretical and practical course of study, and in collaboration with each other and teachers will conduct expeditions to the villages of Bessarabia where they will create ethnographic films together. As a result of the training, short films on ethnographic topics will be created, which will be shown at OKO ethnographic film festival in Torun (Poland) in November 2022.					
Goal. Ensure informing foreign audiences about the state of interethnic and interreligious relations in Ukraine, the impact of the war on ethnic and religious communities of Ukraine						
Task 1. To provide informing foreign audiences on the state of interethnic and interreligious relations in Ukraine, the impact of the war on the ethnic and religious communities of Ukraine by government officials during the war						
Providing public comments / interviews to foreign media by government officials on the state of interethnic	The need for this measure is related to the growing interest of the international community in understanding the Ukrainian context, including in the field of ethnic affairs and religion, and the need to draw its attention to current issues in these areas caused by the war.	100 public comments / interviews by government officials were provided to foreign media	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs	_____	_____	

and interreligious relations in Ukraine, the impact of the Russian-Ukrainian war on the ethnic and religious communities of Ukraine	This is especially important against the background of the dissemination of false narratives of russian disinformation / propaganda about the state of interethnic and interreligious relations in Ukraine, the interpretation of state policy measures in the field of ethnic affairs and religion, etc.		and Freedom of Conscience			
Task 2. To provide informing on the state of interethnic and interreligious relations in Ukraine, the impact of the war on the ethnic and religious communities of Ukraine during the war through the tools of cultural diplomacy						
Conducting public portable tablet photo exhibitions in Greece on the impact of the war on the usual way of life of ethnic communities in Ukraine (especially North Azovian Greeks)	In the context of the Russian-Ukrainian war, it is extremely important to inform the international community about the devastating impact of the Russian-Ukrainian war on traditional life and the preservation of the cultures of certain ethnic communities in Ukraine. The North Azovian Greeks are the communities most affected by the fighting after February 24, 2022, as their compact residence has traditionally remained the Northern Azov Sea area (after the deportation of Greeks from the Crimea in the 18th century at the initiative of Russian Empress Catherine II). At the initiative of representatives of these communities,	6 photo exhibitions were held in these places	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, MFA	UAH 0.221 million (EUR 0.007 million according to the official NBU exchange rate as of June 23, 2022)	International technical assistance, private donor support, state budget funds	

	it is planned to hold portable tablet photo exhibitions in Greece, dedicated to the themes of Mariupol and the North Azovian Greeks. Venues: Athens, Piraeus, Patras, Zograf, island Aegina, island Kitnos.					
Print photo album "The City of Mary"	The photo album will include professional photos of peaceful Mariupol, Mariupol during the war, photos of Azovstal (before / after) and photos from the life of the North Azovian Greeks of Ukraine. It is offered to print about 500 copies. It is planned to distribute these copies in Greece and among the large Greek communities in Europe.	500 copies of the photo album were printed	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 0.283 million (EUR 0.009 million according to the official NBU exchange rate as of June 23, 2022)	International technical assistance, private donor support, state budget funds	
Public screenings of the film "As Vasilevun Rumei"	The film was shot by members of the Greek public association "Enotita", a group of directors, thanks to a grant won from UA: SUSPILNE. The film depicts the daily life, rituals, and traditions of the North Azovian Greeks, most of whom lived compactly before the full-scale russian invasion of the North Azov region. The film is planned to be shown in Athens, Thessaloniki, Patras, Piraeus,	There have been at least 7 public screenings of the film	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, MFA	UAH 1.41 million (0.046 million euros according to the official exchange rate of the NBU as of June 23, 2022)	International technical assistance, private donor support, state budget funds	

	and the residence of large Greek communities in Germany, Australia, and the United States. During the screening of the documentary, it is planned to hold lectures on the Greeks of Ukraine with the participation of Araggioni Margaryta (Ph.D., A.Yu. Krymsky Institute of Oriental Studies, leading researcher), as well as a screen photo exhibition of the life of Greeks in Ukraine, Mariupol before the beginning of a full-scale russian invasion on February 24, 2022 and after.					
Conducting the international ethnographic film festival "OKO" in Poland	Foreign screenings of films on the ethnic diversity of Ukraine, the impact of the Russian-Ukrainian war on the situation of ethnic communities in Ukraine are an extremely important tool of cultural diplomacy, able to draw foreign attention to the problem of preserving Ukraine's ethnic cultures during the war. The OKO Festival is the first and only film festival in Ukraine, the focus of which is entirely on showing ethnographic films on the topic of ethnic diversity in Ukraine and the world. The festival has been held for	A film festival was held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 2.126 million (0.069 million euros according to the official exchange rate of the NBU as of June 23, 2022)	International technical assistance, state budget funds, partnership assistance	

	about 2 years (2020 - online, 2021 - Bolgrad, Odesa region) and serves as a platform for the exchange of ideas and interaction between filmmakers, ethnographers, anthropologists and folklorists. In 2022, the third edition of the film festival is expected to be in Torun, Poland. This year's film festival includes both an international and a Ukrainian program. Traditionally, all events and film screenings will be available online on the festival website.					
Goal. To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in wartime						
Task 1. The participation of ethnic communities of Ukraine in counteracting russian aggression is highlighted						
Coverage of the participation of ethnic communities in Ukraine in counteracting russian aggression	Collection and dissemination of such information: ● serves as a tool to counter the narratives of russian disinformation and helps to form a positive image of Ukraine in the world; ● contributes to the consolidation and internal unity of Ukrainian society, deepening interethnic tolerance in Ukraine.	Monitoring of the participation of ethnic communities of Ukraine in counteracting russian aggression has been created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	_____	_____	
Dissemination of information about the participation of	Dissemination of such information: ● serves as a tool to counter the narratives of russian	A public event dedicated to this topic was held (with the	Ministry of Culture and Information	UAH 0.301 million (EUR 0.01	International technical assistance,	

ethnic communities in Ukraine in counteracting russian aggression	disinformation and helps to form a positive image of Ukraine in the world; • contributes to the consolidation and internal unity of Ukrainian society, deepening interethnic tolerance in Ukraine	involvement of representatives of ethnic communities) Created 4 communication materials on this topic	Policy, State Service of Ukraine for Ethnic Afairs and Freedom of Conscience	million according to the official exchange rate of the NBU as of June 23, 2022)	international technical assistance, state budget funds	
Task 2. The legislation on the protection of the rights of national minorities has been updated						
Preparation of the draft Law of Ukraine "On Ethnic Diversity and National Unity"	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. It will include the protection of the rights of national minorities and the needs of integration of society, taking into account hybrid threats from the aggressor state. In particular, the draft law will contain provisions on the functioning of national minority languages, which are needed in the context of the Law of Ukraine "On Ensuring the Functioning of the Ukrainian Language as the State Language", which in turn contains references to a separate law regulating minority languages.	The draft Law has been submitted to the Verkhovna Rada of Ukraine	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	_____	_____	

Task 3. Building a dialogue of religious communities for the sake of understanding and interaction in wartime						
Religious information project "God against War / Religious Ethos in practice during the war"	The war with russia has a significant information and propaganda dimension. Not the least role in it is played by the enemy's broadcast of dangerous ideologues and narratives that justify aggression against Ukraine. Ideological concepts such as "russian world" have been actively promoted for years through a network of religious organizations associated with russia. Therefore, today there is a need to develop projects that can fill the religious space with other ideas, concepts and narratives. This implies the need for powerful information resources that can work effectively with Ukrainian and foreign religious audiences, thus gaining allies for Ukraine in the fight against the enemy and strengthening information resistance to Russian aggression. Religious information project "God against War / Religious Ethos in practice during the war" (website: ethos.org.ua; Telegram-channel of the project: https://t.me/GodAgainstWar) was created on the educational platform	Held 2 online conferences (1 time in 2-3 months) with subsequent publication of materials in different formats (text, video, audio). Published 15 interviews (video + text) (2-3 times a month). 200 publications were made on the website and in the Telegram channel - 200 (2-3 per day) in Ukrainian. 200 publications on the website (2-3 per day) in English. Held 2 thematic courses of lectures on the Ethos platform, its own YouTube channel (in video / podcast format)	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 0.602 million (EUR 0.02 million according to the official exchange rate of the NBU as of June 23, 2022)	International technical assistance, state budget funds, patronage	

	Ethos in order to organize a joint case and information struggle against the war of Christian (and not only) thinkers and ministers of the churches of Ukraine and the world. This project is, in essence, a de facto continuation of many years of educational activities during the war, which is carried out by the team of the publishing house "Dukh i Litera" (Spirit and Letter), the community of Assumption Readings, Kyiv Summer Theological Institute, Open Orthodox University, etc. Project goal: ● to bring the voices of Christians of Ukraine to the world and to hear the voices of Christians of the world addressed to us; ● talk about the service of churches during the war; ● to inform Ukrainians about the position and main messages from the Christian churches of the world, thought leaders, Christian philosophers and theologians, international interreligious and interfaith organizations on the situation in Ukraine; ● to accumulate in one place the testimonies of church leaders, priests and ordinary believers of Ukrainian churches who					

	found themselves in different places and in different circumstances; ● testify to the practical implementation and promote the conscious application of church documents on issues of war and peace, such as the recent document of the Ecumenical Patriarchate "For the Life of the World / On the Way to the social Ethos of the Orthodox Church ", which contains a section" War, Peace and Violence "; ● provide informational support to humanitarian and peace initiatives; ● to expose the anti-Christian essence of the "theology" of war and the ideology of the "russian world"; ● to develop the theology of peace even during war; ● to create a network of people of good will and cooperation in Ukraine and the world.					
Building interfaith and interreligious dialogue for the sake of understanding and interaction	Interfaith and interreligious harmony creates a model of harmonious interaction in society, which Ukrainian society especially needs in times of war. Conflicts on religious grounds are a dangerous factor in destabilizing a society that the enemy is trying to	10 new stories have been published within the project "30 Years of Interaction, 30 Years of Co-creation".	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs	UAH 0.301 million (EUR 0.01 million according to the official exchange	Recovery Fund State budget funds, grants	

	exploit. This can be countered by organizing a wide space for interfaith and interreligious dialogue. It is important for the state to become the initiator and moderator of such a dialogue, because this is what will be able to involve the parties in the dialogue who avoid it. Support for the development of projects initiated by the State Service of Ukraine for Ethnic Policy and Freedom of Conscience: "30 Years of Interaction, 30 Years of Co-creation" (https://spilno.dess.gov.ua/), "Tell Us About Your Faith" (https://faith.dess.gov.ua/).	Published 5 video interviews within the project "Tell us about your faith". 6 dialogue meetings (online / offline) were held between the clergy of the Ukrainian Orthodox Church and the Ukrainian Orthodox Church (1 per month)	and Freedom of Conscience	rate of the NBU as of June 23, 2022)		
Project "Religion & Culture / New format of religious holidays" Creating a new interfaith format for celebrating religious holidays, which in Ukraine are state holidays, with the involvement of modern forms of	Ukraine has a number of religious holidays that are celebrated at the state level. Implementation of the Decree of the President of Ukraine №303 / 2020 should further expand their list. The search for new formats for celebrating religious holidays will facilitate the transmission to society of important ideas and narratives based on ancient traditions, but have not lost relevance for modern man, which in	A pilot project to celebrate December 25, 2022 ("Open Christmas, or How Ukrainians Celebrate Christmas on December 25" on the territory of the National Reserve of Sophia of Kyiv) has been implemented	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 0.15 million (EUR 0.005 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund state budget funds, patronage, grants	

culture and education	turn will contribute to the recovery and consolidation of social relations. Format of the event "Open Christmas, or how Ukrainians celebrate Christmas on December 25": ● educational mini-lectures and presentations on the date of Christmas and Christmas traditions of the peoples of Europe; ● cultural program "Christmas Traditions of the Peoples of Europe"; ● Christmas show; ● Christmas carols from communities of different Christian denominations; ● Treats: non-alcoholic mulled wine and delicacies.					
Task 4. Conducting research to assess the state of interethnic relations						
Assessment of the state of interethnic relations in the regions of compact residence of ethnic communities of Ukraine	Conducting public opinion polls in regions with a compact residence of Ukrainian ethnic communities is extremely important for identifying conflict potential and current issues in the field of protection of the rights of national minorities and indigenous peoples, interethnic relations. A such	4 focus groups, 1 survey were conducted	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of	UAH 0.5 million (0.016 million euros according to the official exchange	Recovery Fund international technical assistance, state budget funds	

	study in Transcarpathia is expected in 2022.		Conscience, regional military administrations	rate of the NBU as of June 23, 2022)		
Recovery stage (medium term) - "Recovery, restart of the economy and institutions" (2023 - 2025, with separate details for 2023) * * In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026)						
Goal. The consequences of the negative impact of the Russian-Ukrainian war on the state of ethnic and religious diversity of Ukraine have been overcome						
Task 1. Restoration of objects of spiritual significance, cultural heritage of ethnic and religious communities of Ukraine						
Assessment of damage / destruction of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine	As of the beginning of May 2022, at least 116 buildings of spiritual significance were damaged (the full list and map of damaged objects is available at: https://dess.gov.ua/u-serednomu-dvi-na-den/). Assessment of losses from damage or destruction is part of the process of comprehensive restoration of the state in the postwar period. Appropriate professional assessment will provide an understanding of the extent of damage, as well as determine the amount of material resources needed to restore.	The damage and the estimated cost of works on the restoration of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine were determined.	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ministry of Regional Development, regional and Kyiv city state administrations	_____	Recovery Fund	

Restoration of objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine	During the war, a number of buildings and objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine were damaged and / or destroyed. Reconstruction / repair / restoration of such facilities is necessary to further provide the society with the opportunity to exercise their religious rights and to preserve their own identity.	Number of rebuilt / repaired / restored objects of spiritual significance and cultural heritage of ethnic and religious communities of Ukraine	Ministry of Culture and Information Policy,Ministry of Regional Development, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, other bodies of state power, bodies of local self-government	The estimated cost of restoration work cannot be determined until the damage has been assessed. As of the beginning of May 2022, 116 buildings of spiritual significance were damaged	Recovery Fund	
Task 2. Creating sustainable mechanisms to support the cultures of ethnic and religious communities of Ukraine						
Creation of a separate budget program aimed at preserving and developing the cultures of ethnic communities of	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation.	A separate budget program aimed at preserving and developing the cultures of ethnic communities of Ukraine, unity in	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs	____	_____	changes to the structure of budget programs of the state budget

Ukraine, unity in diversity	There are no stable conditions for financing cultural and artistic projects on the theme of preservation and development of cultures of ethnic communities of Ukraine, unity in diversity. The volume of regional expenditures in this area is uneven and insufficient. Thus, in 2020, the total amount of such expenditures amounted to 4.059 million hryvnias, and 54.6% of this amount (2.187 million hryvnias) were expenditures only in the Zakarpattia region. In other regions in 2020 the volume of expenditures in this area was within 100 thousand hryvnias in 5 oblasts, within 100-500 thousand hryvnias - in 4 oblasts and the city of Kyiv, within 500 thousand - 1 million hryvnias - in 1 oblast, in 12 more oblasts such expenditures were not made (9 of them belong to border regions). The possibility of financing these projects through the mechanism of the Ukrainian Cultural Fund is also characterized by a lack of sustainability and an extremely high entry threshold, due to the nature and peculiarities of project applications, competitive project	diversity has been created.	and Freedom of Conscience, Ministry of Finance			

	selection procedure (issues of competence of experts in the field of ethnic affairs, inconsistency of the competitive procedure of the nature of projects of ethnic communities of Ukraine, especially those aimed at preserving vulnerable languages and cultures). As a result, there is a lack of systematic policy in the field of ensuring the rights of ethnic communities in Ukraine. This does not allow for the proper implementation of the cultural and information rights of national minorities and indigenous peoples of Ukraine, enshrined in Ukraine's commitments under international agreements such as the Council of Europe Framework Convention for the Protection of National Minorities, the European Charter for Regional or Minority Languages.					
Establishment of the National Commission for the Crimean Tatar Language	The Strategy for the Development of the Crimean Tatar Language for 2022-2032 provides for the establishment of the National Commission for the Crimean Tatar Language as an advisory body to ensure an appropriate level of interagency coordination, coordination	The National Commission for the Crimean Tatar Language has been established, its activities are properly ensured, the	Ministry of Reintegration	_____	_____	Strategy for the Development of the Crimean Tatar language for 2022-2032

	of central and local executive bodies on issues related to the Strategy.	Commission effectively performs its functions.				
Task 3. Projects designed to preserve the culture of ethnic communities are implemented						
Establishment of the Karaite community center "Karaite House in Halych"	The city of Halych (Ivano-Frankivsk region, Ukraine) is a city of compact residence of Crimean Karaites from the XIII century, who for centuries have preserved their own religion, language and traditions. Here is the only museum of Karaite history and culture in Ukraine. Today, in connection with the military aggression of the russian federation, the city of Halych has become a center of Karaite refugees from the cities of Kharkiv, Mykolayiv and the temporarily occupied Melitopol, Kherson, etc. Crimean Karaites have been forced to leave their cells twice since 2014 due to the annexation of Crimea. The Karaite ethnographic center "Kale" was closed in the temporarily occupied Melitopol, and the Sunday school for the study of the Karaite language and the Karaite folk ensemble were closed too.	Effective functioning of the Karaite community center "Karaite House in Halych" ensured	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 2 million (0.065 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Charitable assistance of the Karaites of Israel, Poland, Lithuania, Ukraine; state and local budget funds; funds raised from other sources not prohibited by law	

	As a result, the Karaites, the indigenous people of Ukraine, are threatened with the disappearance of their own culture, language and traditions. Establishment and development of the Karaite community center "Karaite House in Halych" will contribute to the preservation of the indigenous people of Ukraine - the Karaites; reproduction of the traditional way of life of the Karaites; development of national crafts (wood carving, stone), clothing and textiles; revival of musical traditions; conducting religious rites and services; revival of the spiritual school of Karaiteism; creation of a new tourist location and new tourist routes with a visit to the Karaite community center "Karaite House in Galicia". The project envisages obtaining premises for living and worship, materials for garden equipment, furniture, household appliances, woodworking machines and equipment, sewing machines, office equipment, and the Internet.					
Creation of the museum "Crimean Tatar Estate" on the	Given the temporary occupation of the Crimean peninsula and the dispersed settlement of Crimean Tatars in the rest	The "Crimean Tatar Estate" was created on the territory of the	Ministry of Culture and Information	UAH 12.586 million (EUR 0.409	donor support (Tika, Turkey), private patrons,	

territory of the National Museum of Ethnography and Life of Ukraine	of Ukraine, it is extremely important for the preservation of Crimean Tatar culture is the creation of the so-called "living museum", which would combine the authentic accuracy of the culture and life of the Crimean Tatars and modern technologies and reflections of masters and artists on the history, personalities, events of the Crimean Tatar people. Such a museum will play an important role in preserving the Crimean Tatar culture, as well as perform an important educational function, giving all visitors the opportunity to get acquainted with it and the history of the Crimean Tatars.	National Museum of Ethnography and Life of Ukraine	Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ukrainian Cultural Fund, SE "Crimean House", Ukrainian Institute (permits, memorandum of cooperation)	million according to the official NBU exchange rate as of June 23, 2022) (total project cost)	state budget funds	
Creation of the documentary film "Crimea Inside Me"	The project involves the creation of a documentary film that reveals the stories of various Crimean Tatars: from a child, a soldier, a cultural figure to political leaders who were forced to leave the peninsula and start a new life in mainland Ukraine, where each has a different craft and is a small part of a large image-personification of the Crimean Tatar people, its culture and way of life. The concept of the film envisages the use of the "Crimean Tatar Estate" Museum as one of the landmark locations.	A documentary has been made	Ministry of Culture and Information Policy, SE "Crimean House", General Staff of Ukraine	UAH 3.666 million (USD 124.1 thousand according to the official exchange rate of the NBU as of June 9, 2022) (total project cost)	Private patrons, state budget funds, grants from foreign institutions (Tika, Turkey)	

Project "Uniting Senses"	The project is an attempt to rethink the approach to understanding the heritage of the Crimean Tatars in the all-Ukrainian cultural space. The socially significant content created as a result of its implementation will contribute to the feeling of Crimean Tatar citizens of their belonging to Ukraine, will reflect the intercultural dialogue within the country and will support cultural diversity. The project envisages a set of activities built around the central activity - a social advertising campaign in 10 cities of Ukraine and the Internet, which is dedicated to reflecting common meanings for the Crimean Tatar and Ukrainian ethnic groups. The campaign includes the placement of a number of thematic billboards and citylights on outdoor advertising in 10 cities of Ukraine, posters and animated videos in the subways of 3 cities, distribution of relevant videos and digital posters on the Internet, using Crimean Tatar ornament Ornek, Ukrainian images applied decorative art, as well as quotes relevant to the mental meanings of both peoples.	A collection of 5 women's and 5 men's Crimean Tatar national costumes has been created. An extensive information campaign was conducted online and offline (in 10 cities of Ukraine) with the participation of city authorities and actors of the I. Franko National Academic Drama Theater. 10 interactive seminars / events for the student audience were held An exhibition on the theme of Crimean Tatar and Ukrainian jewelry was held A collection of Crimean Tatar traditional songs has been created (with the involvement of Jamala)	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 3.77 million (EUR 0.123 million according to the official NBU exchange rate as of June 23, 2022)	Grants (implemented with the support of Switzerland, provided through SDC (Swiss Agency for Development and Cooperation, Swiss Federal Department of Foreign Affairs)	

		A joint theatrical performance of Ukrainian, Crimean Tatar and Polish youth was held An innovative Crimean Tatar cultural and educational center at the Vernadsky Tavriya National University has been established and operates. Created a website with a presentation of masters of decorative art - carriers of the element Ornek, who live in the Crimea and mainland Ukraine, in three languages (Crimean Tatar, Ukrainian, English)				
Yeshil Ada Project	"Yeshil Ada" translates from the Crimean Tatar as "Green Island". The project envisages a partnership between the NGO Alem, connoisseurs of the	"Green island" in the form of Ornek created on the territory of the M. M. Hryshko	Ministry of Culture and Information Policy, State	UAH 2 million (0.065 million	International technical assistance, state budget funds	

	traditional Crimean Tatar ornament Ornek from the Crimea, the M. M. Hryshko National Botanical Garden in Kyiv, students of Taurida National University, youth quest agency "Glass of Dreams", a group of creative youth aged 16-25. The project presents the creation of an interactive quest, which in an interactive form conveys the ideas of the value of ethnic cultural wealth, unity in diversity. The result of the project will be the creation of a "green island" on the territory of the botanical garden - Ornek's ornamental composition planted with flowers. The key activity of the project will be a quest for young people under 25. An online version of the quest in a mobile application will be developed especially for the event. Participants visit several interactive locations, learn about the features of the elements of the Crimean Tatar ornament and in the final will get to the main flower bed - the heart of the project.	National Botanical Garden. An online application for passing the quest created.	Service of Ukraine for Ethnic Affairs and Freedom of Conscience	euros according to the official exchange rate of the NBU as of June 23, 2022)		
Creating an online platform for learning Urum and	Caused by the need to preserve unique ethnic cultures that are in danger. According to the UNESCO Atlas of the World's Languages in Danger, the	An online platform for learning Urum and Roumean languages created	Ministry of Culture and Information Policy, State	UAH 1.49 million (EUR 0.049 million	Recovery Fund State budget funds, grants,	

Roumean languages	Urum and Roumean languages were considered under risk of disappearing back in 2010. The additional danger of their preservation arose in connection with the armed aggression of the russian federation after February 24, 2022, in particular in the places of their compact residence in the North Azov region. As a result of hostilities, a number of members of these communities were killed, and some others were forced to disperse from compact settlements, which poses significant threats to the preservation of the language and culture of these peoples. The creation of an online platform for learning Urum and Roumean languages is designed to provide opportunities for learning these languages for people belonging to the respective communities, regardless of their location. Such a platform will provide for the availability of video alphabets of Urum and Roumean languages, Urum and Roumean phrasebooks, dictionaries, anthology of folklore in the languages of the North Azovian Greeks (with Ukrainian translation).		Service of Ukraine for Ethnic Affairs and Freedom of Conscience	according to the official NBU exchange rate as of June 23, 2022)	international technical assistance	
Printing information	The project envisages creation of printed educational materials in Urum	Created 50 printed copies of Urum and 50	Ministry of Culture and	UAH 0.251 million	Recovery Fund	

materials on the study of Urum and Roumean languages	and Roumean languages, in particular Urum and Roumean phrasebooks, dictionaries, anthologies of literature of the North Azovian Greeks. These materials are expected to be stored in specialized scientific and research libraries.	printed copies of Roumean phrasebooks (with translation into Ukrainian). Created 50 printed copies of Urum and 50 printed copies of Roumean dictionaries (with translation into Ukrainian). 50 printed copies of the anthology of literature of the North Azovian Greeks were created	Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	(EUR 0.008 million according to the official NBU exchange rate as of June 23, 2022)	State budget funds, grants	
Creating an interactive online map of the resettlement of Greeks in Ukraine from the Crimea	The project involves the creation of an online platform that will cover the history of the forced deportation of Crimean Greeks to the undeveloped lands of the Wild Fields in the XVIII century as a result of the decision of the Russian Empress Catherine II. The main part of the narrative will revolve around the format of an interactive online map. The implementation of this project and the increase of public attention to these tragic events is an important element in the decolonization	An interactive online map of the resettlement of Greeks in Ukraine from the Crimea has been created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ukrainian Institute of National Memory	UAH 0.301 million (EUR 0.01 million according to the official exchange rate of the NBU as of June 23, 2022)	State budget funds, grants, international technical assistance	

	of Ukrainian history and Eastern European historical studies.					
Arranging and recording traditional music of the North Azovian Greeks	Due to the vulnerable position of the Urum and Roumean culture, exacerbated by the fighting in the North Azov region, there is a need to preserve certain elements of these unique cultures, including traditional music and language. It is proposed to create in cooperation with the National Library of Ukraine (where the relevant archives are located), the Symphony Orchestra of Ukraine and the National Philharmonic of Greece. It is expected that such recordings will be able to become the basis for their reproduction at live concerts, which will significantly strengthen the possibilities of preserving the culture of the North Azovian Greeks in general.	A music album with recordings and arrangements of traditional North Azovian Greek music was created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ukrainian Institute of National Memory	UAH 0.2 million (EUR 0.007 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund grants, state budget funds	
Creating an interactive online map of cultural heritage sites of ethnic and religious communities of Ukraine, their promotion	Ukraine has a rich history of coexistence in Ukraine of different cultures and traditions, which have created and left behind many sites of cultural and historical importance. This makes it extremely promising for domestic and international tourism, including religious (pilgrimage). For example, the largest Jewish festival in the world is the Hasidic pilgrimage to	An interactive online map of cultural heritage sites of ethnic and religious communities of Ukraine has been created. At least 5 tourist routes of cultural heritage sites of ethnic and	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience,State Agency for	UAH 3 million (EUR 0.098 million according to the official NBU exchange rate as of	Recovery Fund state budget funds, grants, international technical assistance	

	Uman on Rosh Hashanah. The tomb of Tzaddik Nachman in Uman is not the only object of Jewish pilgrimage in Ukraine. There are dozens of important places only for Jews in Ukraine. The same is true for members of other religions. The development of this type of tourism not only has good economic prospects, but also a strong cultural-diplomatic and religious-diplomatic dimension, which is extremely important for spreading a positive image of Ukraine abroad and strengthening interreligious and interethnic harmony in Ukrainian society. Creating an online map of cultural heritage sites of ethnic and religious communities of Ukraine involves creating a database of such sites, filling information about their history and cultural significance, creating and promoting relevant thematic routes in Ukraine (eg routes through Polish, Jewish cultural heritage in Ukraine etc.) in order to increase the tourist attractiveness and attendance of both these monuments and the Ukrainian regions in general.	religious communities of Ukraine have been created. An improved system of tourist tax has been developed and implemented	Tourism Development, regional and Kyiv city state administrations, Ministry of Digitalization, State Service for the Protection of Cultural Heritage	June 23, 2022)		
Creation of a resource center for	The relentless struggle of Ukrainians for their independence gives a chance to	A resource center for independent institutions	Ukrainian Institute of	UAH 30 million	Recovery Fund	

independent institutions and the public associations of the enslaved peoples of the russian federation, for training, support of activities in restoration of the national memories, preservation and development of their cultures	the peoples of russia who have not gained or lost their independence and are in the process of destroying their identity, cultural and political oppression - a chance for national civil resistance, and thus increased security for Ukraine and the world. The threats posed by the consolidation of russia's totalitarian regime with imperial ambitions require the consolidation of efforts, including those of peoples whose territories have been forcibly incorporated into russia. Today, a number of activists of the peoples of the russian federation have the status of political refugees abroad due to the repressive policy in russia. The center should become an international center for coordinating the struggle of the enslaved peoples of russia for historical truth, protection of identities from repressive policies of Russification, mobilization of international support to stop the crimes of russia.	and the public sector of enslaved peoples of russia has been established, which provides an opportunity for representatives and organizations of enslaved peoples to form and implement educational and information projects aimed at raising national self-identification of enslaved peoples of russia and awareness in the world.	National Memory, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Security Service of Ukraine, Ministry of Foreign Affairs	(EUR 0.975 million according to the official NBU exchange rate as of June 23, 2022)	international technical assistance funds; charity; funds raised from other sources not prohibited by law, state budget funds	
Conducting trainings for public associations of ethnic communities of Ukraine in the field of cultural management and	Uneven level of skills and abilities of representatives of national minorities and indigenous peoples, necessary for submitting quality project applications and project implementation, in particular in the areas of project management, budgeting,	Conducted 4 trainings for public associations of ethnic communities of Ukraine in the field of cultural management and writing project applications	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs	UAH 0.401 million (0.013 million euros according to the official	Recovery Fund state budget funds, grants, international technical assistance	

writing project applications	communication strategy development, fundraising, etc. As a result, during 2020, the Ukrainian Cultural Foundation submitted only 16 applications for cultural and artistic projects dedicated to the theme of ethnic communities and only 8 of them were supported. It is planned to hold trainings in Kyiv, as a place where a significant number of NGOs of Ukrainian ethnic communities are concentrated, and in the regions, especially in places of compact residence of certain ethnic communities.		and Freedom of Conscience, UCF	exchange rate of the NBU as of June 23, 2022)		
Goal. To form unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in post-war conditions						
Task 1. Institutional ecosystem aimed at supporting the sustainable consolidation of Ukrainian society has been formed						
Preparation and approval of the State national-cultural target program "Unity in Diversity"	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. Issues of ethnic affairs and sustainable consolidation of Ukrainian society	The Concept of the State National-Cultural Target Program “Unity in Diversity” was adopted The State National-Cultural Target Program “Unity in Diversity” was adopted	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, other bodies of	—	—	

	belong to the competence of a number of public authorities operating in the fields of culture, language, tourism, information policy, education, science, interethnic relations, religion and protection of national minorities and indigenous peoples in Ukraine, and human freedoms and others. Therefore, there is a need for greater focus and coordination of public policy in this area, which provides for the availability of certain material resources and proper coordination of executive authorities and local governments. The existence of a clear strategy of state policy in the field of protection of the rights of national minorities, indigenous peoples, interethnic relations was also the subject of interest of the European Union at the stage of submitting Ukraine's answers to the European Commission Questionnaire. Taking into account all these factors, it is considered necessary to address the issue of consolidation of Ukrainian society with the help of a separate state target program. It is expected that this tool will ensure an appropriate level of goal setting, a strategic approach to solving the problem, a clear amount of material resources needed to address it,		state power with a mandate in the spheres of ethnic affairs and religion			

	as well as coordination of efforts between public authorities and local governments at various levels, appropriate intersectoral and interregional relations.					
Establishment of regional offices of State Service of Ukraine for Ethnic Affairs and Religion	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. The sphere of ethnic affairs and religion are two key themes in russian narratives aimed at justifying aggression and imperial ambitions. Accordingly, the centralized implementation of policy in this area, a stable and strong presence of the central government in the regions is critical. Taking into account regional peculiarities is an important element of effective state policy, however, it is in this area that decentralization is equivalent to creating risks to national security.	In each region there are offices of State Service of Ukraine for Ethnic Affairs and Religion, which are part of a single national legal entity, performing monitoring, educational and mediation functions, providing administrative services to religious organizations.	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Religion, Office of the President of Ukraine	UAH 150 million (EUR 4.887 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund state budget funds	Requires adaptation of the regulatory framework
Introduction of a legal definition of hate speech in	Currently in Ukraine there is no legal definition of "hate speech". Despite the existence of Article 161 of the Criminal Code of Ukraine in Ukrainian	A legal definition of hate speech and responsibility for its use introduced	Ministry of Justice, Ministry of Internal Affairs, Security	_____	Grants, international technical	

Ukrainian legislation	legislation, representatives of ethnic communities of Ukraine and international organizations (Council of Europe) have repeatedly stated that this rule is extremely general, as it does not distinguish between discrimination, hate speech and hate crimes. In addition, Ukrainian law does not provide for the distinction between types of legal liability for certain offenses that may relate to examples of hate speech, instead criminalizing any of its potential manifestations. Due to the lack of such a distinction, it is extremely difficult to estimate the number of officially registered cases of hate speech in Ukraine. At the same time, mentions of hate speech are contained in the Strategy for Promoting the Rights and Opportunities of Persons Belonging to the Roma National Minority and Ukrainian Society until 2030, approved by the order of the Cabinet of Ministers of Ukraine dated 28.07.2021 № 866-r 14. In this strategic document, hate speech is mentioned as 1) one of the problems that necessitate the approval of the Strategy; 2) a phenomenon to be prevented, monitored and counteracted		Service of Ukraine, Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ombudsman for Human Rights in Ukraine		assistance, state budget funds	

	by measures within the framework of Objective 2 of the Strategy. The strategy emphasizes the need to develop a methodology for monitoring and responding to hostilities in society. Therefore, the legal definition of hate speech should also involve the establishment of different types of responsibility for the conduct of acts					
Establishing of a system for monitoring the dissemination of hate speech in the Ukrainian information space	Due to the lack of a legal definition of hate speech in Ukrainian law, law enforcement agencies are also unable to adequately enforce the Additional Protocol to the Council of Europe Convention on Cybercrime, which criminalizes racist and xenophobic acts committed by computer systems ratified by Ukraine on 1 April 2007. The Law "On Basic Principles of Ensuring Cyber Security of Ukraine" does not include the authority of the Cyber Police Department of the National Police to investigate actions aimed at inciting hostility. In an interview with the Council of Europe, it was stated that the department does not investigate cybercrime related to incitement to hatred and does not have a working definition of hate speech.	A methodology and division of responsibilities for monitoring the use of hate speech in the Ukrainian information space has been created	Ministry of Justice, Ministry of Internal Affairs, Security Service of Ukraine, Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ombudsman for Human Rights in Ukraine, Prosecutor	UAH 1.04 million (0.034 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund Grants, international technical assistance, state budget funds	

	The lack of a legal definition of hate speech and appropriate monitoring does not allow tracking the real general trends of the spread of this phenomenon in Ukraine, which significantly makes it impossible to effectively prevent discrimination, hate crimes in Ukraine. It is expected that such monitoring should cover the dissemination of cases of hate speech in the Ukrainian online space, media, education, etc. At the same time, this issue of areas for monitoring remains debatable. It is also important to determine the responsibility of public authorities in collecting and compiling such information.		General's Office of Ukraine			
Introduction of elements of multicultural education in general secondary education institutions by making changes to curricula	Multicultural education is aimed at forming in children a sense and understanding of the principles of tolerance, willingness to cooperate, coexistence with social groups of different races, religions, ethnic groups. The introduction of elements of multicultural education in the general secondary education system is one of the most fundamental infrastructural solutions, which can strengthen the	Changes have been made to the curricula of general secondary education in a number of subjects Didactic materials reflecting changes in educational programs, principles of	Ministry of Education and Science, Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs	Additional funds are not provided, as it is expected that the creation of didactic teaching materials will take place as part	State budget funds, international technical assistance, grants	

	consensus within Ukrainian society in the long run, especially in matters of religion and interethnic relations. In formal education, the introduction of multicultural education is partly reflected in changes in curricula. Thus, the promotion of the study of the history, traditions, language and culture of minorities within the territory of the state is one of the requirements of the UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (Article 4). Article 12 of the Framework Convention for the Protection of National Minorities requires States to "foster knowledge of the culture, history, language and religion of their national minorities and of the majority". According to paragraph 34 of the CSCE/OSCE Copenhagen Document, in school curricula states "must also take into account the history and culture of national minorities." The content of educational programs is also updated by the OSCE Hague Recommendations on the Rights of National Minorities to Education. In the context of Ukraine it is proposed:	multicultural education are created	and Freedom of Conscience	of the planned update of textbooks and manuals for general secondary education.		

	1) creation of working groups at the Ministry of Education and Science of Ukraine with the involvement of DESS and representatives of ethnic communities of Ukraine to analyze current curricula and prepare the necessary changes; 2) making changes to the curriculum in a number of subjects (previously proposed "History of Ukraine"; "Geography", "Ukrainian Literature", "Music", "Art", "Law", "I and Ukraine", "Ukraine and the World" , "History of the Native Land"); 3) preparation of relevant didactic materials (textbooks, manuals, multimedia materials for use in lessons)					
Creating the Register of Religious Organizations of Ukraine (RROU)	Today in Ukraine it is impossible to conduct adequate, full-fledged monitoring and analysis on the basis of data in state registers on the state of networks of religious organizations (it is not even possible to obtain accurate information on the number of legal entities within a particular religious association). This, in turn, complicates the solution to the problem of transparency in the functioning of religious organizations,	Register of Religious Organizations of Ukraine (RROU) has been created	Ministry of Digital Transformation, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 5 million (EUR 0.163 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, grants	

	organizations founded by them and other related organizations, which in particular weakens the ability to counter security challenges for Ukraine. The presence of RROU would significantly increase monitoring capabilities as a state of the network of religious organizations, as well as promote regional unification and transparency of state policy in the field of administrative services to religious organizations: the ability to apply through applicants' personal offices, increase transparency and efficiency of these procedures. Creation of the separate Register of Religious Organizations of Ukraine, the holder and administrator of which is State Service of Ukraine for Ethnic Affairs and Freedom of Conscience and part of the fields of which is related to the Unified State Register (USR) (requires funding to order IT specialists to create such a register) ● RROU should be created according to the technical task of State Service of Ukraine for Ethnic Affairs and Freedom of Conscience.					

	• The data available in the USR will be automatically updated in the RROU fields, ie only the State Service of Ukraine for Ethnic Affairs and Freedom of Conscience fields and not the USR fields can be adjusted within the RROU. • RROU should be available for use by specialists of Kyiv city and regional state administrations, which provide registration services and coordinate canonical activities. • The RROU will provide for the online offices of applicants for administrative services to religious organizations, where it is possible to quickly check the date of submission of documents for consideration, their content, deadlines and results of their processing. This system will ensure the transparency of the review of documents, which is especially important in the context of changes in church jurisdiction.					
Task 2. Unifying narratives and practices that promote the practical implementation of the principle of unity in diversity in the post-war conditions have been formed.						
Creation and technical support of	The need to create such an online platform is caused by the need to	An interactive online platform "Unity in	Ministry of Culture and	UAH 4.011 million	Recovery Fund	

the interactive online platform "Unity in Diversity"	concentrate available information on ethnic and religious diversity of Ukraine in one place, create a platform for ongoing discussion of topical issues of ethnic and religious communities of Ukraine, policies to protect national minorities and indigenous peoples, religion and interethnic relations. The online platform is expected to be available in Ukrainian and English. It is expected that the platform will act as the information hub on the ethnic and religious diversity of Ukraine, in particular, will include a forum, a map of the settlement of ethnic communities of Ukraine, objects of their cultural heritage and tourist routes, information about public associations of ethnic communities of Ukraine (activities, location of local centers, proposals), artists, information on the history of ethnic and religious Ukraine, online archive of their intangible cultural heritage, etc.	Diversity" has been created	Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	(EUR 0.13 million according to the official NBU exchange rate as of June 23, 2022)	State budget funds, grants, international technical assistance	
Conducting the annual event-discussion (offline) of topical issues of ethnic affairs in Ukraine with the	Such an event aims to become a platform for regular broad and meaningful discussion on intermediate achievements and current issues in the field of ethnic affairs of Ukraine. At the same time, the format of the event	3 meetings were held in the format of a broad discussion of current achievements and current issues in the	Ministry of Culture and Information Policy, State Service of Ukraine for	UAH 2.7 million (EUR 0.088 million according to the official	Recovery Fund State budget funds, international	

participation of representatives of public authorities, public associations of ethnic communities of Ukraine, international organizations (possibly embassies), the expert community	serves as an additional public channel, which aims to reach as many stakeholders and beneficiaries in the field of ethnic affairs (including public, international, expert community and government).	field of ethnic affairs of Ukraine	Ethnic Affairs and Freedom of Conscience	NBU exchange rate as of June 23, 2022)	technical assistance, grants	
Conducting the annual Forum of Religious Communities of Ukraine	Such an event aims to become a platform for regular broad and meaningful discussion on topical issues in the field of religion. It should help outline a range of issues of concern to religious communities and discuss ways to address them with the participation of government officials and experts.	3 meetings were held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 2.7 million (0.088 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund State budget funds, international technical assistance, grants	
Support of public initiatives in the field of introduction of multicultural education through	Along with the introduction of multicultural education in the curricula of general secondary education institutions, it is extremely important to support such educational programs in the field of non-formal education, in	3 public initiatives in the field of multicultural education through non-formal education tools were supported	Ministry of Culture and Information Policy, State Service of Ukraine for	UAH 1.01 million (EUR 0.033 million according to the offici	Recovery Fund State budget funds, international	

tools of non-formal education	particular the formats of thematic children's camps, trainings, competitions, etc. It is proposed to provide administrative and financial support to public projects on multicultural education in the field of non-formal education.	Number of people covered by these initiatives	Ethnic Affairs and Freedom of Conscience		technical assistance, grants	
Building interfaith and interreligious dialogue for the sake of understanding and interaction	Interfaith and interreligious harmony creates a model of harmonious interaction in society, which Ukraine especially needs in times of war. Conflicts on religious grounds are a dangerous factor in destabilizing society. This can be countered by organizing a wide space for interfaith and interreligious dialogue. It is important for the state to become the initiator and moderator of such a dialogue, because this is what will be able to involve the parties in the dialogue who avoid it. The Center for Interfaith Dialogue and Cooperation should become a neutral space for multi-format meetings of representatives of different denominations and religions in order to build dialogue, understanding and harmony.	The Center for Interfaith Dialogue and Cooperation has been established 60 dialogue meetings of clergy of different denominations and religions were held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 3.98 million (EUR 0.129 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, grants, international technical assistance	

Development of the project New Library of Sophia (Wisdom)	The new Library of Sophia (Wisdom) is a joint project of the State Service for Ethnic Affairs and Freedom of Conscience, the Open Orthodox University of St. Sophia the Wisdom and the Sophia of Kyiv National Reserve. The project was launched as an inclusive interactive platform designed to unite the efforts of religious and ethnic communities, social scientists, art critics, historians, librarians and all concerned. Combined with the leitmotif of wisdom, the project aims to promote mutual recognition of the dignity of each. The new library of Sophia (Wisdom) is designed to unite the efforts of all churches and religious organizations in a common educational work together with scholars and experts in the preservation and promotion of Ukrainian spiritual culture and historical monuments. The project provides for the creation of an electronic collection of quotations and texts, thoughts of the present and the past, which help to reveal various aspects of wisdom that are important to everyone, as well as a printed edition of	1800 publications, 60 materials translated from foreign languages, 36 seminars / webinars / conferences, 9 paper publications that require translation from foreign languages, 18 publications that do not require translation. Number of presentations - according to the number of publications	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 7.7 million (EUR 0.25 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, international technical assistance, grants	

	individual books of the Library and accompanying promotional materials.					
Support for filming, screenings of films on ethnic diversity, the impact of the Russian-Ukrainian war on the situation of ethnic communities in Ukraine	Given the potentially devastating impact of the Russian-Ukrainian war on the preservation of certain ethnic cultures of Ukraine, filming and public screenings of films on Ukraine's ethnic diversity is one of the most important tools of cultural diplomacy to debunk established misconceptions attention to the situation of ethnic communities in Ukraine and abroad. It is envisaged to provide adequate financial support to public initiatives in this area, as well as to the Coordination Center for Broadcasting of National Minorities of the Public Broadcaster, which have experience in producing such audiovisual products (film "Invisible Truth", TV series "Shades of Ukraine", etc.)	Number of films on the topic of ethnic diversity of Ukraine, the impact of the Russian-Ukrainian war on the situation of ethnic communities in Ukraine Number of screenings of films on the topic of ethnic diversity of Ukraine, the impact of the Russian-Ukrainian war on the situation of ethnic communities in Ukraine	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 15.037 million (EUR 0.49 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, grants, donor support	
Conducting the annual All-Ukrainian festival of ethnic communities of Ukraine "Unity in Diversity"	The festival is designed to become a national platform for the expression of cultures and demonstration of ethnic diversity in Ukraine. It is proposed to hold an annual festival in different parts of Ukraine, with an emphasis on regional ethnic cultures.	3 festivals were held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of	UAH 7.52 million (EUR 0.245 million according to the official NBU exchange	Recovery Fund State budget funds, grants, international technical assistance	

			Conscience, regional and Kyiv city state administrations	rate as of June 23, 2022)		
Project "Religion & Culture / New format of religious holidays" (creation of a new format for celebrating religious holidays, which in Ukraine are state, with the involvement of modern forms of culture and education)	Ukraine has a number of religious holidays that are celebrated at the state level. Implementation of the Decree of the President of Ukraine №303 / 2020 should further expand their list. The search for new formats for celebrating religious holidays will facilitate the transmission to society of important ideas and narratives based on ancient traditions, but have not lost relevance for modern man, which in turn will contribute to the recovery and consolidation of social relations. Creation of new formats of celebration of religious holidays, which in Ukraine are state, with the involvement of modern forms of culture and education. Disclosure and actualization of the meanings of religious holidays for the religious and non-religious part of Ukrainian society. Introduction of the meanings of religious holidays in the modern context.	The celebration was held in an updated format - Christmas 07.01 - Epiphany 19.01 (ecological dimension) - Holy Week and Easter - Trinity / Green Sunday (environmental dimension) - Day of the Baptism of Kyivan Rus' 28.07 (Pochayna River) - Sophia of Kyiv Day, September 21 (Feast of Wisdom) - Intercession of the Theotokos on October 14 - St. Nicholas Day, December 19 (assistants of St. Nicholas) - Open Christmas 25.12	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 4.51 million (0.147 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund State budget funds, patronage, grants	

	Religious holidays have aspects that are important to a non-religious person. Thus, some holidays have a distinct ecological dimension (Epiphany, Trinity), others - associated with active charity (St. Nicholas Day, Christmas) or encourage better acquaintance with key events in national history (Day of the Baptism of Kyivan Rus'). The essence of the project is to show that the celebration of religious holidays is not limited to events inside religious buildings. They can be celebrated in such a way as to fill the public space with meanings that can change the public consciousness for the better and positively influence public relations.					
Ethno-art hub "Alem"	It is planned to create a space for the promotion of ethnic cultures of Ukraine (with an emphasis on the Crimean Tatar ethnic culture) and an original place with ethnic design and meaningful technical and cultural content. It is expected that such a space will be multifunctional, in particular, it can be used for cultural and artistic events of ethnic communities of Ukraine, events with the participation of foreign diplomatic missions etc.. In general,	Ethno-art hub "Alem" created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 35 million (EUR 1.138 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund Grants, state budget funds, charitable assistance	Adoption of the draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Regarding the Implementation of the Provisions of the Convention for

	this room will be a space to promote and support the viability of ethnic cultures of Ukraine. It is preliminarily expected that the size of the room will be approximately 800 sq.m.					the Safeguarding of the Intangible Cultural Heritage" of 17.01.2020 № 2771
Task 3. Conducting research to assess the state of interethnic relations						
Assessment of the state of interethnic relations in the regions of compact residence of ethnic communities of Ukraine	Conducting public opinion polls in regions with a compact population of Ukrainian ethnic communities is extremely important for identifying conflict potential and actual issues in the field of protection of the rights of national minorities and indigenous peoples, interethnic relations.	16 focus groups, 4 surveys were conducted	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, regional state administrations	UAH 1.95 million (EUR 0.063 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund Grants, state budget funds	
Modernization stage (strategic) - "Structural modernization and full integration into the EU" Expected planning terms: (2026 - 2032 *) The planning dates of the stage will be adjusted based on the results of 2022-2023.						
Goal. Ethnic and religious communities integrated into Ukrainian society preserve and develop their cultural identity						
Task 1. Access of ethnic communities of Ukraine to the mechanisms of state support and awareness of ethnic communities of Ukraine regarding their existence are provided						

Conducting trainings for public associations of ethnic communities of Ukraine in the field of cultural management and writing project applications	There is an uneven level of skills and abilities of representatives of national minorities and indigenous peoples, necessary for submitting quality project applications and project implementation, in particular in the areas of project management, budgeting, communication strategy development, fundraising, etc. As a result, during 2020, the Ukrainian Cultural Foundation submitted only 16 applications for cultural and artistic projects dedicated to the theme of ethnic communities and only 8 of them were supported. It is planned to hold trainings in Kyiv, as a place where a significant number of NGOs of Ukrainian ethnic communities are concentrated, and in the regions, especially in places of compact residence of certain ethnic communities.	Conducted 6 trainings for public associations of ethnic communities of Ukraine in the field of cultural management and writing project applications	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, Ukrainian Cultural Foundation	UAH 0.7 million (0.023 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund State budget funds, grants, international technical assistance	
Goal. Citizens of Ukraine, regardless of religious or ethnic identity, are recognized and felt an integral part of Ukrainian society						
Task 1. Effective functioning of the institutional ecosystem aimed at supporting the sustainable consolidation of Ukrainian society, unity in diversity is ensured						
Raising awareness of the peculiarities	Caused by difficulties in identifying cases and methods of struggle,	number of trainings on hate speech	Ministry of Internal Affairs,	UAH 1 million	Recovery Fund	

of detection, methods of combating and preventing hate speech among government officials	prevention of hate speech among government officials, including law enforcement agencies (have an additional need to understand the specifics of qualifications and pre-trial investigation of such cases). Adequate understanding and the ability to distinguish between cases of hate speech and discrimination, hate crimes are extremely important to ensure the effectiveness of policies to combat the dissemination of hate speech in Ukraine.	the number of public officials who took part in the trainings the number of law enforcement officers who took part in the trainings availability of didactic materials for higher education institutions in the law enforcement system	Security Service of Ukraine, Prosecutor General's Office of Ukraine, Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, regional state administrations	(0.033 million euros according to the official exchange rate of the NBU as of June 23, 2022)	International technical assistance, grants, state budget funds	
Ensuring the high performance of regional offices of State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	The sphere of ethnic affairs and religion are two key themes in Russian narratives aimed at justifying aggression and imperial ambitions. Accordingly, the centralized implementation of policy in this area, a stable and strong presence of the central government in the regions is critical. Taking into account regional peculiarities is an important element of effective state policy, however, it is in this area that decentralization is equivalent to creating risks to national security.	In each region there are offices of State Service of Ukraine for Ethnic Affairs and Religion, which are part of a single national legal entity, performing monitoring, educational and mediation functions, providing administrative services to religious organizations.	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 350 million (EUR 11.381 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds	

Introduction of elements of multicultural education in general secondary education institutions by making changes to curricula	Multicultural education is aimed at forming in children a sense and understanding of the principles of tolerance, willingness to cooperate, coexistence with social groups of different races, religions, ethnic groups. The introduction of elements of multicultural education in the general secondary education system is one of the most fundamental infrastructural solutions, which can strengthen the consensus within the Ukrainian society in the long run, especially in matters of religion and interethnic relations. In formal education, the introduction of multicultural education is partly reflected in changes in curricula. Thus, the promotion of the study of the history, traditions, language and culture of minorities within the territory of the state is one of the requirements of the UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (Article 4). Article 12 of the Framework Convention for the Protection of National Minorities requires States to "foster knowledge of the culture, history, language and religion of their national minorities and	Didactic materials reflecting changes in educational programs, principles of multicultural education are created	Ministry of Education and Science, Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	Additional funds are not provided, as it is expected that the creation of didactic teaching materials will take place as part of the planned update of textbooks and manuals for general secondary education.	State budget funds, international technical assistance, grants	

	of the majority". According to paragraph 34 of the CSCE/OSCE Copenhagen Document, in school curricula states "must also take into account the history and culture of national minorities." The content of educational programs is also updated by the OSCE Hague Recommendations on the Rights of National Minorities to Education. In the context of Ukraine it is proposed: 1) creation of working groups at the Ministry of Education and Science of Ukraine with the involvement of DESS and representatives of ethnic communities of Ukraine to analyze current curricula and prepare the necessary changes; 2) making changes to the curriculum in a number of subjects (previously proposed "History of Ukraine"; "Geography", "Ukrainian Literature", "Music", "Art", "Law", "I and Ukraine", "Ukraine and the World" , "History of the Native Land"); 3) preparation of relevant didactic materials (textbooks, manuals, multimedia materials for use in lessons)					
Task 2. Measures to back the sustainable consolidation of Ukrainian society, unity in diversity are supported						

Conducting extensive information campaigns on the topic of combating hate speech, unity in diversity	Extensive information campaigns are designed to raise awareness of Ukrainian society about the recognition of manifestations of hatred, to form in it a culture of unity and rejection of the use of insults, manifestations of violence against others on the grounds of identity. It is expected that the dissemination of relevant values will be a long-term guarantee of integration and unity of Ukrainian society.	5 information campaigns were conducted Audience coverage rate	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 15 million (EUR 0.488 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund Grants, international technical assistance, state budget funds	
Support of public initiatives in the field of introduction of multicultural education through tools of non-formal education	Along with the introduction of multicultural education in the curricula of general secondary education institutions, it is extremely important to support such educational programs in the field of non-formal education, in particular the formats of thematic children's camps, trainings, competitions, etc. It is proposed to provide administrative and financial support to public projects on multicultural education in the field of non-formal education.	7 public initiatives in the field of multicultural education through non-formal education tools were supported Number of people covered by these initiatives	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 2.1 million (EUR 0.068 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, international technical assistance, grants	
Conducting the annual event-discussion (offline) of topical issues of	Such an event aims to become a platform for regular broad and meaningful discussion on intermediate achievements and current issues in the	7 meetings were held in the format of a broad discussion of current achievements and	Ministry of Culture and Information Policy, State	UAH 6.3 million (EUR 0.205 million	Recovery Fund State budget funds,	

ethnic affairs in Ukraine with the participation of representatives of public authorities, public associations of ethnic communities of Ukraine, international organizations (possibly embassies), the expert community	field of ethnic affairs of Ukraine. At the same time, the format of the event serves as an additional public channel, which aims to reach as many stakeholders and beneficiaries in the field of ethnic affairs (including public, international, expert community and government).	current issues in the field of ethnic affairs of Ukraine	Service of Ukraine for Ethnic Affairs and Freedom of Conscience	according to the official NBU exchange rate as of June 23, 2022)	international technical assistance, grants	
Conducting the annual Forum of Religious Communities of Ukraine	Such an event aims to become a platform for regular broad and meaningful discussion on topical issues in the field of religion. It should help outline a range of issues of concern to religious communities and discuss ways to address them with the participation of government officials and experts.	3 meetings were held	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 2.7 million (0.088 million euros according to the official exchange rate of the NBU as of June 23, 2022)	Recovery Fund Recovery Fund State budget funds, international technical assistance, grants	
Development of the project New Library of Sophia (Wisdom)	The new Library of Sophia (Wisdom) is a joint project of the State Service for ethnic affairs and Freedom of Conscience, the Open Orthodox	3600 publications, 120 materials translated from foreign languages, 72 seminars / webinars	Ministry of Culture and Information Policy, State	UAH 15.4 million (EUR 0.5 million	Recovery Fund State budget funds,	

	University of St. Sophia the Wisdom and the Sophia of Kyiv National Reserve. The project was launched as an inclusive interactive platform designed to unite the efforts of religious and ethnic communities, social scientists, art critics, historians, librarians and all concerned. Combined with the leitmotif of wisdom, the project aims to promote mutual recognition of the dignity of each. The new library of Sophia (Wisdom) is designed to unite the efforts of all churches and religious organizations in a common educational work together with scholars and experts in the preservation and promotion of Ukrainian spiritual culture and historical monuments. The project provides for the creation of an electronic collection of quotations and texts, thoughts of the present and the past, which help to reveal various aspects of wisdom that are important to everyone, as well as a printed edition of individual books of the Library and accompanying promotional materials.	/ conferences, 18 paper publications that require translation from foreign languages, 36 publications that do not require translation. Number of presentations - according to the number of publications	Service of Ukraine for Ethnic Affairs and Freedom of Conscience	according to the official NBU exchange rate as of June 23, 2022)	international technical assistance, grants	
Conducting the annual All-	The festival is designed to become a national platform for the expression of	7 festivals were held	Ministry of Culture and	UAH 17.55 million	Recovery Fund	

Ukrainian festival of ethnic communities of Ukraine "Unity in Diversity"	cultures and demonstration of ethnic diversity in Ukraine. It is proposed to hold an annual festival in different parts of Ukraine, with an emphasis on regional ethnic cultures.		Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience, regional and Kyiv city state administrations	(EUR 0.57 million according to the official NBU exchange rate as of June 23, 2022)	State budget funds, grants	
Technical support and filling the interactive online platform "Unity in Diversity" with content	It is expected that the platform will act as the information hub on the ethnic and religious diversity of Ukraine, in particular, will include a forum, a map of the settlement of ethnic communities in Ukraine, their cultural heritage sites and tourist routes, information on public associations of ethnic communities of Ukraine (activities, location of local centers, proposals in the context of public policy), artists, information regarding the history of ethnic and religious communities of Ukraine, online archives of their intangible cultural heritage, etc.	100 information materials on ethnic and religious communities of Ukraine were created	Ministry of Culture and Information Policy, State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	UAH 6.01 million (EUR 0.195 million according to the official NBU exchange rate as of June 23, 2022)	Recovery Fund State budget funds, international technical assistance, grants	
Conducting a sociological survey to identify the attitude of Ukrainian society	Conducting such a survey is designed to identify ethnic, linguistic and religious identities of citizens of Ukraine, the peculiarities of their attitude to representatives of other ethnic and	The survey was conducted	Ministry of Culture and Information Policy, State Service of	UAH 5.9 million (EUR 0.192 million according to	Recovery Fund Grants, state budget funds	

to the ethnic and religious identities of Ukrainian citizens	religious identities. In addition, conducting such a survey requires the need to provide empirical data to conduct a comprehensive assessment of the success of public policy in the field of religion, interethnic affairs and protection of the rights of national minorities.		Ukraine for Ethnic Affairs and Freedom of Conscience	the official NBU exchange rate as of June 23, 2022)		

3. Required regulatory framework

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Regulations on the Procedure for Issuing a Mandate for the Right to Conduct Military Chaplaincy"	According to paragraph 9 of the first part of Article 1 of the Law of Ukraine "On Military Chaplaincy Service" mandate for the right to conduct military chaplaincy - a state document prepared by the central executive body implementing state policy in the field of interethnic relations, religion and protection of national minorities in Ukraine, and gives the clergy the right to carry out military chaplaincy in the Armed Forces of Ukraine, the National Guard of Ukraine, other military formations formed in accordance with the laws of Ukraine and the State Border Guard Service of Ukraine. Part six of Article 9 of the same Law stipulates that the provisions on the procedure for issuing a mandate for the right to conduct military chaplaincy shall be approved by the Cabinet of Ministers of Ukraine.	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	II quarter of 2022 (Draft Resolution developed is, interdepartmental coordination continues)	December 2022

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		The draft resolution of the Cabinet of Ministers of Ukraine "On Approval of the Regulations on the Procedure for Issuing a Mandate for the Right to Conduct Military Chaplaincy" was developed to determine the procedure for issuing a mandate for the right to conduct military chaplaincy, as well as the procedure for terminating the right to conduct military chaplaincy.			
2.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Consolidating the Legal Status of the Representative Body of the Indigenous People of Ukraine"	Pursuant to part one of Article 8 of the Law of Ukraine “On Indigenous Peoples of Ukraine”, representative bodies acquire and lose the rights and obligations provided by this and other laws of Ukraine after the Cabinet of Ministers of Ukraine decides to consolidate or deprive them of their legal status. The draft of such a decision shall be submitted to the Cabinet of Ministers of Ukraine for consideration by the central executive body that ensures the formation and implementation of state policy in the field of interethnic relations, religion and protection of the rights of national minorities of Ukraine. The draft act is developed in order to determine the order of consolidation of such legal status, in particular the list of documents submitted for	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	II quarter of 2022 (Draft Resolution is developed, interdepartmental coordination continues)	December 2022

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		consolidation of legal status, terms of their consideration, etc.			
3.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Consultations of Executive Bodies with Representative Bodies of Indigenous Peoples of Ukraine"	According to the second part of Article 8 of the Law of Ukraine "On Indigenous Peoples of Ukraine" acts and decisions of executive bodies on the development of languages, culture, ensuring the rights of indigenous peoples of Ukraine to education in indigenous languages, media in indigenous languages of Ukraine, integration of indigenous peoples of Ukraine are adopted after consultations with representative bodies. The procedure for consultations of executive bodies with representative bodies shall be determined by the Cabinet of Ministers of Ukraine. The draft act is developed in order to determine the basic requirements for the organization and consultation of executive authorities with representative bodies of indigenous peoples of Ukraine.	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	II quarter of 2022 (Draft Resolution is developed, interdepartmental coordination continues)	December 2022
4.	Draft Order of the Cabinet of Ministers of Ukraine "On Approval of the Action Plan Until 2023 to Implement the Strategy to Promote the Rights and	The draft act is designed to implement the second paragraph of paragraph 2 of the order of the Cabinet of Ministers of Ukraine from 28.07.2021 № 866-r "On Approval of the Action Plan Until 2023 to Implement the Strategy to Promote the Rights and Opportunities of Persons Belonging to the Roma	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	The action plan has been developed, but its approval is impossible in the conditions of	

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	Opportunities of Persons Belonging to the Roma National Minority in Ukrainian Society Until 2030"	National Minority in Ukrainian Society Until 2030", which provides for the adoption of a number of measures in various areas of public administration, which need to be specified at the level of the action plan approved by the government. The draft act is designed to ensure the implementation by central executive bodies of measures until 2023 to implement the Strategy to promote the rights and opportunities of persons belonging to the Roma national minority in Ukrainian society until 2030, approved by the Cabinet of Ministers of Ukraine from 28.07.2021 № 866-r. As this Strategy is a document not intended for implementation under martial law, the approval of the Action Plan is impossible in the context of the state budget's focus on military needs and overcoming the humanitarian catastrophe caused by the russian invasion.		reorientation of the state budget to military needs and overcoming the invasion caused by the russian federation.	
5.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Regulations on the State Service of Ukraine	The draft act is developed to improve the organizational and legal framework of the State Service of Ukraine for Ethnic Affairs and Freedom of Conscience. in particular to bring the Regulation on the Civil Service of Ukraine for Ethnic Affairs	Ministry of Culture and Information Policy	III quarter 2022	December 2022

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	for Ethnic Affairs and Freedom of Conscience"	and Freedom of Conscience, approved by the Cabinet of Ministers of Ukraine from 21.08.2019 № 812, in accordance with current legislation with regard to Ukrainian laws "On Amendments to Certain Laws of Ukraine Regarding the Reset of Power", "On Amendments to Certain Legislative Acts of Ukraine Regarding the Expansion of Possibilities of Self-Representation in Court of Public Authorities, Authorities of the Autonomous Republic of Crimea, Local Self-Government Bodies and Other Legal Entities", "On Indigenous Peoples of Ukraine", "On the Military Chaplaincy Service", Resolution of the Cabinet of Ministers of Ukraine of 03.03.2020 № 194 "Some Issues of Activity of Divisions on Digital Development, Digital Transformations and Digitalization of Central and Local Executive Bodies and Deputy Heads of Central Executive Bodies, Regional, Kyiv and Sevastopol City State Administrations on Digital Development, Digital Transformations and Digitization".	State Service of Ukraine for Ethnic Affairs and Freedom of Conscience		
6.	Draft Law of Ukraine "Some Issues of Implementation of the Law of Ukraine" On Indigenous Peoples of Ukraine "	The Law of Ukraine "On Indigenous Peoples of Ukraine" does not define the procedure for the formation of representative bodies of indigenous peoples of Ukraine, their organizational and legal form and other issues of legal significance. At the same time, a number of issues related to the establishment and functioning of representative	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	IV quarter 2022	December 2023

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		bodies should be addressed at the level of law, in particular: 1) the procedure for formation / formation (including requirements for the election process) and the organizational and legal form of the representative body as a legal entity; 2) general requirements to the structure and quantitative composition of the representative body; 3) restrictions on participation in the representative body of the indigenous people (or its governing bodies) for persons who have foreign citizenship, engage in business or other paid activities, are members of political parties, hold positions in the civil service or service in local governments; 4) the exclusive powers of the governing body of the representative body, the general requirements for the procedure for adoption and the form of decisions by the governing bodies of the representative body; 5) the subject of state registration of legal entities - representative bodies, the list of documents to be submitted for registration of a legal entity - representative body and the composition of information about the representative body to be contained in the Unified State Register of Legal Entities, Individual Entrepreneurs and Public Formations;			

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		6) general requirements for information and documents to be submitted by the representative body to consolidate its legal status; 7) the procedure for processing personal data of members of the representative body (in particular regarding the declaration of assets) and the composition of public information to be disclosed by the representative body. Also, taking into account that the Law provides for the financing of representative bodies at the expense of the State Budget of Ukraine, as well as the possibility of receiving revenues by representative bodies, the bill should provide for appropriate changes to budget and tax legislation.			
7.	Draft Law of Ukraine "On Ethnic Diversity and National Unity"	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. The draft law is aimed, on the one hand, at supporting the cultures of ethnic communities in Ukraine, and on the other - promoting the full integration of man into Ukrainian society. In particular, the draft law will contain provisions on the functioning of national minority languages, the	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	IV quarter 2022	December 2023

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		need for which arises in the context of the Law of Ukraine “On Ensuring the Functioning of the Ukrainian Language as the State Language”, which in turn contains references to a separate law regulating minority languages.			
8.	Draft Law of Ukraine "On Amendments to the Law of Ukraine" On Freedom of Conscience and Religious Organizations ""	The draft law is designed to bring the provisions of the Law of Ukraine "On Freedom of Conscience and Religious Organizations" in line with Ukraine's international obligations, as well as the requirements of current legislation of Ukraine, eliminate gaps in legal regulation of public relations in religion, legal certainty, conceptual improvement of legislative terminology.	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	IV quarter 2022	July 2023
9.	Draft Law of Ukraine "On Amendments to the Law of Ukraine" On the Military Chaplaincy Service "on Determining the Procedure and Grounds for Termination of the Right to Conduct Military Chaplaincy"	The Law of Ukraine "On the Military Chaplaincy Service" defines the legal and organizational principles for the implementation of the constitutional right to freedom of thought and religion by servicemen, employees of the Armed Forces of Ukraine, the National Guard of Ukraine, other military formations formed in accordance with the laws of Ukraine. Proper implementation of the Law requires determination of the procedure and grounds for termination of the right to conduct military chaplaincy. According to the requirements of the principle of legal certainty as a component of the constitutional	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	IV quarter 2022	July 2023

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		principle of the rule of law, the legal system must be organized in such a way as to ensure the stability of the legal status of the individual, which can be achieved only by legislating quality and clear rules. Therefore, the general requirements for the procedure and specific grounds for termination of the right to conduct military chaplaincy need to be enshrined in law.			
10.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Concept of the State National-Cultural Target Program" Unity in Diversity "	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. Ensuring an appropriate level of goal setting, a strategic approach to solving problems in the field of ethnic affairs and religion, a clear amount of material resources needed to address them, as well as ensuring coordination of efforts between public authorities and local governments at various levels, appropriate intersectoral and interregional relations. languages. Adoption of the Concept of this state target program is impossible in the conditions of orientation of the state budget on military needs and overcoming of	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	6 months after the restoration of peace	12 months after the restoration of peace

	Title of the regulatory act	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
		the humanitarian catastrophe caused by invasion of the russian federation.			
11.	Draft Resolution of the Cabinet of Ministers of Ukraine "On Approval of the State Target National-Cultural Target Program" Unity in Diversity ""	Component of the implementation of the recommendations of the European Commission to complete the reform of the legal framework for national minorities and to adopt mechanisms for its immediate and effective implementation. Ensuring an appropriate level of goal setting, a strategic approach to solving problems in the field of ethnic affairs and religion, a clear amount of material resources needed to address them, as well as ensuring coordination of efforts between public authorities and local governments at various levels, appropriate intersectoral and interregional relations. languages. Adoption of the Concept of this state target program is impossible in the conditions of orientation of the state budget on military needs and overcoming of the humanitarian catastrophe caused by invasion of the russian federation.	Ministry of Culture and Information Policy State Service of Ukraine for Ethnic Affairs and Freedom of Conscience	18 months after the restoration of peace	24 months after the restoration of peace

5. The Field of Information Policy and Security

1. The core problems that need to be resolved within the framework of the Recovery Plan in the field of "Media and Information Security"

The impact of war on a certain area of analysis:

Since 2014, Russia has deployed a massive propaganda machine to justify the occupation of the Autonomous Republic of Crimea and the city of Sevastopol, certain territories of Ukraine that are the part of Donetsk and Luhansk regions, and clean up Russia's act, which is turning more and more into a fascist state day by day. Before the invasion, Russian propaganda television resources had presented Ukraine as a territory formed by Russian entities, effectively declaring the aggressor's intentions to destroy Ukrainian statehood. After the attack, Russian propagandists do not hesitate to deny such terrible tragedies as killing civilians in Bucha, and tell that so-called "journalists" shoot staged videos, including those with hostages. The situation is similar in publishing. In recent years, Russia has released a lot of anti-Ukrainian publications, including publications with scenarios for the destruction of Ukraine. Russia has shown not only a complete disregard for basic human rights, such as the right to freedom of speech or the right to freedom of assembly, effectively banning them on its territory, but also has used liberal norms of European law to promote propaganda and interfere in internal affairs, especially during election periods, which posed a threat to European security.

Ideologically, the Russian Federation imitates the fascist and Nazi regimes of Hitler, Mussolini, and others. Moreover, in terms of cruelty and the degree of destruction of civilian infrastructure, the Rashists surpassed their spiritual ideologists. Therefore, the fact of state terrorism on the Russian Federation's side, and the neo-Nazi nature of its political, totalitarian regime, are obvious to the whole world. This conclusion is confirmed by the UN General Assembly resolution "Aggression against Ukraine," adopted on March 2, 2022, and by the calls of many governments of almost all countries worldwide.

Russian disinformation is aimed at justifying military aggression against Ukraine, concealing the real scale of hostilities, Russia's crimes against humanity, war crimes, and crimes of aggression. Moreover, in the occupied territories, one of the first steps for Russians is the seizure of the information space, information isolation, spreading their propaganda, and redirecting Internet traffic through the servers of the Russian Federation. At the same time, the aggressor has attacked the information and telecommunication infrastructure: a large amount of technical equipment providing broadcasting on the territory of Ukraine was destroyed by the aggressor. We are talking about TV towers, telecommunication equipment, and the equipment of media outlets, including the National Public Broadcasting Company of Ukraine.

The main problems of the information space of Ukraine have remained the outdated legislative framework and low culture of information consumption. Thus, despite a decades-long attempt to develop and adopt legislation to improve the regulation of audiovisual media, including on the Internet, and strengthen the role of the regulator, the media legislation of Ukraine needs to be significantly updated, taking into account both international obligations and challenges of the war.

The last decade has been marked by the rapid growth of internet audiences in Ukraine, and the convergence of content delivery, where viewing linear speech on a smartphone is as mundane as watching on a regular TV. At the same time, the development of social networks and hybrid applications, along with undoubted advantages, brought the phenomenon of anonymous channels and dubious sources. Against the background of low media literacy (media culture), such resources affect the uninformed consumer through emotions and mixing truth with outright lies. This, in turn, helps bad players spread conspiracy theories and manipulate public opinion, especially in situations of election periods or phenomena such as pandemics. High-quality regulation and active education of the population from 1 to 100 years is one of the most important tasks. Uncritical perception of information poses threats to the political and economic stability of democratic states.

During the martial law, the information infrastructure has been assessed, and other problematic issues have been sorted out in order to provide citizens with socially necessary information by restoring national television, radio broadcasting, local media, and access to the Internet and telecommunications.

1) Key challenges (summarized for a specific area)	1) information and telecommunication infrastructure, damaged or destroyed as a result of Russia's military aggression against Ukraine; 2) inability for many media to carry out professional activities; 3) low level of media literacy of the population of Ukraine; 4) coordinated dissemination of false information, destructive propaganda, other information operations by Russian propagandists and Russian special services
2) Key opportunities (summarized for a specific area)	1) expansion of Ukraine's presence on the global media market; 2) development of the system of strategic communications and improving the quality of communications of state bodies and local self-government bodies with the society; 3) strengthening the information security of the state; 4) strengthening the protection of professional activities of journalists, including during the martial law
3) Key restrictions (summarized for a specific area)	1) the information and telecommunication infrastructure of Ukraine destroyed by the Russian Federation; 2) the ongoing large-scale military aggression of the Russian Federation against Ukraine makes it impossible to return local media to the temporarily occupied territory of Ukraine and to the zone of active hostilities, the full implementation of their activities on these territories; 3) funding gap to ensure the functioning of the media (loss of sources of funding: payment for advertising, subscription, etc.); 4) low culture of information consumption by the population of Ukraine; 5) the outdated national legislation and the need to adapt it to the EU legislation

2. Goals, tasks and stages of the Recovery Plan in the field of "Media and Information Security"

Strategic goal: Every Ukrainian has an opportunity to freely practice freedom of speech, has access to information, and masters critical thinking skills. Ukrainian society is resistant to external and internal information threats.

Strategic goal description: To provide Ukrainians with an opportunity to freely practice freedom of speech and access to information through the restoration and development of an open, free, diverse media market and information security, increasing society's resilience to external and internal information threats, including through increasing the level of critical thinking of the population.

Operational goals:

1. Preserving and ensuring the development of the media market, expanding Ukraine's presence on the global media market
2. Ensuring freedom of speech and access to information
3. Ensuring information security

2.1. The goals aimed at solving the certain problem:

<table>
<tr><th></th><th>Stage 1: June 2022 – end of 2022</th><th>Stage 2: January 2023 – December 2025</th><th>Stage 3: January 2026 – December 2032</th></tr>
<tr><td colspan="4">1. A certain problem that requires a solution in the specified field of analysis (description)
Due to the occupation and war, the media have lost sources of funding – advertising, subscription, and were forced to leave dangerous zones. Some of the editors ceased their activities.The state should develop mechanisms for compensation (and financial support for the period of the martial law and post-war economic recovery) to editorial offices whose main possessions had been destroyed and seized.</td></tr>
<tr><td rowspan="2">The goal that needs to be achieved to solve the problem at every stage</td><td colspan="3">Every Ukrainian has an opportunity to practice freedom of speech freely, has access to information, and masters critical thinking skills; Ukrainian society is resistant to external and internal information threats.</td></tr>
<tr><td>Providing the population with news, and other socially necessary information, raising awareness of the international community about events related to Russia's armed aggression and war crimes, as well as refuting Russian disinformation and building resilience in its spread</td><td>Pre-war indicators of the functioning of mass media</td><td>Ukraine is a new center/leader of the Eurasian media market.

The level of development of the media and advertising market ensures the possibility of the existence of a variety of sustainable independent media.</td></tr>
</table>

Deadline within the stage	end of 2022	2025	2032
Risks of achieving the goal	Continuation of hostilities on the territory of Ukraine, unstable and unfavorable economic situation	Lack of funding of relevant support programs, unstable and unfavorable economic situation	Unstable and unfavorable economic, tax policy, aggression by the Russian Federation
Measurable indicators to achieve the goal	1) at least 50% of the media in the domestic media market has been preserved; 2) 57% of people have a high and above-average media literacy according to estimates conducted by independent organizations; 3) the indicator of the level of freedom of speech according to the estimates of international organizations has not decreased compared to the indicator for 2021	1) 100% of the pre-war indicators of the functioning of the media have been achieved, including the number of jobs in the field of mass media and advertising, which as of December 31, 2025, is not less than this figure as of December 31, 2021; 2) the volume of the advertising and communication market of Ukraine as of December 31, 2025 is not less than this indicator as of December 31, 2021; 3) increased the number of people with high and above-average media literacy from 55% to 60%	1) following international and/or national media status indices, the Ukrainian media environment is assessed as viable and provides the necessary resources for the production of high-quality content and the existence of a variety of sustainable media companies; 2) the number of people with high and above-average media literacy is 65%
The total amount of need for financial resources to achieve the goal	UAH 1.73 billion	UAH 45.590 billion	UAH 44.17 billion
Linking a goal to other directions	Attracting National Information Security international assistance	Attracting National Information Security international assistance, international partnerships and cooperation	International partnerships and cooperation National Information Security

3. The current state of implementation of program documents in the selected field of analysis on a certain problem:

	Program Document Title	Current Status

	Information Security Strategy approved by the decision of the National Security and Defense Council of Ukraine as of October 15, 2021 "On the Information Security Strategy," put into effect by the Decree of the President of Ukraine as of December 28, 2021 No. 685/2021	The Information Security Strategy (hereinafter referred to as the Strategy) defines current challenges and threats to Ukraine's national security in the information sphere, strategic goals, and objectives aimed at countering such threats, as protecting the rights of individuals to information, and protecting personal data. The Strategy contains seven strategic goals, in order to achieve which the tasks have already been implemented during the legal regime of the martial law, namely: 1) an analysis of the information campaign conducted by the Russian Federation for the purpose of disinformation to promote the achievement of the armed aggression goals; 2) preparation and dissemination of information materials on: - fixation of crimes against cultural heritage committed by the Russian Federation on the territory of Ukraine; - expansion of sanctions by foreign states, foreign cultural institutions against the Russian Federation in the cultural and information spheres; - support by the governments of foreign states for the preservation, reconstruction of monuments of architecture and cultural institutions destroyed and damaged as a result of Russian aggression; - holding domestic and foreign institutions and cultural figures of artistic and informational actions in support of Ukraine; - counteraction to information and cultural aggression and expansion by the Russian Federation; - financial and economic support for the development of the sphere of culture and creative industries; - appeal of churches and religious organizations of Ukraine to the world leaders to stop the aggression by the Russian Federation; condemnation by international organizations in the field of culture of armed aggression; - application of sanctions to organizations, mass media, cultural figures and the information sphere of the Russian Federation; - debunking the narratives and myths created by Russian propaganda; 3) the round-the-clock telethon "#UAразом" is continuing broadcasting on the leading television channels of Ukraine. A technical opportunity has been created to access the broadcast of the telethon via open satellite to the viewers of European countries; 4) since 08.04.2022, the project "Historical Resistance" airs three times a week. Every Monday, Wednesday, and Friday, Ukrainian professional historians, political scientists, and philosophers debunk Russian historical fakes on the air of the telethon and introduce viewers and listeners the pages of our heroic past; 5) the TV project of foreign broadcasting "FREEDOM" is being implemented in Russian language;

		6) Ukrainian journalists, directors, and PR specialists who create video content of different formats and various topics in cooperation with the Ministry of Culture and Information Policy have created an information regiment ₩AW: War Against War. The purpose of the platform is to strengthen opposition to Russian propaganda; 7) MCIP and the Association for Innovative and Digital Education “Totonis” have launched an international platform #MyWar (www.mywar.in.ua), through which each Ukrainian, as a war witness of the Russian Federation against Ukraine, can describe their history, present facts, and personal experiences. Citizens of all countries of the world can see and read these facts in their native languages and express their support for Ukraine through real actions; 8) the National Media Literacy Project "Filter" is being implemented; 9) On April 30, 2022, a hub for journalists, "Media Center Ukraine - Ukrinform," was created, which performs the following essential functions: holding public and non-public events for media workers; assisting foreign media in covering the war; assisting Ukraine in shaping a winning information policy; 10) measures are being taken to support information and psychological operations by public authorities in the security and defense sector, as well as the Center for Countering Disinformation at the NSDC of Ukraine and the Center for Strategic Communications and Information Security.

4. Defining tasks for achieving goals from subparagraph 2.1 (to each specified purpose)

	Description of the Task on Achieving the Goal	**Task Deadline**	**Dependence of the Task on Tasks of Other Directions, Areas, Problems**
Goal: every Ukrainian has the opportunity to practice freedom of speech freely, has access to information, and masters critical thinking skills. Ukrainian society is resistant to external and internal information threats			
Purpose: To provide the population with news, and other socially necessary information, raising awareness of the international community about events related to Russia's armed aggression and war crimes, as well as refuting Russian disinformation and building resilience in its spread			
Stage 1: June 2022 – end of 2022			

	Task 1 To provide the population with news, other socially necessary information, to raise awareness of the international community about events related to Russia's armed aggression and war crimes, as well as refute Russian disinformation and build resilience regarding its spread	December 2022	issues of financing the information sphere (Ministry of Finance), mobilization of media representatives
	Task 2 Ensure the implementation of the National Media Literacy Project "Filter"	December 2022	Educational Policy (MES)
Goal: Pre-war indicators of the functioning of mass media			
Stage 2: January 2023 – December 2025			
	Task 1 To provide the population with news, other socially necessary information, to raise awareness of the international community about events related to Russia's armed aggression and war crimes, as well as refute Russian disinformation and build resilience regarding its spread	December 2025	issues of information sphere financing (Ministry of Finance), National Council of Television and Radio Broadcasting of Ukraine
	Task 2 Ensure the implementation of the National Media Literacy Project "Filter"	December 2025	Educational Policy (MES)
	Task 3 Reach the pre-war indicators of the functioning of the mass media	December 2025	issues of financing information sector (Ministry of Finance), international partnerships (MFA)
	Task 4 Ensure the implementation of the Information Security Strategy	December 2025	
Goal: Ukraine is a new center/leader of the Eurasian media market. The level of development of the media and advertising market ensures the possibility of the existence of a variety of sustainable independent media.			

Stage 3: January 2026 – December 2032			
	Task 1 Create conditions for the development of the media and advertising market, ensuring the possibility of the existence of a variety of sustainable independent media.	December 2032	information sector financing (Ministry of Finance), international partnerships (MFA)
	Task 2 Ensure the implementation of the National Media Literacy Project "Filter"	December 2032	Educational Policy (MES)

5. National projects for the implementation of the task from subparagraph 4 (to the corresponding task)

Project Description **Опис проекту**	**Substantion** **Обґрунтування**	**Criteria/ Indicators of the Proposal Implementation (quantitative or qualitative)**	**Main Responsible Body of the State Authority**	**Estimated Need for Funding (million UAH)**	**Proposed Sources of Funding**	**Regulatory Support**
The Economics and Wartime Institutions Stage is "Everything for the victory!" 2022						
Project "Strong media and protection against disinformation" includes the following events: 1) assistance in providing the population with news and other socially necessary information,	Ukrainian media play an essential role in national resistance. They provide Ukrainians with operational information from the front, are an important component of the alert, and allow the authorities to communicate effectively with the society. As a result of more than 100 days of the war, the media have lost the vast majority of sources of income and the part of equipment, completely destroyed advertising market; journalists	1. Until the end of active hostilities, the production and distribution of all available types of communication channels of the Information Marathon "Unified News #UAразом" is ensured; 2. Programs of the tv foreign broadcasting project "FREEDOM" have at least 5 million unique viewers on	MCIP	300,0	Recovery Foundation funds State budget (3801020) Charitable contributions	We need to amend the resolutions of the Cabinet of Ministers of Ukraine as of December 28, 2000, No. 1921, and March 3, 2022, No. 194 in the part regarding the reservation of military-bound employees of the

including through the support of national, regional, and local media; 2) implementation by the Center for Strategic Communications and Information Security of the Spravdi project aimed at countering disinformation campaigns and destructive propaganda; 3) implementation of the National Media Literacy Project "Filter"; 4) ensuring the work of the media hub "Media Center Ukraine - Ukrinform" and creating favorable conditions for the activities of media representatives; 5) formation and support of a positive image of Ukraine in the world by promptly,	and other workers mobilized to protect the country. Maintaining the ability of the media to inform Ukrainians is critical to victory. At the same time, in parallel with direct military aggression against the Ukrainian people, Russia is waging an information war both on the territory of Ukraine and around the world. Disinformation spread through Russian propaganda media, influencers recruited by public figures of other states is aimed at leveling the horrors of the war, harming international support for Ukrainian resistance, and legitimizing Russian propaganda narratives about Ukraine. Countering such subversive information activities is an important area of protection for Ukraine.	YouTube every month and are available to satellite broadcasting users in the western part of the Russian Federation, Europe, and Ukraine; 3. The number of people with high and above-average media literacy, according to estimates conducted by independent organizations, is 55%; 4. The number of foreign journalists working in Ukraine to cover the armed aggression of the Russian Federation as of December 31, 2022 is 8,000 people; 5. As of December 31, 2022, at least ten information campaigns in support of Ukraine's military and humanitarian goals during the war have been conducted; 6. The number of media outlets that received assistance to continue their activities, including grants for the production of content, equipment, discounts on the services of state-owned companies, etc., as of		100,0 10,0 500,0 20,0		TRC under the legal regime of the martial law, as well as the possibility of exemption from the transfer of vehicles and equipment to military formations during mobilization.

objectively informing about Ukrainian events, including ensuring the awareness of the international community about events related to Russia's armed aggression and war crimes, as well as countering Russian disinformation and building mechanisms for its dissemination; 6) ensuring an adequate level of funding for JSC “NPTRCU” necessary for the development of socially necessary content; 7) institutional grants for media and journalists to preserve jobs and maintain the viability of the information sphere.		December 31, 2022, is at least 50 (in case of funds allocation).		300,0		

The Recovery Stage is "Restoration, restart of the economy and institutions" 2023-2025.						
Project "Strong media and disinformation protection," which includes the following events: 1) conducting a national assessment of the state of the media market and changes in the consumption of media products caused by the war; 2) compensatory support for national, regional, and local media, online and central media, institutional grants for media and journalists to preserve jobs and maintain the viability of the information sphere, and provide independent producers with grants for the creation of audiovisual and audio works that contribute to the restoration of Ukraine	The media need support, since a lot of newsrooms have ceased their work; due to suffering losses a large number of media outlets are in danger of suspending their activities. The resumption of advertising and media sponsorship revenues is possible only after business activity and mass consumption resumption. Therefore, at the initial post-war stage state assistance will be required. The project will include: • an assessment of the state of media and advertising markets, as well as changes in media consumption caused by the war; • introduction of preferential lending for institutional support of media and advertising; • introduction of state support for the creation of audiovisual and audio products, primarily children's, educational, scientific, and educational television programs (including historical topics); • strengthening state support in the field of cinematography, especially state support for the creation of	1. The TV foreign broadcasting project "FREEDOM" has been implemented. 2. Implementation of the National Media Literacy Project "Filter" has been continued. 3. The number of domestic media corresponds to the media landscape as of 24.02.2022. 4. The number of implemented information campaigns during the year. 5. The number of media outlets that have received state support. 6. The state provides full funding to the “NPTRCU” under the guarantees of the law. Under these conditions, the “NPTRCU” allocates 25% of the budget to order content from independent production companies.	MCIP State Committee for Television and Radio Broadcasting State Agency of Ukraine for Cinema Ukrainian Cultural Fund Ministry of Finance National Council of Television and Radio Broadcasting of Ukraine	UAH 45.29 billion, including: $20 billion in 2023 $10 billion in 2024 $5 billion in 2025 UAH 300 million UAH 30 million UAH 1,560 million UAH 900 million UAH 1,500 million	Recovery Foundation funds State budget funds (new budget program) Local budgets funds; “United24” Foundation funds charitable contributions; funds raised from other sources not prohibited	Harmonization of national legislation with the Audiovisual Media Services Directive (EU) 2018/1808. Overcoming the influence of private interests by adopting a law that aligns Ukrainian legislation with the EU Audiovisual Media Services Directive and provides the independent media regulator with appropriate authority in order, inter alia, to overcome the influence of private interests on the mass media.

from the consequences of war, strengthen mutual understanding in society, support the implementation of key reforms and initiatives of the state, as well as facilitate the provision of the population with news and other socially necessary information, including through state support for national, regional and local media through the order of content; 3) implementation of the project to counter disinformation campaigns and destructive propaganda of "Spravdi"; 4) implementation of the National Media Literacy Project "Filter"; 5) ensuring the work of the media hub "Media Center Ukraine -	children's films (including animated films), documentaries, and movies of the historical genre; • introduction of the procedure for restoring TRC licenses, which forced to abandon them due to the occupation; • promotion of domestic TV channels abroad; • creation of conditions for the movement of regional offices of global international companies in the field of the Internet and media from the Russian Federation to Ukraine (as full-fledged Eastern European decision-making centers).			UAH 6.3 billion	by the law (development partners)	

Ukrinform" for journalists; 6) Creation and dissemination of positive narratives and information campaigns abroad that will contribute to increasing the level of recognition and a better understanding of Ukraine among foreign audiences, as well as strengthening the image of Ukraine as a democratic European state that is moving towards full membership in the EU and NATO; 7) Formation and support of a positive image of Ukraine in the world through prompt, objective information about Ukrainian events, including through the implementation of the television foreign broadcasting project "FREEDOM";						

8) support for the functioning and proper development of JSC "NSTU"; 9) support for the restoration of audience measurement systems that are used at the national level to determine editorial policy and plan advertising manifestations; 10) restoration of equipment (transmitting, telecommunication, studio etc.) essential for the functioning of critical information infrastructure in working condition; 11) elimination of monopoly in the market of services for maintenance and operation of multichannel digital networks of terrestrial television and radio broadcasting,						

increasing transparency of ownership structure and suppliers of such services, and introduction of effective mechanisms for state control of their activities.						
The Modernization Stage is "Structural modernization and full integration into the EU" 2026-2032						
Project "Strong media and protection against disinformation" which includes the following events: 1) providing the population with news and other socially necessary information; 2) implementation of the National Media Literacy Project "Filter" Spravdi project aimed at countering disinformation campaigns and	The project will include: • the introduction of state support for the creation of competitive, innovative, creative national entertainment content - both television programs and films (including television series), to popularize the national identity and cultural values of the Ukrainian people and promote Ukrainian television projects in the global television market; • state support for creating three or four regional media hubs (a single physical space for organizing cooperation between media, publishing, and cinematographic markets); • intensive state support for creating animation studios and developing animation production;	1. The TV foreign broadcasting project "FREEDOM" has been implemented. 2. The National Media Literacy Project "Filter" and the Spravdi project have been implemented. 3. The number of implemented information campaigns during the year. 4. The number of media outlets that have received state support. 5. The state provides full funding to the "NPTRCU" under the guarantees of the law. Under these conditions, the "NPTRCU" allocates 25% of the budget to order	MCIP State Committee for Television and Radio Broadcasting State Agency of Ukraine for Cinema Ukrainian Cultural Fund Ministry of Finance	UAH 70 million UAH 700 million UAH 17.5 billion UAH 2.1 billion UAH 19.6 billion UAH 4.2 billion	Recovery Foundation funds State budget funds (new budget program) Local budgets funds; "United24" Foundation funds	

destructive propaganda; 3) formation and support of a positive image of Ukraine in the world through prompt, objective information about Ukrainian events, including through the implementation of the television foreign broadcasting project "FREEDOM"; 4) creating conditions for expanding international cooperation in the field of television and radio broadcasting to attract foreign investments in Ukraine, including support for the joint production of broadcasting content, as well as to establish the image of Ukraine as a democratic European state moving towards full membership in the EU and NATO;	• adoption of legislative and bylaws on the adequate protection of intellectual property rights, in particular on the Internet; introduction of the same approach to domestic and foreign media when regulating the principles; • creation of conditions for concluding direct and long-term contracts of Ukrainian media with foreign rights holders (*without the mediation of foreign companies*).	content from independent production companies.	National Council of Television and Radio Broadcasting of Ukraine		charitable contributions; Funds raised from other sources not prohibited by the law (development partners)	

5) support for the functioning and development of JSC “NPTRCU”; 6) ensuring the work of the media hub "Media Center Ukraine - Ukrinform" for journalists.						

Necessary Regulatory Support

	Normative Legal Act Title to the Task No.3 from the Subparagraph 2.3	**The Content of NLA Development/ Changes**	**Public Authority Responsible for NLA Development/ Changes**	**Term of Development**	**Effective Date**
1	Draft Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Resolutions of the Cabinet of Ministers of Ukraine as of December 28, 2000 No. 1921 and March 3, 2022 No. 194". The adoption of the project will contribute to the implementation of the task 1 of the first stage provided in the subparagraph 2.3.	Reserving of military-bound employees of the TRC under the legal regime of the martial law, as well as the possibility of exemption from the transfer of vehicles and equipment to military formations during mobilization.	Ministry of Economy with the involvement of MCIP and Ministry of Defense of Ukraine	already drafted	2022
2	Draft Law of Ukraine "On Media".	Harmonization of national legislation with the Audiovisual Media Services Directive (EU) 2018/1808, in order to	Verkhovna Rada of Ukraine registered the draft Law "On Media" (No. 2693-d as of	2022	2023

	The adoption of the draft law will contribute to the implementation of all tasks provided in the subparagraph 2.3	overcome the influence of private interests on the mass media.	02.07.2020), which was drafted in pursuance of Ukraine's obligations under the Article 397 of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand.		
3	Draft Law of Ukraine "On effective protection of intellectual property rights, particularly on the Internet." Adopting the draft law will contribute to the implementation of the task 3 of the second stage and task 1 of the third stage from the subparagraph 2.3.	Creation of mechanism for restricting access to illegal Internet resources and strengthening the protection of intellectual property rights by simplifying procedures for bringing violators to criminal liability.	Verkhovna Rada of Ukraine	2022	2023
4	Draft Law of Ukraine "On the restriction of access to media services and programs on video-sharing platforms that threaten the information security of Ukraine." Adopting the draft law will contribute to the implementation of the task 1 of	Creation of mechanism for restricting access to audiovisual media and OTT platforms of the aggressor state.	Verkhovna Rada of Ukraine	2022 year	2022 year

	the first stage and task 4 of the second stage from the subparagraph 2.3.				
5	The new version of the Law of Ukraine "On Cinematography". Adopting the draft law will contribute to the implementation of the task 3 of the first stage and task 1 of the third stage from the subparagraph 2.3.	Modernization and liberalization of legislation on cinematography, in particular in terms of regulation of the processes of joint production of the cinematographic product.	Verkhovna Rada of Ukraine	2023	2024
6	Amendments to the Law of Ukraine "On Advertising". Adopting the draft law will contribute to the implementation of the task 3 of the second stage and task 1 of the third stage from the subparagraph 2.3.	Liberalization of advertising legislation to the level of European standards, introduction of the principle of equal conditions for regulating advertising activities for mass media and Internet resources.	Verkhovna Rada of Ukraine	2022	2023

Proposals not included in the national project

Project Description	Substantion	Criteria/ Indicators of the Proposal Implementation (quantitative or qualitative)	Main Responsible Body of the State Authority	Estimated Need for Funding (million UAH)	Proposed Sources of Funding	Regulatory Support

The Economics and Wartime Institutions Stage is "Everything for the victory!" 2022						
Application of sanctions: • personal special economic and other restrictive measures (sanctions) to individuals and legal entities, including legal entities - owners of Russian TV and Radio channels and platforms, to individuals - the ultimate beneficial owners of Russian TV and Radio channels and platforms, Russian journalists-propagandists; • sectoral sanctions against Russian satellite TV and Radio channels; • sanctions against Russian Internet giants (Yandex, Mail.ru Group, etc.) Exclusion/suspension of Russia's membership from multilateral treaties of the Council of Europe and other international organizations in the field of culture, which are open for signature by any state and provide for certain preferences for the parties to the treaty. Continued pressure on international	Preparation and submission in accordance with the established procedure of proposals for the application of sanctions. Improving the effectiveness of sanctions already applied reduces Russia's ability to carry out propaganda on the world stage. Today, there is no mechanism for terminating the state's participation in a multilateral treaty open for signing at the initiative of other parties to this treaty. At the same time, it is possible to apply the provisions of the Vienna Convention on the Law of International Treaties (Article 54), according to which the norm on the suspension of the participation of such a		MCIP National Council of Television and Radio Broadcasting of Ukraine		-	Law of Ukraine "On Sanctions"

organizations, professional associations, and organizations abroad in order to exclude Russia and its representatives from their unions. Appeal to EU commissioners, representatives of governments of other countries, owners of satellites, and providers of software services to commit actions aimed at applying in other countries "mirror restrictive measures (sanctions)" to individuals and legal entities that supported Russia's armed aggression against Ukraine and spread disinformation about the war. Appeal to the owners of companies in other countries to refuse any cooperation with organizations representing the Russia, in particular, the termination of the presence of Russian directors and distributors.	country automatically enters into force if the UN recognizes it as an aggressor state.					

Establishment of restrictions on import and distribution of publishing products, publishing products originating in or manufactured and/or released into the world and/or imported from the territory of the aggressor state, the Republic of Belarus, the temporarily occupied territory of Ukraine, except for the distribution of publishing products originating or manufactured and released into the world in the temporarily occupied territory of Ukraine before its temporary occupation.			MCIP State Committee for Television and Radio Broadcasting Ukrainian Book Institute	-	-	Requires preparing of the laws of Ukraine "On publishing", "On the List of permit documents in the economic sector"
Organization and holding the Eurovision Song Contest in Ukraine in 2023			MCIP State Committee for Television and Radio Broadcasting Ministry of Foreign Affairs Ministry of Internal Affairs "NSTU" (by agreement)		Recovery Foundation funds	

Creation of a system of government strategic communications in Ukraine through the implementation of measures aimed at implementing the policy of "one voice" in the information space, improving the quality of communication between the state bodies and society.	Government strategic communications should promote state priorities, organize informing the process of post-war restoration of Ukraine, implement reforms of the Cabinet of Ministers of Ukraine, involve the public in dialogue (interaction), etc. In order to implement the "one voice" policy in the information space and improve the quality of communication between the state bodies and society, it is essential to develop a concept for the functioning of the Government's strategic communications system. Based on this strategic document, create a communication office UA Starcom with the appropriate legal status, authority, and functionality to perform		MCIP SCMU other central executive bodies		Recovery Foundation funds State budget funds; funds raised from other sources not prohibited by the law (development partners)	

	tasks in the field of strategic communications.					
All EC. Cross-cutting project	Support the creation and development of vocational education institutions (including secondary education) for the field of cinematography, television, and radio broadcasting. Introduction of grant support for educational projects in professional media education.					

6. Cultural heritage

1. Key pressing issues to be solved under the Recovery Plan within the direction "Preservation of cultural heritage"

The war influence on the defined analysis area:	
1) Key challenges (summarized for the defined area)	1. Gross violation by the enemy of the basic principles and generally accepted norms of international law. 2. Conscious destruction of the international legal order and a real threat to international peace and security.

	3. The real threat to the preservation of the national cultural heritage of Ukraine and its cultural values 4. Loss of cultural values and cultural heritage of Ukraine and threat to the viability of elements of intangible cultural heritage. 5. Illegal, violent and unjust actions of the Russian occupiers in relation to the cultural heritage of Ukraine and its cultural values. 6. The vast majority of cultural heritage sites need restoration. 7. Suspension of budget funding for restoration and restoration of monuments. 8. Determination of losses of the movable heritage of Ukraine. 9. Protection and preservation of employees (physical protection, financial material support). 10. Protection of movable heritage during martial law (in the war zone, in the occupied territories, in the deoccupied territories). 11. Creation of algorithms/instructions for the protection of movable heritage during hostilities. Developed logistics for each individual museum (preparation (materials), packaging, evacuation/ transportation, evacuation routes, temporary storage of relocated collections, legal support, physical support and security, interaction with local authorities). 12. Creation of new repositories in museums, as well as reserve for relocated collections of movable heritage. 13. Lack of arrangements with partner institutions for temporary evacuation abroad and legal framework developed for this purpose. 14. Lack of self-regulation in the field of archaeological heritage research as a guarantee of development of quality of works. 15. Non-transparent method of issuing a qualification document (open letter) for research. 16. Procrastination of the procedure for starting work on the study of archaeological heritage (the need to obtain an open letter for research separately for each object of archaeological heritage instead of confirming the qualification of the contractor with the appropriate professional certificate for certain categories of objects). 17. Reduced competition among executors of works on research of archaeological heritage.

2) Key possibilities (summarized for the defined area)	1. Preservation of Ukrainian culture through the restoration of cultural heritage monuments. 2. Development of scientific and technical potential of Ukrainian specialists in the field of cultural heritage preservation. 3. Development of new restoration technologies on a domestic basis. 4. Creation of a single digital register of movable heritage. 5. Creation of programs for the protection of movable heritage. 6. Upgrading the material and technical base of museums (preserving institutions) to ensure the preservation of movable heritage (during hostilities, relocation of collections, and preservation of relocated collections). 7. Renovation of old storages and creation of new ones. 8. Establishment of a partnership network with international partners for a joint network of places for temporary evacuation of collections. 9. Introduction of self-regulation in the field of archaeological heritage research. 10. Development of scientific and technical potential of Ukrainian specialists in the field of archaeological heritage research. 11. Reduction of administrative burden on the contractor. Obtaining a certificate of responsible contractor for certain categories of objects will allow you to start work on the basis of confirmation of the profession by a certificate, rather than an open letter for each individual object. 12. Reduction of corruption risks when issuing a qualification document.
3) Key constraints (summarized for the defined area)	1. Lack of a single central executive body (CEB) responsible for the process and outcome of cultural heritage conservation. The field of restoration of cultural heritage sites and preservation of cultural heritage is regulated by various CEBs (Ministry of communities and territories development of Ukraine, Ministry of Culture and Information Policy of Ukraine). This leads to inconsistencies in decisions and the long period of adoption of the normative legal acts. 2. Lack of a separate speciality "architect-restorer" (excluded by the Resolution of the Cabinet of Ministers of Ukraine in 2015).

	3. Lack of separate certification of the responsible contractor of certain types of works (services) related to the creation of architectural objects leads to non-professional work on the restoration of cultural heritage sites. 4. The lack of self-regulatory organizations of specialists in the restoration of cultural heritage sites leads to a decrease in professional growth. 5. Absence or imperfection of basic normative legal acts in the field of restoration (Procedure for development of scientific and project documentation on restoration, basic industrial building standards, etc.). 6. Lack of clearly defined administrative procedures for the restoration of cultural heritage sites (double permits, etc.) 7. The sphere is not decentralized. Small powers of local governments. 8. Imperfect system of ordering research and design documentation through an open bidding procedure, which does not take into account the professional level of the developer. 9. A small number of specialists, restorers-builders and restorers of works of art. 10. Limited financial resources for the restoration of cultural heritage sites. 11. Lack of developed evacuation algorithms and facilities. 12. Insufficient number of trained specialists for actions in extreme situations, small museums teams, mostly with female staff. 13. In general, there is a lack of specialists for the management and protection of movable heritage, including those with international experience. 14. Poor network professional interaction of Ukrainian institutions (preservation of movable heritage) both at the national level and at the international level. 15. Lack of additional technical facilities for permanent storage "near you": materials to protect the building where there are collections, packaging and transport packaging, lack of many own transport / arrangements with local authorities to provide such transport. 16. Lack of restitution policy and normative legal acts developed for this purpose. 17. Lack of certification of the responsible contractor of works on research of archaeological heritage in the legislation and at the level of by-laws. 18. Limited number of specialists in the search and return of cultural values.

	19. Fragmentary nature of consideration of cases concerning search and return of cultural values. 20. Lack of systematic scientific and legal support of the processes of search and return of cultural values (lost because of hostilities, illegally exported because of hostilities). 21. Absence in the State budget of Ukraine on the general fund of the budget of the program "Measures on search and return of cultural values of Ukraine".

2. Goals, tasks, and stages of the Recovery Plan within the direction "Preservation of cultural heritage" of the defined area:

2.1. Goals aimed at solving a defined pressing issue

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1) Defined pressing issue to be solved under the defined analysis area *(description)* **Recording of damage and loss of cultural heritage, restoration, return of movable heritage objects (description)**			
Goal to be achieved to solve the issue at each stage	Recording, determination of losses and estimated cost of works on restoration of movable/immovable/ intangible cultural heritage	Restoration of cultural heritage. Development of algorithms for the return of stolen/ exported movable heritage	Return of stolen works, compensation for lost works
Timeframe under the stage	December 2022	December 2022	December 2022
Risks related to the goal achievement	Continuation of hostilities. Access to collections.	Continuation of hostilities. Lack of specialists.	Complicated legal procedure, unwillingness of the aggressor country to reimburse/compensate for losses, lack of documented losses due to lack of uniform registers. Lack of developed restitution policy
Goal Achievement indicator	Creation of registers of missing, stolen, damaged cultural heritage sites	Damaged movable/ immovable cultural heritage sites have been restored. An evacuation	Return of works, payment of compensations. Compensational restitution

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		algorithm has been developed for each museum individually.	
General need of funds for the goal achievement	1000	10000	5000
Goal connections with other areas/directions	Attracting international assistance	Attracting international assistance, international partnerships and cooperation	International partnerships and cooperation
2) Preservation of movable heritage during hostilities (description)			
Goal to be achieved to solve the issue at each stage	Update and create new instructions for the preservation and evacuation of movable heritage. Providing materials for storage, evacuation to safe places of collections. Determining the priority of evacuation of works. Examination of the state of preservation of movable cultural heritage with subsequent restoration.	Creating an "bug-out bag" for each institution that deals with the preservation of movable heritage (protective materials for buildings, collections, transport containers, technical support for actions in case of power outage, etc., own transport or understanding who provides it, team training and availability (or attachment to teams) in "critical response teams")	Creation of new museum depositories in Ukraine, international network of museum depositories for temporary evacuation of collections (for countries at risk). Development of normative legal acts of international cooperation and evacuation
Risks related to the goal achievement	Lack of relevant specialists locally, hostilities	Lack of relevant specialists and resources	Lack of relevant specialists, financial support, political situation in the world, normative legal acts vary from country to country
Goal Achievement indicator	Creation of instructions/ algorithms of preservation and evacuation for each institution in cooperation with	Creating an "bug-out bag" program for institutions and providing international	Updated and new museum depositories in Ukraine, created a network and algorithm for

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	the Ministry of Culture and local governments. Evacuation/ensuring the preservation of the most valuable items in the collections from areas of hostilities and potential threats.	technical assistance for the program.	interaction with international museum depositories. Developed normative legal acts.
General need of funds for the goal achievement	1000	4000	5000
Goal connections with other areas/directions	Attracting international assistance	Attracting international assistance, international partnerships and cooperation	International partnerships and cooperation
3) Creation a system of management and preservation of cultural heritage (description)			
Goal to be achieved to solve the issue at each stage	Introduction of an electronic system of accounting for movable/immovable/ intangible cultural heritage. Update of legislative acts on registration of movable/ immovable/intangible cultural heritage in electronic form	Reforming the system of protection and preservation of movable /immovable/intangible cultural heritage. Development and implementation of restitution policy	Creation of a decentralized system of cultural heritage protection bodies. Creation a system of research and scientific designing-manufacturing profile institutions in the field of protection and preservation of movable / immovable / intangible cultural heritage
Risks related to the goal achievement	Lack of resources	Lack of relevant specialists and resources	
Goal Achievement indicator	Number of digitized cultural heritage sites	Updated legislation in the field of protection and preservation of movable / immovable / intangible cultural heritage	Number of movable / immovable / intangible cultural heritage sites in satisfactory condition

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
General need of funds for the goal achievement	The total amount of funds within the direction of digital projects	100000	49000
Goal connections with other areas/directions	Attracting international assistance	Attracting international assistance, international partnerships and cooperation	International partnerships and cooperation

2.2. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

No	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, pressing issues
Goal 1. **Restoration of movable / immovable / intangible cultural heritage**			
Stage 1: June 2022 – end of 2022			
1.	Task 1. Recording, determination of losses and estimated cost of works on restoration of movable / immovable/intangible cultural heritage	December 2022	Attracting international assistance
Stage 2: January 2023 – December 2025			
2.	Task 1. Restoration of cultural heritage	December 2025	Task 2 of the Goal 2
3.	Task 2. Development of algorithms for the return of stolen/exported movable property	December 2023	International partnerships and cooperation
Stage 3: January 2026 – December 2032			
4.	Task 1. Return of stolen works, compensation for lost works	December 2032	International partnerships and cooperation

Goal 2. **Preservation of movable cultural heritage during hostilities**			
Stage 1: June 2022 – end of 2022			
1.	Task 1. Recording, determination of losses and estimated cost of works on restoration of movable / immovable/intangible cultural heritage	December 2022	International partnerships and cooperation
2.	Task 2. Examination of the state of preservation of movable cultural heritage	December 2022	Task 1 of the Goal 1
3.	Task 3. Providing materials for the preservation of collections and their evacuation to safe places	December 2022	International partnerships and cooperation
Stage 2: January 2023 – December 2025			
4.	Task 1. Creating an "bug-out bag" for each institution that deals with the preservation of movable heritage	December 2023	International partnerships and cooperation
5.	Task 2. Critical Response Team Training	December 2025	International partnerships and cooperation
Stage 3: January 2026 – December 2032			
6.	Task 1. Creation of new depositories in Ukraine, international network of depositories for temporary evacuation of collections (for countries at risk).	December 2026	International partnerships and cooperation
7.	Task 2. Development of normative legal acts of international cooperation and evacuation and implementation of a separate budget program "Measures to find and return cultural values of Ukraine".	January 2026	International partnerships and cooperation

Goal 3. **Creation a system of management and preservation of cultural heritage**			
Stage 1: June 2022 – end of 2022			
1.	Task 1. Introduction of an electronic system of accounting for movable/immovable/intangible cultural heritage	December 2022	Attracting international assistance

Goal 3. **Creation a system of management and preservation of cultural heritage**			
Stage 1: June 2022 – end of 2022			
2.	Task 2. Update of legislative acts on registration of movable/immovable/intangible cultural heritage in electronic form	December 2022	International partnerships and cooperation
Stage 2: January 2023 – December 2025			
3.	Task 1. Reforming the system of protection and preservation of movable/immovable/intangible cultural heritage	December 2025	International partnerships and cooperation
4.	Task 2. Development and implementation of restitution policy	December 2025	Task 3 of the Goal 1
Stage 3: January 2026 – December 2032			
5.	Task 1. Creation of a decentralized system of cultural heritage protection bodies	January 2026	International partnerships and cooperation
6.	Task 2. Creation a system of research and scientific designing-manufacturing profile institutions in the field of protection and preservation of movable/immovable /intangible cultural heritage	December 2032	International partnerships and cooperation

List of national projects on the fulfilment of the task stated in Subsection 2.3 (for the corresponding task)

Description of the project to the task N from the Subsec. 2.3	**Project justification**	**Qualitative indicators of the project implementation**	**Economic effect (Influence on GDP, budget, employment, etc.)**	**Responsible public authority**	**Approximate need of funds (million, UAH)**	**Suggested funding sources**	**Required regulatory framework**	**Related areas of the EU legislation (general comment)**
Comprehensive program for the	Implementation of the Comprehensive Program will	Number of restored cultural heritage sites		Ministry of Culture and Information	10000	Funds of the recovery fund, charitable assistance,	Resolution of the Cabinet of Ministers of Ukraine "On	

Description of the project to the task N from the Subsec. 2.3	Project justification	Qualitative indicators of the project implementation	Economic effect (Influence on GDP, budget, employment, etc.)	Responsible public authority	Approximate need of funds (million, UAH)	Suggested funding sources	Required regulatory framework	Related areas of the EU legislation (general comment)
restoration of cultural heritage	allow to systematize data on damaged objects and provide a targeted policy for their restoration and restoration	(restoration, conservation, reproduction)		Policy of Ukraine (MCIP)		international technical assistance funds, state and local budgets	approval of the Procedure for determining the damage and losses caused to Ukraine as a result of the armed aggression of the Russian Federation”	
Establishment of the International Fund for Cultural Heritage Restoration	Ensuring the preservation of cultural heritage	Number of cultural heritage sites		MCIP	175000	Funds of the recovery fund, charitable assistance, international technical assistance funds, state and local budgets	Amendments to Laws and bylaws	

Description of the project to the task N from the Subsec. 2.3	Project justification	Qualitative indicators of the project implementation	Economic effect (Influence on GDP, budget, employment, etc.)	Responsible public authority	Approximate need of funds (million, UAH)	Suggested funding sources	Required regulatory framework	Related areas of the EU legislation (general comment)
Comprehensive inspection of the state of preservation of museum objects of the Museum Fund of Ukraine, determination of the degree of damage and further restoration	Preservation of cultural values	The ratio of the number of restored cultural values to those damaged by hostilities or preservation conditions due to evacuation		MCIP	5000	Funds of the recovery fund, charitable assistance, international technical assistance funds, state and local budgets		
Return of stolen or lost as a result of wars	According to Article 4 of the Law of Ukraine "On Export, Import and Return	The number of returned cultural values that were stolen		MCIP, Minister of Justice of Ukraine	the budget needs to be clarified	Funds of the recovery fund, charitable assistance,	Amendments to the Law of Ukraine "On Export, Import and Return of	

Description of the project to the task N from the Subsec. 2.3	Project justification	Qualitative indicators of the project implementation	Economic effect (Influence on GDP, budget, employment, etc.)	Responsible public authority	Approximate need of funds (million, UAH)	Suggested funding sources	Required regulatory framework	Related areas of the EU legislation (general comment)
cultural values of the people of Ukraine	of Cultural Values" the following are subject to return to Ukraine: cultural values illegally exported from the territory of Ukraine; cultural values evacuated from the territory of Ukraine during wars and armed conflicts and not returned; cultural values temporarily removed from the territory of Ukraine and not returned to Ukraine.	or lost as a result of the war				international technical assistance funds, state and local budgets	Cultural Property" in terms of restitution policy	

3. Required regulatory framework

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Code of Cultural Heritage of Ukraine to the Task 3 of the Goal 3	Codification of legislation on protection and preservation, management of immovable/ movable/intangible cultural heritage	Ministry of Culture and Information Policy of Ukraine (MCIP)	December 2025	December 2026
2.	Law of Ukraine on amendments to certain legislative acts of Ukraine concerning the preservation of the traditional character of the environment and counteraction to chaotic urban development to the Task 2 of the Goal 3	Protection against destruction of cultural heritage sites, protection of territories protected in accordance with the law from chaotic construction	MCIP	December 2022	December 2023
3.	Law of Ukraine on improving mechanisms for regulating the transfer of cultural values to the Task 3 of the Goal 1	Algorithm for returning stolen / exported movable heritage	MCIP	December 2023	December 2024
4.	Law of Ukraine on Amendments to the Law of Ukraine "On Museums and Museum Affairs" to the Task 2 of the Goal 3	Improving the basic principles of management and preservation of movable cultural heritage	MCIP	December 2023	December 2024

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
5.	Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Regulations on the Museum Fund of Ukraine" to the Task 1 of the Goal 2 and the Task 2 of the Goal 3	Improving the accounting and preservation processes of the Museum Fund of Ukraine	MCIP	January 2022	November 2022
6.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for determining the boundaries and modes of use of historical areas of settlements, restrictions on economic activity in the historical areas of settlements" to the Task 2 of the Goal 3	Safeguarding of territories protected by law from chaotic development	MCIP	January 2022	November 2022
7.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for archaeological research"	Protection of archeological heritage sites	MCIP	May 2022	December 2022

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	to the Task 2 of the Goal 3				
8.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for determining the boundaries and modes of use of protected areas, approval of research and design documentation and amendments to it" to the Task 2 of the Goal 3	Safeguarding of territories protected by law from chaotic development	MCIP	September 2022	December 2022
9.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for development and approval of the plan of organization of the territory of the historical and cultural reserve, historical and cultural protected area" to the Task 2 of the Goal 3	Safeguarding of territories protected by law from chaotic development	MCIP	January 2023	December 2023
10.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the form	Safeguarding of territories protected by law from chaotic development	MCIP	September 2022	December 2022

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	of electronic document of scientific and project documentation in the field of cultural heritage protection" to the Task 2 of the Goal 3				
11.	Resolution of the Cabinet of Ministers of Ukraine "On approval of qualification requirements for the developer of research and project documentation in the field of cultural heritage protection" to the Task 2 of the Goal 3	Safeguarding of territories protected by law from chaotic development	MCIP	September 2022	December 2022
12.	Draft resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for determining the modes of use of monuments and approval of research and project (research) documentation"	Protection of archeological heritage sites	MCIP	January 2023	December 2023

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	to the Task 2 of the Goal 3				
13.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for determining the boundaries and modes of use of the monument and approval of scientific project documentation" to the Task 2 of the Goal 3	Protection of archeological heritage sites	MCIP	January 2023	December 2023
14.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for determining the boundaries and modes of use of the buffer zone and making changes to them" to the Task 2 of the Goal 3	Safeguarding of territories protected by law from chaotic development	MCIP	January 2023	December 2023
15.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for carrying out urgent work to eliminate	The procedure for recording damages, development and implementation of a comprehensive program for the restoration of cultural heritage sites affected by the armed aggression of the Russian Federation	MCIP	May 2022	August 2022

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	the consequences of armed aggression of the Russian Federation related to the damage of cultural heritage sites" to the Task 1 of the Goal 1				
16.	Order of the Ministry of Culture and Information Policy of Ukraine "On Amendments to the Procedure for Registration of Cultural Heritage Sites" to the Task 2 of the Goal 3	Improving the system of accounting for immovable cultural heritage and monitoring the state of preservation	MCIP	July 2022	December 2022
17.	Order of the Ministry of Culture and Information Policy of Ukraine "On Approval of the Procedure for Maintaining the National List of Elements of Intangible Cultural Heritage of Ukraine" to the Task 2 of the Goal 3	Improving the system of accounting for intangible cultural heritage and monitoring the state of preservation	MCIP	July 2022	December 2022
18.	Order of the Ministry of Culture and Information	Improving the system of accounting for movable cultural heritage	MCIP	May 2022	August 2022

п/п	Title of the regulatory act **to** the task N from the Subsec. 2.3 до	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
	Policy of Ukraine "On Approval of the Procedure for Accounting for Museum Objects in Electronic Form" to the Task 2 of the Goal 3				
19.	Order of the Ministry of Culture and Information Policy of Ukraine "On Approval of the Methodology for Evaluation the Determination of the Value of Moral Damage and Damage Caused to Cultural Heritage as a Result of the Armed Aggression of the Russian Federation" to the Task 1 of the Goal 1	Procedure for evaluation the determination of the value of moral damage and damage caused to cultural heritage as a result of armed aggression of the Russian Federation	MCIP	July 2022	September 2022

7. National Memory

1. **Key pressing issues to be solved under the Recovery Plan within the direction «National Memory»**

The war influence on the defined analysis area::

The 'denazification' of Ukraine, declared by the leader of the Russian neo-nazi regime, is, in fact, a declaration of genocide and the destruction of Ukrainians as an ethnic group. In addition to the openly aggressive intention to seize territories and valuable natural resources, this war is also a war for identity. Compared to our neighbors, the countries of Central and Eastern Europe, the issue of national memory for Ukraine goes beyond the analysis and condemnation of totalitarian Nazi and communist regimes. This poses new challenges and provides opportunities for improving public policy on the restoration and preservation of national memory.

Considering the background of ingrained Soviet stamps and lack of quality research, popularization of them through media and other informational channels, insufficient attention to issues of remembrance from the Ukrainian state in the first decades of independence, created a convenient field for manipulation and conflict over historical issues, especially during election campaigns or 'significant dates'. The Revolution of Dignity triggered the beginning of changes in this area, causing an active process of overcoming the totalitarian legacy ('decommunization') This process aims to encourage a rethinking of the recent past by opening archives of repressive agencies and stopping the glorification of pearsons in public space (toponymic names, monuments, etc.), who were responsible for hundreds and thousands of killings of innocent victims.

Since the reclamation of independence, the aggressor did not think that Ukraine should have an opportunity to learn the truth about the crimes of the past, deportations, extrajudicial executions, and deportation to concentration camps. Since 1994, the most extensive archives in Russia have been classified. Later, Russia opened (fabricated) criminal cases against researchers, such as Dmitriev, to prevent further disclosure. Russia has tried to implement a similar policy in Ukraine, starting with removing a significant number of archived criminal cases in the fall of 1991, and then closing access to archives through proxy politicians in 2010-2014. At the same time, Russia carried out informational and historical aggression in the Western arena, to provoke conflicts, spread historical fakes, and undermine the legitimacy of the Ukrainian state.

However, the influence of Russian propaganda on the historical field was largely offset since the beginning of a full-scale invasion. The processes of rethinking the past in Ukrainian society, which had previously been hampered by Russian propaganda and its agents in Ukraine, have accelerated significantly.

According to the sociological group 'Rating', the results of a nationwide poll conducted in late April 2022 showed a sharp change in Ukrainian society's views on any markers related to the aggressor's country, compared to the results of the end of February 2022. This change was caused by Russian aggression. 'Decommunization' and 'derussification' of public opinion happened. 'Soviet' is now mostly perceived as 'Russian,' and therefore hostile. The main reason for this is the active usage of soviet symbols and speculations on the 'common' historical past by Russian propaganda in the war against Ukraine.

As a result, Ukrainian national heroes and symbols began replacing on significant historical figures, imposed by Soviet propaganda.

Thus, as of the end of April 2022, Ukraine recorded the lowest level of nostalgia for the collapse of the USSR (11%) in the history of observation. The vast majority (87%) feel no regret about it.

One of the main changes in historical memory is the reassessment of the attitude toward May 9 as Victory Day. Up until 2022, the vast majority of the adult population (80%) perceived this day as having significant personal symbolism. In 2022, a large number of respondents described it as a relic of the past (36%) or a regular day (23%).

There was a significant increase in support for the recognition of the OUN and UIA as participants in the struggle for Ukrainian independence. 81% of people support it, and only 10% have something against it. The support rate has quadrupled since 2010 and doubled since 2015.

In recent years, there has been a positive dynamic in the attitude toward Ukrainian historical figures, known for causing a heated debate in society for decades. In particular, the positive view of Ivan Mazepa (44% in 2012, 76% in 2022), Symon Petliura (26% in 2012, 49% in 2022), and Stepan Bandera (22% in 2012, 74% in 2022). It is important to note that south-eastern regions, whose citizens speak exclusively Russian in everyday life, showed a positive attitude towards the ideologists of Ukrainian nationalism.

More than 65% support renaming the Ukrainian streets, which previously had Russian or soviet names. 71% support dismantling monuments associated with Russia, and 62% support the ban on radio and TV products from Russia.

At the same time, the initiative to exclude works of Russian authors from the school curriculum proved controversial (35% showed support, 30% do not support it, and 31% are neutral). A relative majority (40%) opposes the idea of dismantling monuments dedicated to the Second World War. 19% support this initiative, and 36% are neutral about it.

(https://ratinggroup.ua/en/research/ukraine/desyatyy_obschenacionalnyy_opros_ideologicheskie_markery_voyny_27_aprelya_2022.html)

Today Ukraine is experiencing the most difficult test in its recent history, a full-scale war with the Russian aggressor. Unfortunately, in this war, we have thousands of lost lives and numerous destructions. It includes the loss of cultural heritage sites and documents and recordings of the crimes of the past. We also have a historic victory, a united nation fighting for its freedom.

Today it is equally important to talk about the struggle and victory, understand the price we pay, and do everything to prevent history from repeating itself. It's critical to talk about how the war in Ukraine became a challenge for the world, a revision of all the rules from the world's playbook, in all fields.

We are facing the challenge of improving, and updating the concepts of national memory, which will unite Ukrainians around a common past. The renewal of this concept should be based on:

- the process of rethinking Ukrainian history in the European and world context, restoring the longevity of Ukrainian statehood, and the formation and popularization of a pantheon of heroes and prominent figures.

- development of critical thinking as a key tool in the fight against propaganda, imposing historical myths.

<table>
<tr><td colspan="2">Rethinking Ukrainian history is both a return of our past to the European and world context and the exclusion of the focus on the imperial/soviet/Russian tradition.

The aim is to harmonize the history of Ukraine, build the concept of continuity — from the birth of Ukrainian statehood to the present, as well as create a historical narrative of the unifying position of modern Ukrainians living in different regions of our state. It is important to develop criteria for evaluating historical figures, both those who directly influenced Ukrainian history and those who played an indirect role in it. It's important to account for the differences in the humanitarian values of the 21 century and the time of their activity. Create the concept of controversial characters in Ukrainian history.

The formation of national memory should happen with a broad public understanding and dialogues, intensifying during the war. The beginning of a historical debate is a sign of a healthy democratic process in a modern European state.

The war for identity will not end with the cessation of hostilities. This war will continue as long as Russia maintains its colonial narratives, a culture of denial of Ukraine, and a desire to expropriate history. Ukraine must therefore take on the task of helping to restore the national memories of Belarus and colonized peoples of Russia, to overcome their totalitarian and colonial/imperial legacy.</td></tr>
<tr><td>1) Key challenges (summarized for the defined area)</td><td>Renewal of the national memory's concept, reassessment (rethinking) of previous hystorical narratives about the common past with Russia, and improvement of state policy on restoration and preservation of national memory.

Memorialization and musefication, and preservation of memory of modern Russian-Ukrainian war and the Revolution of Dignity, struggle for democratic values, dignity, and freedom in Ukraine and the world.

Raising awareness of Ukrainian history and the historical competence of the citizens of Ukraine.

Ensuring the integration of the Ukrainian historical narrative into the collective memory of the citizens of the EU member states, NATO, and in the global context.

Assisting in the restoration of national memories of the peoples of the Russian Federation and Belarus, and creating tools for the derashification of Russia.</td></tr>
</table>

2) Key possibilities (summarized for the defined area)	High demand for removing Soviet and imperial heritage from the public space. Radical reduction of the influence of Russian propaganda in Ukraine, including one in the historical field. The growing interest in the past among the Ukrainian citizens The growing interest in Ukraine and its past among the other countries Renewal of the Ukrainian historical narratives High level of respect for Ukrainian defenders in society The need for relevant commemorative practices High demand for access to historical truth
3) Key constraints (summarized for the defined area)	Limited resources (human, financial, time) Lack of needed funding and lack of qualified staff Lack of Ukrainian cultural product on historical subjects, including in foreign languages Inconsistency of the legislative field with the current challenges Lack of coordinated interaction between public authorities and local governments

2. 2. Goals, tasks, and stages of the Recovery Plan within the direction "National memory" of the defined area:

2.1. Goals aimed at solving a defined pressing issue:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1) Defined pressing issue to be solved under the defined analysis area (description) **Renewal of the national memory's concept, reassessment (rethinking) of previous historical narratives about the common past with Russia and improvement of state policy in the field of restoration and preservation of national memory**			
Goal to be achieved to solve the issue at each stage	To initiate a public dialogue about rethinking previous historical narratives about a common past with Russia; remove Russian imperial markers from the Ukrainian public space.	Form and implement the renewed Ukrainian historical narrative and updated state memory policy; complete the removal of Russian imperial markers from the Ukrainian	Ukrainian society is consolidated around a common national memory.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		public space.	
Timeframe under the stage	By the end of 2022	December of 2025	December of 2032
Risks related to the goal achievement	Hostilities and occupation of Ukrainian territories Disorganized public dialogue Differences in approaches from local self-government and civic initiatives Lack of regulatory framework Manipulations of Russian propaganda	Lack of financial resources Limited human resources for quality implementation of changes Disorganized public dialogue Manipulations of Russian propaganda Lack of coordinated network between public authorities Over-bureaucratization of processes	Lack of financial resources Limited human resources for quality implementation of changes Manipulations of Russian propaganda
Goal Achievement indicator	realization of expert and public discussions; realization of information campaigns (videos, exhibitions, virtual projects); Adoption of the necessary normative acts that will regulate the sphere; Dismantling (moving into the museum space) 99% of the memorial objects that fall under the restrictions set by the legislation on "decommunization"; dismantling	Adoption of legislative and other acts that will determine the state policy in the field of restoration and preservation of national memory; Approving new educational programs on the history of Ukraine; Ensuring open access to archival documents of the repressive agencies of the communist totalitarian regime through ensuring the full	Introduction of new programs on the history of Ukraine into the educational process; Change, update expositions of 90% of historical and local lore museums; Digitization and providing access to documents of the National Archival Fund

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	(moving into the museum space) of at least 70% of the memorial objects, which are Russian imperial markers; Changing at least 70% of the names that are Russian imperial markers	functioning of the State Archive of the Ukrainian Institute of National Remembrance (reconstruction, transportation of archival information carriers, organization of digitization); The symbolic space of the country is completely devoid of communist and colonial markers.	The dominance of relevant commemorative practices in Ukrainian society is ensured
General need of funds for the goal achievement	Renaming and dismantling will be carried out at the expense of local governments and initiators of renaming/dismantling Conducting expert discussions, information campaigns (videos, exhibitions, virtual projects) - 3 million	It is not possible to determine at this stage	It is not possible to determine at this stage
Goal connections with other areas/directions	Cultural heritage Information policy Education and science	Education and science Museum field Archival field Principles of veteran policy	Education and science Information policy Cultural policy Archival field Principles of veteran policy
2) Defined pressing issue to be solved under the defined analysis area (description) **Memorialization and musefication and preservation of memory of modern Russian-Ukrainian war and the Revolution of Dignity, struggle for democratic values, dignity, and freedom in Ukraine and the world.**			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue at each stage	Formation of the principles of memorialization, musefication, and preservation of the memory of the modern Russian-Ukrainian war, the Revolution of Dignity, and the struggle for values, dignity, and freedom in Ukraine and the world. Collecting and processing the source base: artifacts, oral histories, and documentary evidence of the Russian-Ukrainian war.	Ensuring the memorialization, musefication, and preservation at the national and local levels of the memory of the modern Russian-Ukrainian war, the Ukrainian Maidans as a struggle for values, dignity, and freedom in Ukraine and an example of such a struggle for the world.	Ensuring the memorialization, musefication, and preservation at the national and local levels of the memory of the modern Russian-Ukrainian war, the Ukrainian Maidans as a struggle for values, dignity, and freedom in Ukraine and an example of such a struggle for the world.
Timeframe under the stage	By the end of 2022	December 2025	December 2032
Risks related to the goal achievement	Hostilities Lack of funding Different approaches	Continuation of hostilities in subsequent years Lack of financial resources Lack of qualified specialists Diversity of approaches Formalization of processes Memorialization of the territory or musefication of objects may conflict with the need for investigative actions, and be impossible due to involvement in lawsuits.	Lack of financial resources Lack of qualified specialists Formalization of processes

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal Achievement indicator	An analysis of previous commemorative practices to perpetuate and honor memory was done. Necessary regulations recommendations and concepts are developed and approved Ukrainian museums replenished their funds and archives with artifacts, oral histories, documentary evidence, and the source base of the Russian-Ukrainian war (200 expeditions). Construction of the Museum of the Revolution of Dignity / Maidan Museum (Draft design developed, state expert opinion obtained) Construction of the Memorial to the Heroes of the Heavenly Hundred in Kyiv (Start of the works on the Alley of the Heroes of the Heavenly Hundred - lifting the arrest from the territory after the completion of all investigative actions in the "Maidan Cases". Once construction works are allowed, the memorial can be built	Amount of national and local memorials erected, as well as local memorial sites Amount of created and qualitatively renewed museum expositions dedicated to the Revolution of Dignity and resistance to Russian aggression Completion of the construction of the Memorial of the Heroes of the Heavenly Hundred and the Museum of the Revolution of Dignity (first stage) Opening of the Museum of the Revolution of Dignity / Museum of Freedom (first stage) The National Military Memorial Cemetery was established Relevant commemorative practices for perpetuating and honoring memory have been	Amount of national and local memorials erected, as well as local memorial sites Amount of created and qualitatively renewed museum expositions dedicated to the Revolution of Dignity and resistance to Russian aggression Completion of the construction of the Museum of the Revolution of Dignity Creation of the National Pantheon (Memorial of Ukrainian Heroes) The dominance of relevant commemorative practices is ensured

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	in 6 months.)	formed	
General need of funds for the goal achievement	3.5 million and 49.5 (Museum)	The total cannot be determined at this stage. The expected cost of building the Museum of the Revolution of Dignity is about 850 million Memorial - 60 million	It is not possible to determine at this stage Museum of the Revolution of Dignity - about 350 million
Goal connections with other areas/directions	Preservation of cultural heritage Museum field Information policy Cultural policy Principles of veteran policy	Preservation of cultural heritage Education and science Museum field Information policy Cultural policy Principles of veteran policy	Preservation of cultural heritage Education and science Museum field Information policy Cultural policy Principles of veteran policy
3) Defined pressing issue to be solved under the defined analysis area (description) **Raising awareness of the Ukrainian history and the historical competence of the citizens of Ukraine, and ensuring the integration of the Ukrainian historical narrative into the collective memory of the citizens of the EU member states, NATO, and in the global context.**			
Goal to be achieved to solve the issue at each stage	Formation of programs to raise awareness of the history of Ukraine and historical competence of Ukrainian citizens, including for the deoccupied territories (now - temporarily occupied) and measures to ensure the integration	Implementation of programs to raise awareness of the history of Ukraine and the historical competence of Ukrainian citizens and measures to ensure the integration of Ukrainian historical narrative into the	A conscious, consolidated society, resistant to propaganda, positioning itself as part of the European and the democratic world community. The true history of Ukraine, freed from the myths of the

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	of Ukrainian historical narrative into the collective memory of citizens of EU member states, NATO, and global context.	collective memory of citizens of EU member states, NATO, and in the global context	Russian narrative, is part of European history.
Timeframe under the stage	December of 2022	December of 2025	December of 2032
Risks related to the goal achievement	Lack of coordinated interaction between public authorities; Limited financial resources Manipulation of Russian propaganda; A distorted historical vision of citizens (especially schoolchildren and students), who were for a long time under the influence of Russian propaganda in the occupied territories.	Lack of coordinated interaction between public authorities; Limited financial resources Manipulation of Russian propaganda A distorted historical vision of citizens (especially schoolchildren and students), who was long under the influence of Russian propaganda in the occupied territories.	Lack of coordinated interaction between public authorities; Limited financial resources
Goal Achievement indicator	A list of potential programs aimed at raising historical awareness has been formed The corresponding program (lot) in the UCF in support of projects on the research of the history of Ukraine and popularization of the history of Ukraine is established;	Developed and implemented state programs, supporting research projects and research on the history of Ukraine and popularizing the history of Ukraine in the world; 25% increase in academic publications on Ukrainian	50% increase in scientific publications on Ukrainian historical topics in international academic journals; Creation of English-language information resources dedicated to Ukrainian history on the Internet, social networks

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	A mobile application, promoting knowledge about the history of Ukraine was created (adding a historical option in the application 'Diia')	historical topics in international academic journals; Introduction of historical literacy for obtaining the citizenship in Ukraine The verification of the historical competence of candidates for civil service positions was introduced; The amount of academic, cultural, media, and IT products on historical topics both in Ukrainian and foreign languages were created.	with an audience of at least 100 thousand people; The amount of created cultural, media, and IT products on historical topics in Ukrainian and foreign languages;
General need of funds for the goal achievement	To be discussed with the UCF	Can't be determined at this stage	Can't be determined at this stage
Goal connections with other areas/directions	Digitalization, Cultural and creative industries, education, Information policy	Cultural and creative industries Education and science Digitalization Information policy	Cultural and creative industries Education and science Digitalization Information policy

4) Defined pressing issue to be solved under the defined analysis area (description)
Assisting in the restoration of national memories of the peoples of the Russian Federation and Belarus, and creating tools for the derashification of Russia.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue at each stage		Establishment of a resource center for independent institutions and the public sector of the colonized peoples of the Russian Federation, for training, support of activities in the restoration of their national memories	Creating tools for the derashification of Russia by assisting in the restoration of national memories of the peoples of the Russian Federation and Belarus
Timeframe under the stage		December of 2025	December of 2032
Risks related to the goal achievement		Opposition from the Russian authorities Continuation of hostilities Limited financial and human resources Manipulation of Russian propaganda Russia's closure of its information space	Opposition from the Russian authorities Limited financial and human resources Manipulation of Russian propaganda Russia's closure of its information space
Goal Achievement indicator		Creation of a resource center Amount of cultural and educational products about the history of the peoples of Russia available for distribution among the population of Russia and	Amount of cultural and educational products about the history of the peoples of Russia available for distribution among the population of Russia and Belarus Part of the population of the

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		Belarus Creation of conditions for learning the information on crimes of the Russian regime by citizens of the Russian Federation and Belarus	Russian Federation and Belarus knows about the crimes of the Russian regime
General need of funds for the goal achievement		30 milions	70 million
Goal connections with other areas/directions		National security and defense Foreign Policy Information policy	National security and defense Foreign Policy Information policy

2. The current state of implementation of program documents within the defined analysis area on the defined pressing issue:

№	Title of the program document	Current state
1	Resolution of the Cabinet of Ministers of Ukraine of July 9th, 2014 № 292 "Issue of the Ukrainian Institute of National Remembrance"	The task of implementing state policy on restoration and preservation of the national memory of the Ukrainian people is entrusted to the Ukrainian Institute of National Remembrance. It is a central executive agency whose activities are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Culture and Information Policy.
	Resolution of the Cabinet of Ministers of Ukraine of November 12, 2014, № 684 "Some issues of the Ukrainian Institute of National Remembrance"	
	Resolution of the Cabinet of Ministers of Ukraine of October 3, 2018, № 799 "Some issues on the activities of the Ukrainian Institute of National Remembrance"	

	Resolution of the Cabinet of Ministers of Ukraine of April 5, 2014, № 85 "Some issues if approval of the number of employees of the staff and territorial agencies of central executive agencies, other state agencies " (as amended by the Resolution of the Cabinet of Ministers of October 3, 2018, № 799)	
2	Resolution of the Cabinet of Ministers of Ukraine of March 3, 2021, № 179 "On approval of the National Economic Strategy for the period up to 2030" Resolution of the Cabinet of Ministers of Ukraine of March 10, 2021, № 202 "An amending the National Economic Strategy for the period up to 2030"	As part of the National Economic Strategy, the Ukrainian Institute of National Remembrance is constantly monitoring compliance with the law on the prevention of propaganda and the use of symbols of the communist totalitarian regime. In 2021, over 200 letters were sent to local self-government agencies and the executive branch with recommendations on preventing propaganda and using the symbols of the communist totalitarian regime. The Institute implements various events to promote the history and prominent figures for Ukrainian and foreign audiences. In 2021-2022, the Institute carried out more than 30 thematic events (including those happening online). The Institute systematically establishes cooperation with state agencies and archival institutions in the states, that are former republics of the USSR, to gain access to archival information of the repressive agencies of the communist totalitarian regime of 1917-1991. The resolution of the Cabinet of Ministers of Ukraine of March 17, 2021, № 215 "On amendments to the List of archival institutions, cultural institutions, educational and scientific institutions to which documents and publications are sent in the framework of international exchange, exempt from customs duties" was adopted. International agreements on cooperation between the State Archives of the Ukrainian Institute of National Remembrance and the Historical Archives of the Hungarian State Security, the Security Services Archive in the Czech Republic, the Institute for the Study of Totalitarian Regimes of the Czech Republic, the Commission for disclosure of documents and announcing affiliation of Bulgarian citizens with the State security and the intelligence services of the Bulgarian national army were signed. Cooperation has been established with the 'Polis Asia' Analytical Center to study the facts of

		repression in the history of the Ukrainian and Kyrgyz peoples. As part of providing funding for the construction of the Memorial to the Heavenly Hundred Heroes and the Museum of the Revolution of Dignity, the Institute informs that the construction of the Memorial to the Heroes of the Heavenly Hundred has been suspended due to the seizure of land. The Institute and the National Memorial Complex to the Heavenly Hundred Heroes - Museum of the Revolution of Dignity are taking all necessary measures to address this issue. An Interdepartmental Working Group on the implementation of the project "National Memorial Complex to the Heroes of the Heavenly Hundred - Museum of the Revolution of Dignity" was established. An agreement on the free transfer of the rights to the project of the National Memorial Complex to the Heroes of the Heavenly Hundred - The Revolution of Dignity Museum has been signed with the winners of the architectural competition. A tender has been held for the preparation of design and estimate documentation for the design of the building of the Museum of the Revolution of Dignity, design work is underway.
3	Law of Ukraine "On Condemnation of Communist and National Socialist (Nazi) Totalitarian Regimes in Ukraine and Prohibition of Propaganda of Their Symbols" of April 9, 2015, № 317-VIII	In compliance with the laws called "decommunization" during 2015-2021, most of the public spaces were cleared of propaganda of the communist regime. Access to documents of the regime's repressive agencies is also open. Fighters for independence were recognized at the state level, and the rehabilitation of victims of the communist regime has continued. New commemorative practices have been introduced, to honor participants and victims of World War II, with a focus on the value of human life and condemnation of aggression. The public has reached a consensus, defining the Holodomor as a crime of genocide.
4	Law of Ukraine "On the Legal Status and Honoring the Memory of Fighters for Ukraine's Independence in the Twentieth Century" of April 9, 2014, № 314-VIII	
5	Law of Ukraine "On Perpetuation of the Victory over Nazism in World War II of 1939-1945" of April 9, 2015, № 315-VIII	
7	Law of Ukraine "About rehabilitation of victims repressed by the communist totalitarian regime of 1917-1991" of April 17, 1991, № 962-XII	The Ukrainian Institute of National Remembrance (UINR) ensures the practical implementation of the state procedure for restoring the rights of persons, repressed by the communist totalitarian regime. In particular, it ensures the work of the National Rehabilitation Commission. In 2021, 8
	Order of the Ministry of Culture of Ukraine "On approval of the Regulations on the National Commission for Rehabilitation and the Standart Regulations on the	

	Regional Commission for Recovery" of October 25, № 926 Resolution of the Cabinet of Ministers of Ukraine "On some issues of implementation of the Law of Ukraine "About rehabilitation of victims repressed by the communist totalitarian regime of 1917-1991" of May 19, 2021, № 535	meetings of the National Commission were held (from 13th to 20th). In total, during its existence, the Commission considered over 1000 substantiated proposals from regional rehabilitation commissions. UINR prepared additions and changes to the explanations and recommendations to the Law of Ukraine "On rehabilitation of victims repressed by the communist totalitarian regime of 1917-1991." To optimize the work, in 2022 the Sector for ensuring the activities of the National Commission for Rehabilitation was created by the Institute.
9	Order of the Cabinet of Ministers of Ukraine "On measures to commemorate the defenders of Ukraine for the period up to 2025" of January 29, 2021, № 37-p	The Ukrainian Institute of National Remembrance, following the Order of the Cabinet of Ministers of Ukraine "On measures to commemorate the defenders of Ukraine for the period up to 2025", implements measures and assists in their implementation, in the following areas: - commemorating the memory of the defenders of Ukraine by establishing memorials in their honor to local infrastructure, educational institutions, and military units. In particular, the Institute supported the initiative of the Kyiv City Center for Assistance to Participants in the Anti-Terrorist Operation to erect a memorial to the fallen soldiers on the Alley of Remembrance on the territory of the "Peremoha" Park of Culture and Recreation in the Dniprovskyi district of Kyiv. With the assistance of the Institute, in the Kukavka village, Mohuliv-Podilskyi district, Vinnytsia region, a memorial was unveiled on the mass grave of 19 soldiers of the 3rd Cavalry Regiment of the 3rd Iron Division of the UPR Army who died in battle with units of the 8th Cavalry Division of the Red Army. The Institute participated in the installation of memorial plaques in Ichnia, Chernihiv region, in honor of Colonel of the Medical Service of the UPR Army Yuri Dobrylovsky and honor of the soldier of the 72nd separate mechanized brigade named after the Black Cossacks Serhiy Petrauskas; - holding thematic exhibitions of works of art, documents, photographs, and posters dedicated to the memory of the defenders of Ukraine; - organization, holding of events to mark anniversaries, memorable and historical dates, and international days related to honoring the memory of the

		defenders of Ukraine and laying flowers on the graves of the defenders of Ukraine, including those done by the foreign diplomatic missions of Ukraine. In particular, the Institute, with the participation and support of the Ministry of Defense, the Armed Forces of Ukraine, representatives of the regional territorial community, Zhytomyr Regional State Administration, and Zhytomyr Regional Council in the village Bazar of the Narodytsya settlement territorial community of Zhytomyr region, organized events on the occasion of the 100th anniversary of the Second Winter Campaign of the UPR Army and the 100th anniversary of the shooting of UPR Army soldiers near the village of Bazar. In 2021, on the initiative of the Poltava Representation of the North-Eastern Interregional Department of the Ukrainian Institute of National Remembrance and with the support of the Education Department of the Executive Committee of the Petrovsko-Romenskaya Territorial Community of the Myrhorod District of Poltava Oblast, an educational and commemorative event on the occasion of 100th birthday of the head of "Skhidniaky" sotnia of the UIA Mykola Savchenko. A ceremony of laying flowers to the monument to the soldiers of the UPR Army took place at the Ukrainian Military Cemetery in Przemyśl (Poland). The event was organized by the Special Operations Forces of the Armed Forces of Ukraine, the Ukrainian Institute of National Remembrance, the Ukrainian community in Poland; - visiting military burials and military monuments by war veterans and members of the families of fallen (deceased) defenders of Ukraine. In particular, in the Krasna Hora tract on the border of Volyn and Lviv oblasts, where the graves of four UIA soldiers are located, a commemorative event on the Day of Defenders of Ukraine was organized by the Ukrainian Foundation and the Western Interregional Department of the UINR. The Institute participated in and facilitated the organization of official state events on the occasion of the Day of Remembrance of Defenders of Ukraine, including the laying of flowers at the graves of participants in the Russian-Ukrainian war; -production and placement of social advertisements about fallen compatriots

		- soldiers who defended Ukraine during the anti-terrorist operation, ensuring its implementation or implementation of measures to ensure national security and defense, repel and deter armed aggression of the Russian Federation against Ukraine in Donetsk and Luhansk regions; - development of methodological explanations for holding events to honor the memory of the fallen defenders of Ukraine. The Institute has developed a set of methodological recommendations for the commemoration of the fallen defenders of Ukraine; - formation of the list of burial places of defenders of Ukraine abroad for the organization and carrying out commemorative events. In particular, a 65-positions long list of Ukrainian defenders' burials abroad was prepared for the organization and holding of commemorative events for 18 states; - conducting search operations to establish the unknown burial places and names of the defenders of Ukraine, in particular the fighters for the independence of Ukraine in the XX century and persons who died (went missing) during the Second World War. In 2021, the Institute initiated and funded actions to conduct excavation work, exhumation, and reburial of the remains of defenders of Ukraine, including fighters for Ukraine's independence in the XX century and those who died (went missing) during World War II in 5 locations. 37 remains were exhumed and reburied as a result. - production of fiction and documentary films about the heroism of the defenders of Ukraine. For example, last year the Institute, together with the Women's Veterans Movement, conducted and presented a video project "Women who died for Ukraine." The project included eight 20-minute films about the fallen defenders; - conducting thematic lessons, and conversations dedicated to the heroism of the defenders of Ukraine in educational institutions, higher military educational institutions (higher education institutions with specific training conditions), military units, foreign diplomatic missions of Ukraine, and cultural institutions. The Institute organized and held several events. It also

		developed and sent information materials, guidelines, and presentations on the heroism of Ukrainians to educational institutions, military units, foreign diplomatic missions of Ukraine, and cultural institutions.
10	Decree of the President of Ukraine "On the Strategy of National-Patriotic Education for 2020-2025" of May 18, 2019, № 286/2019 Order of the Cabinet of Ministers of Ukraine "On approval of the State Target Social Program of National-Patriotic Education for the period up to 2025" of October 9, 2020, № 1233-p Resolution of the Cabinet of Ministers of Ukraine "On approval of the action plan for the implementation for the Strategy of national-patriotic education for 2020-2025" of October 9, 2020, № 932	Within the powers and in the manner prescribed by applicable law, as well as to implement action plans and work plans, the Institute systematically and regularly implements measures aimed at national-patriotic education. Such as: increasing the knowledge about prominent figures of Ukrainian statehood, fighters for independence, and territorial integrity of Ukraine; to overcome the postcolonial and post-totalitarian destructive consequences in the minds of the population. In cooperation with the Ministry of Youth Affairs and Sports of Ukraine, the Ministry of Education and Science of Ukraine, the Ukrainian State Center for National and Patriotic Education, Local History and Tourism of Student Youth, local governments, and NGOs, the Institute annually holds and supports seminars, events, tournaments and open events of patriotic orientation for different audiences. Last year, more than 30 such events took place in various settlements of Ukraine. In addition, the Institute produces popular printed and video products of national-patriotic and historical direction, which are distributed free of charge to the general population of Ukraine. Within the framework of cooperation with the Ukrainian State Center for National and Patriotic Education, the Institute staff annually participates in the III (All-Ukrainian) stage of the All-Ukrainian Children's and Youth Military-Patriotic Game "Falcon" ("Jura") (senior age group) - holds tournaments and thematic tours. The Institute annually and systematically implements educational projects and cooperates with teachers. UINR constantly develops sets of methodical materials and separate editions on issues of historical memory. The Institute focuses on preserving and conveying to children the history of the Holodomor, the culture of remembrance of the Second World War and the Holocaust, and issues of national and patriotic education.

11	Order of the Cabinet of Ministers of Ukraine "About approval of the strategy on promoting the Ukrainian language until 2030"Strong language is a successful state" of July 17, 2019 №596-p Order of the Cabinet of Ministers of Ukraine "About approval of the action plan for implementation of the first stage (until 2022) of the strategy on promoting the Ukrainian language until 2030 "Strong language is a successful state" of December 16, 2020, № 1585	The Institute carries out systematic and continuous work, popularizing the Ukrainian language. The information posted on the web resources of the Institute, in particular, electronic materials about the cultural heritage of the Ukrainian people and the history of the state, was developed and disseminated in Ukrainian. In addition, the following websites of the Institute were filled with materials in Ukrainian: "Virtual Museum of Russian Aggression", "Online Oral History Archive", and "Ukrainian Revolution". The official YouTube channel of the Institute in 2021 posted more than 100 thematic videos in Ukrainian. As part of the promotion and organization of the study of the history of Ukrainian statehood, the stages of the struggle for the restoration of statehood, in 2021 the Institute implemented 23 publishing projects in Ukrainian. 15 editions were prepared and published with a total circulation of 8,895 copies. 8 editions are ready for printing (e-versions). 7 informational and educational projects, created both directly by the Institute and in cooperation with partners, were exhibited at the exhibition planes of the Institute in Kyiv. In 2021 and 2022, the Institute continued to cover and promote events and figures of Ukrainian history with the help of various videos. A total of 23 video products were created in the Ukrainian language. The Institute regularly develops and provides the Ministry of Education and Science, the Ministry of Culture and Information Policy, the Ministry of Foreign Affairs, the Ministry of Veterans Affairs of Ukraine, other ministries, regional and Kyiv city state administrations, and the media with guidelines, visual and information materials for memorable dates; stages of state formation and preparation of lessons on bravery. The work to comprehend and refute Russian imperial myths about Ukraine's past is underway. A number/series of thematic round tables were held within this area (10 events in 2021).
12	Law of Ukraine "On access to the archives of the repressive agencies of the	Under Article 12 of the Law of Ukraine "On access to archives of the

	communist totalitarian regime of 1917-1991"	repressive agencies of the communist totalitarian regime of 1917-1991", to ensure the right to access archival information of repressive agencies, the State Archives of the Ukrainian Institute of National Remembrance was established (hereinafter — SA of UINR). One of the main tasks of SA of UINR was to carry out measures for the reconstruction of the building (building #5) on Pukhivska street, 7, Kyiv, to provide accommodation for SA UINR. As of May 5th, 2022, the project documentation has been fully developed (stages "Project" and "Working Documentation"), and a positive expert conclusion has been obtained.
	The government's Priority Action Plan for 2021, approved by order of the Cabinet of Ministers of Ukraine dated March 24, 2021 №276-p.	
	Action plan on measures to support the sphere of culture, protection of cultural heritage, development of creative industries, and tourism, approved by order of the Cabinet of Ministers of Ukraine on February 3, 2021. № 84.	

3. Determination of tasks to achieve goals stated in Subsection 2.1 (for each defined goal)

No	Description of the task to achieve the goal	Deadline for the task fulfillment	Dependence of the task on the tasks of other directions, areas, pressing issues
Goal 1. Initiate a public dialogue to rethink previous historical narratives about a common past with Russia; remove Russian imperial markers from the Ukrainian public space			
Stage 1: June 2022 – end of 2022			
1.1.	Conducting cycles of expert and public discussions on the problems of rethinking historical narratives	December of 2022	No
1.2	Formation of criteria and explanations for the purification of public space from Russian imperial and totalitarian markers	December of 2022	Yes, it is necessary to take into account the need for cultural heritage protection.
1.3	Conducting information campaigns	December of 2022	No
1.4.	Purification of public space from Russian imperial and totalitarian markers	December of 2022	Yes, interaction with local governments and communities is needed

1.5.	Carrying out the first stage of research on the influence of narratives of historical memory on the social and political behavior of citizens of Ukraine (trust in the government, interethnic and interreligious relations, economic orientations, foreign policy orientations)	December of 2022	Yes, implementation is possible with the appropriate funds
Goal 2. Formation and implementation of an updated Ukrainian historical narrative and an updated state policy of memory; completion of the removal of Russian imperial markers from the Ukrainian public space			
Stage 2: January 2023 – December 2025			
2.1	Formation of a new Ukrainian historical narrative, which will be based on the inclusion of Ukrainian history in the European and world context and rethinking the common historical past with Russia	December 2024	Yes, cooperation with academic institutions and higher education institutions is necessary
2.2	Development and adoption of the principles of state policy in the field of restoration and preservation of national memory	December 2023.	
2.3	Development and adoption of the principles of state policy relating to the formation of identity, basing it on a national-patriotic and military-patriotic education;	December 2023.	Yes, it depends upon the Ministry of Youth Affairs and Sports and the Ministry of Veterans Affairs
2.4	Updating the content of education for the formation of national identity;	December 2025	Yes, cooperation with the Ministry of Education and Science is required
2.5.	Introduction of relevant commemorative practices, in particular in honor of fallen defenders of Ukraine	December 2025	Yes, it depends upon the Ministry of Veterans Affairs
2.6.	Carrying out the second stage of research on the influence of narratives of historical memory on the social and political behavior of citizens of Ukraine (trust in the government, interethnic and interreligious relations, economic orientations, foreign policy orientations)	December 2025	
2.7	Strengthening the institutional capacity of the Ukrainian Institute of National Remembrance by increasing the effectiveness of taking into account regional peculiarities in the restoration and preservation of the historical memory of the Ukrainian people	December 2025	Yes, it depends on the capabilities of the state budget

Goal 3. Consolidation of Ukrainian society around a common national memory.			
Stage 3: January 2026 – December 2032			
3.1	Introduction of an updated Ukrainian historical narrative into the educational, museum, cultural, and information space	December 2030	Yes, it depends on the capabilities of the state budget
3.2.	introduction of new programs on the history of Ukraine into the educational process	December 2030	Yes, it depends upon the Ministry of Education and Science.
3.3	change, updating of expositions of historical and local lore museums;	December 2032	
3.4	digitization and providing access to documents of the National Archival Fund	December 2032	Yes, it depends upon the National Archive
3.5	introduction of relevant commemorative practices in Ukrainian society	December 2032	
Goal 4. Formation of the principles of memorialization, musefication, and preservation of the memory of the modern Russian-Ukrainian war, the Revolution of Dignity, and the struggle for values, dignity, and freedom in Ukraine and the world. Ensuring work on collecting and processing the source base: artifacts, oral histories, and documentary evidence of the Russian-Ukrainian war.			
Stage 1: June 2022 – end of 2022			
4.1	Analysis of existing methods and practices of memorialization and musefication	September 2022	No
4.2	Conducting a series of discussions and preparation of basic recommendations	December 2022	No
4.3	Approval of the concept of the National Pantheon (Memorial of Ukrainian Heroes)	September 2022	No
4.4.	Preparation of necessary laws of regulation	December 2022	No
4.5.	Organization of expeditions to collect and process artifacts, oral histories, documentary evidence, and the source base of the Russian-Ukrainian war.	December 2022	Yes, it depends on the capabilities of the state budget.

4.6.	Construction of the Museum of the Revolution of Dignity / Maidan Museum (Draft design developed, state expert opinion obtained)	December 2022	Yes, it depends on the capabilities of the state budget
4.7	Construction of the Memorial to the Heroes of the Heavenly Hundred in Kyiv (Beginning of construction works on the Alley of the Heroes of the Heavenly Hundred - removal of the arrest from the territory after finishing all investigative actions in the "Maidan Cases". Once the construction is allowed, the memorial can be built in 6 months.)	December 2022	Yes, it depends on the capabilities of the state budget It requires the lifting of the arrest from the area on the Alley of Heroes of the Heavenly Hundred, imposed as part of the investigation of the "Maidan Cases".
Goal 5. Ensuring the memorialization, musefication, and preservation at the national and local levels of the memory of the modern Russian-Ukrainian war, the Ukrainian Maidans as a struggle for values, dignity, and freedom in Ukraine and an example of such a struggle for peace			
Stage 2: January 2023 – December 2025			
5.1	Memorialization of places of memory and victims of war crimes of the Russian aggressor (creation of memorials and other places of memory in not less than 10% of settlements of Ukraine)	December 2025	Yes, it depends on local self-government agencies
5.2	Formation and implementation of relevant practices of preserving and popularizing the memory of the heroism and resilience of the Ukrainian people in the war with the Russian aggressor	December 2025	
5.3	Creating an interactive map of monuments and memorials in honor of the fallen defenders and citizens of Ukraine	December 2025	Yes, it depends upon the Ministry of Veterans Affairs
5.4	Creating a "Book of Heroic Acts"	December 2025	Yes, it depends upon the Ministry of Veterans Affairs
5.5	Construction of the National Museum of the Revolution of Dignity, developing its conceptual core idea as a Museum of Freedom	December 2025	Yes, it depends on the capabilities of the state budget
5.6	Establishment of the National Military Memorial Cemetery, military burial sectors in the regions	December 2025	Yes, it depends on the capabilities of the state budget

Stage 3: January 2026 – December 2032			
5.7	Memorialization of places of memory and victims of war crimes of the Russian aggressor (creation of memorials and other places of memory in not less than 50% of settlements of Ukraine)	December 2032	Yes, it depends on local self-government agencies
5.8	Preserving the memory of the heroism and resilience of the Ukrainian people in the war against the Russian aggressor (by creating videos, films, publications, educational materials, museum exhibits, games, channels, pages, products on social networks, etc.)	December 2032	
5.9	Creation of the National Pantheon (Memorial of Ukrainian Heroes)December 2025	December 2027	Yes, it depends on the capabilities of the state budget
Goal 6. Formation of programs to raise awareness of the history of Ukraine and the historical competence of Ukrainian citizens, including for the occupied territories (now - temporarily occupied), and measures to ensure the integration of Ukrainian historical narrative into the collective memory of EU and NATO citizens and in a global context.			
Stage 1: June 2022 – end of 2022			
6.1	Development of programs to support research projects and research on the history of Ukraine and popularization of the history of Ukraine in the world within the Ukrainian Cultural Foundation;	December 2022	
6.2.	Forming a list of potential programs aimed at raising historical awareness	December 2022	
6.3	Increasing the level of historical literacy of the population through the creation of a mobile application to promote knowledge about the history of Ukraine / adding a historical option in the application "Diia";	December 2022	Yes, it depends upon the Ministry of Digital Transformation of Ukraine
Goal 7. Implementation of programs to raise awareness of the history of Ukraine and the historical competence of the citizens of Ukraine and measures to ensure			

the integration of Ukrainian historical narrative into the collective memory of citizens of EU member states, NATO, and in the global context			
Stage 2: January 2023 – December 2025			
7.1	Overcoming Russian historical myths by introducing research, discussions, conferences, developing educational programs, creating new and changing existing exhibition spaces, and launching traveling international exhibition projects;	December 2025	Yes, cooperation with the Ministry of Education and Science is required
7.2	Increasing the level of historical literacy required for obtaining Ukrainian citizenship;	December 2024	Yes, it depends upon the State Migration Service of Ukraine
7.3	Strengthening the historical competence of a civil servant for the conscious choice of priorities when making managerial decisions;	December 2023	Yes, it depends upon the National Agency of Ukraine for Civil Service
7.4	Establishing a system of support and assistance in creating a quality cultural, media, and IT product on historical topics in Ukrainian and foreign languages;	December 2024	No
7.5	Inclusion of historical topics in the list of programs by the UCF, the Ukrainian Institute, the National Research Fund of Ukraine, the Book Institute, etc.	December 2025	Ministry of Education and Science, Ministry of Foreign Affairs, National Academy of Sciences
Goal 8. A conscious, consolidated propaganda-resistent society that positions itself as part of the European and democratic world community. The true history of Ukraine, freed from the myths of the Russian narrative, is part of European history.			
Stage 3: January 2026 – December 2032			
8.1.	Increasing the creation of high-quality cultural, media, and IT products on historical topics in Ukrainian and foreign languages;	December 2032	No
8.2.	Continuation of work on overcoming Russian historical myths by introducing research, discussions, conferences, developing educational programs, creating new and changing existing exhibition spaces, and launching traveling international exhibition projects;	December 2032	Yes, cooperation with the Ministry of Education and Science is needed.
8.3.	Development of programs to support research projects and research on the history of Ukraine and popularization of the history of Ukraine in	December 2032	Yes, cooperation with the Ministry of Education and Science and the

	the world		Ministry of Foreign Affairs is required.
Goal 9. Creation of a resource center for independent institutions and the public sector of the enslaved peoples of the Russian Federation, for training, support of activities in the restoration of their national memories			
Stage 1: June 2022 – end of 2022			
9.1	Creation of a resource center for the study of the peoples of Russia	December 2023	Yes, cooperation with the Ministry of Foreign Affairs and state security agencies is necessary
9.2	Creation of cultural and educational products about the history of the peoples of Russia for distribution among the population of Russia and Belarus	December 2025	Yes, cooperation with the Ministry of Foreign Affairs and state security agencies is necessary
9.3	Creation of conditions for familiarization with the information on crimes of the Russian regime by citizens of the Russian Federation and Belarus	December 2025	Yes, the cooperation with the Ministry of Foreign Affairs and state security agencies is necessary.
Goal 10. Creation of tools for carrying out the derashification of Russia through assistance in the restoration of national memories of the people of the Russian Federation and Belarus			
Stage 3: January 2026 – December 2032			
10.1.	Enhancing opportunities and tools for familiarizing citizens of the Russian Federation and Belarus with information about the crimes of the Russian regime	December 2032	Yes, cooperation with the Ministry of Foreign Affairs and state security agencies is necessary
10.2	Support for independent initiatives in Russia and Belarus to create cultural and educational products on the history of the peoples of Russia for distribution to the population of Russia and Belarus	December 2032	Yes, the cooperation with the Ministry of Foreign Affairs and state security agencies is necessary.

5. List of national projects on the fulfilment of the task stated in Subsection 2.3 (for the corresponding task)

Description of the project to the task from the Subsec. 2.3	Project justification	Qualitative indicators of the project implementation	Economic effect (Influence on GDP, budget, employment, etc.)	Responsible public authority	Approximate need of funds (million, UAH)	Suggested funding sources	Required regulatory framework	Related areas of EU law regulation (general comment)
Reconstruction of the building of the State Archive of the Ukrainian Institute of National Remembrance (1 stage)	Ensuring access to archival documents of the repressive agencies of the communist totalitarian regime of 1917-1991 by creating appropriate conditions for preservation, digitization and their access to a specialized archival institution –State Archive of the Ukrainian Institute of National Remembrance. Digitization of documents to ensure safety during the war	The archival information of the repressive agencies of the communist totalitarian regime for 1917-1991 from the Security Service, the Foreign Intelligence Service, the Ministry of Internal Affairs, the National Police, the National Guard, the Ministry of Defense, the State Border Guard Service, prosecutors and courts	1 million document storage units will be preserved. Free access to documents will be given to persons who have been persecuted by the communist and National Socialist totalitarian regimes and their relatives (approximately 10,000 people), users of documents (approximately 5,000 people). The estimated number of employees of the archive and service staff is 75 people.	Ukrainian Institute of National Remembrance	300	Recovery Fund State budget of Ukraine	No need	

		will be transferred to the State Archive of the Ukrainian Institute of National Remembranc e (near 1,000 000 conventional storage units)						
Completion of the construction of A Memorial to the Heroes of the Heavenly Hundred in Kyiv	In pursuance of the action plan approved by the Cabinet of Ministers to honor the heroism of the participants of the Revolution of Dignity and perpetuate the memory of the Heroes of the Heavenly Hundred for 2021-2025. In response to the constant public demand which with the beginning of full-scale war	The modern memorial space, integrated into the urban environment, is one of the most popular tourist destinations	Formation of additional tourist routes, development of a separate direction of tourism (both domestic and from abroad) - historical - places of legendary historical events. increase by 5% of the tourist flow to Kyiv	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	60	Recovery Fund State budget	Demands the lifting of the arrest from the area on the Alley of Heroes of the Heavenly Hundred, imposed as part of the investigation into the “Maidan Cases”	

	only actualized. The main costs of the Memorial have already been incurred, the purchased wood materials for the memorial alley, according to the project, the delay in the construction of the memorial entails additional costs additional from the budget							
Construction of the Museum of the Revolution of Dignity / Maidan Museum - a multifunctional space, which includes the House of Freedom, a research center, a Children's Museum and a space for mass public cultural, educational and commemorative events	Resolution of the Cabinet of Ministers of Ukraine No. No 697-r (3, October, 2018) approved the results of the International Open architectural competition of projects for the object "National Memorial Complex of the Heroes of Heaven	The museum, with an approximate area of 25,000 m2 with a modern exposition and multifunctional space will become a place of excursions for schoolchildren, students, one of the	Approximate number of permanent employees and service staff in the building - 200 people. The estimated number of visitors per year is 800,000.	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	1 stage - 49,5 2 i 3 stages 1 200 (850 +350) total: 1249,45	Recovery Fund State budget	No need	

	Hundreds - Museum of the Revolution of Dignity “in the nomination II “Museum of the Revolution of Dignity”. In pursuance of the action plan approved by the Cabinet of Ministers to honor the heroism of the participants of the Revolution of Dignity and perpetuate the memory of the Heroes of the Heavenly Hundred for 2021-2025. The Revolution of Dignity is a groundbreaking historical event that enabled further resistance of Ukrainians to the occupation and international aggression of Russia.	most visited museums in Ukraine						

	There is a demand for the Museum and Research and Education Center for a civil struggle for freedom and democracy not only in Ukraine, but in Europe and among the citizens of countries that are at the stage of establishing or fighting for their own freedom of democracy.							
Establishment of a resource center for independent institutions and the public sector of the enslaved peoples of the Russian Federation, for training, support of activities in the restoration of their national memories	The indomitable struggle of Ukrainians for their independence gives a chance to the peoples of Russia who have not gained or lost their independence and are in the process of destroying their identity, cultural	The Center provides an opportunity for representatives and organizations of enslaved peoples to form and implement educational and information projects	The project will contribute to the formation of a positive image of Ukraine, increase the number of created creative products with high added value, which will have a positive impact on Ukraine's GDP.	Ukrainian Institute of National Remembrance	100 (10 million per year for the 2nd and 3rd stage)	Recovery Fund international technical assistance funds; charity; funds raised from other sources not prohibited by law		

	and political oppression - a chance for national civil resistance. Support for such peoples and their path to liberation is an important part of the derachisation process and will, in the long run, contribute to world peace	aimed at improving the national self-identification of enslaved peoples						
Establishment of a museum of the Russian-Ukrainian war During 2020-2021 and before the start of hostilities, work was carried out to create a museum of the Russian-Ukrainian war in Kramatorsk. The National Museum of the History of Ukraine in the Second World War and the National Museum of Military	The museum has an important educational value for the future of children and youth, shows the importance of the Ukrainian resistance for the whole democratic world, has a therapeutic function for war veterans, through naming criminals and stories about Ukrainian heroes	A museum with rich and representative funds, an interesting interactive exposition, a rich archive of evidence of the war. It will be included in the ten most visited museums of Ukraine. For veterans and volunteers, the museum is a place of	The expected attendance of such a museum is at least 800 thousand people a year. The museum will promote the formation of patriotism, national identity, on its basis it is easy to implement educational, educational programs. The museum will enhance Ukraine's prestige in the international arena as a	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance, Ministry of Veterans Affairs of Ukraine	1 300	Recovery Fund State budget of Ukraine; international technical assistance funds; charity; funds raised from other sources not prohibited by lawтвом		

History have also been actively and systematically musefication the war since 2014. It is these museums (or one of them) that could be involved in the creation of a new museum, or become the basis for its creation.	is one of the tools to establish	meeting and reflection, a place where they can always feel the goodness of the victims and their appreciation by society.	reminder to the world of Ukraine's role in the struggle for peace and the preservation of democratic values in the world.					
Establishment of the National Pantheon (Memorial of Ukrainian Heroes)	Creating a Pantheon of outstanding national heroes is one of the most effective ways to preserve historical memory and shape national identity and consolidate society. The National Pantheon should become a place of honor for those who dedicated their lives to Ukraine, who glorified it in art and	The Pantheon is created in Kyiv, located near the city center. Official delegations come here, a ceremony honoring Ukrainian heroes is held. The most significant figures for Ukrainian history and culture are buried here.	The Pantheon will become one of the potential tourist attractions of Ukraine and Kyiv, which will stimulate the growth of tourist flow to the city of Kyiv by 2-3%. The estimated number of visitors is 500,000. The estimated number of permanent employees and service personnel is 100 people.	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance, Ministry of Veterans Affairs of Ukraine	The total amount of financing needs for construction can be determined after the approval of the location and approval of the project.	Recovery Fund State budget of Ukraine		

	science, and gave their lives for it in battle. The Pantheon should reflect the longevity of our history: from princely Russia to the present.							
Maze (Labirynt). The center of the totalitarian past. An effective civilized model of musefication of the past	Completion of the process of decommunizatio n, de-Sovietization and de-Russification; "Vaccination" from the totalitarian past; rethinking history for a wide Ukrainian and foreign audience	An example of a modern approach: participatory community involvement, work with museums, private collections, open funds. Research and scientific practices, archiving	Preservation of objects that need to be removed from the public space, but which belong to works of art or historical monuments; submitting them in the appropriate interpretation. + 200 jobs + 5% of the tourist flow	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	1 stage - 50 2 stage - 300 3 stage - 700	Recovery Fund State budget of Ukraine; international technical assistance funds; charity; funds raised from other sources not prohibited by law	Law on the dismantling of Russian and Soviet imperial symbols and monuments	
Popularization of the image of the defender of Ukraine	The main goal is to form and support the citizens of Ukraine unequivocally positive attitude to the war	Stage 1. The bylaws necessary for popularizatio n of the image of the defender of Ukraine are	Promoting the image of the defender of Ukraine will ensure the successful reintegration of war veterans into	Ministry of Veterans Affairs of Ukraine	1 stage - 2 stage – 27,5 3 stage – 34,2	Recovery Fund State budget of Ukraine; International technical assistance funds	Legislative consolidation of the concept of “Ukrainian civic identity”, “national-patriotic education” and	

	veteran - a model of heroism and patriotism	developed and accepted. Stage 2. The process has started creation of a series of documentaries about the Russian-Ukrainian war, a computer game of national-patriotic education, a virtual museum of war veteran identity, a project “Place of Honor and Gratitude”, a book of heroic deeds, a series of social advertising on the image of the defender of Ukraine, children's	peaceful life, which will help them to recover as active, able-bodied members of society. The implementation of relevant projects will allow to accumulate huge amounts of information and reach a global audience. The population of Ukraine and the whole world is aware of the price of national freedom, territorial integrity and sovereignty of the state, is proud of its heroes and imitates the spirit of patriotism.				“military-patriotic education”	

		organization camps, festivals and other events of national-patriotic (including military-patriotic) education Stage 3. The process of further functioning of the process of popularizatio n of the image of the defender of Ukraine has been ensured						
Establishment of the National Military Memorial Cemetery to honor and perpetuate at the state level the memory of the fallen (deceased) defenders of Ukraine, to whom	The creation of the National Military Memorial Cemetery is the creation of a place where at the state level the last honor will be given to the fallen (deceased)	Stage 1. The bylaws necessary for the establishment of the National Military Memorial Cemetery have been	Decent burial of fallen (deceased) defenders of Ukraine at the state level is one of the manifestations of respect of the Ukrainian people for their defenders, which in turn contributes	Ministry of Veterans Affairs of Ukraine	1 stage - 20 2 stage -100 3 stage- 210	Recovery Fund State budget of Ukraine; International technical assistance funds	Law of Ukraine “ An amending the Certain Laws of Ukraine Concerning the National Military Memorial Cemetery”; Resolution of the Cabinet of	

society shows respect, recognizes their contribution to the protection of the state, and supports their families.	defenders of Ukraine. HBurial with military honors of fallen (deceased) defenders of Ukraine will be carried out at the National Military Memorial Cemetery in compliance with all the requirements of the military funeral ritual and in accordance with the procedure for burial on the territory of the National Military Memorial Cemetery. Also, on the territory of the National Military Memorial Cemetery, a single model of tombstones and memorial	developed and adopted; Stage 2. The process of construction of the National Military Memorial Cemetery has begun Stage 3. The construction of the National Military Memorial Cemetery has been completed and its further functioning has been ensured; Burial of dead (deceased) defenders of Ukraine on the territory of the National Military Memorial Cemetery	to the formation of civic identity of Ukrainians and the need to protect their country. Awareness of the citizens of Ukraine of the need to protect their own state strengthens the country's potential to resist external threats, and increases the security capabilities of the state, which has a positive impact on the economic and investment climate of the country. Security is one of the key factors in the country's business activity.				Ministers of Ukraine "On Approval of the Procedure for Organizing Burials on the Territory of the National Military Memorial Cemetery, the Procedure for Maintaining and Protecting the National Military Memorial Cemetery and the Description of Sample Tombstones and Memorial Plaques Installed on the Territory of the National Military Memorial Cemetery"; Resolution of the Cabinet of Ministers of Ukraine "On the establishment of the state enterprise	

	plaques will be installed, which will create a unified approach to the process of installing tombstones on the graves of fallen (deceased) defenders of Ukraine. Thus, the creation of the National Military Memorial Cemetery will have a positive impact on: - creation of a unified approach at the state level to the process of honoring and perpetuating the memory of the fallen (deceased) defenders of Ukraine; - creation of new traditions of the Ukrainian society worthy of honoring the memory of the fallen (deceased)						“National Military Memorial Cemetery”	

	defenders of Ukraine; - observance of the military funeral ritual during the burial of the fallen (deceased) defenders of Ukraine; - support for the families of fallen (deceased) defenders of Ukraine							
Project "Reconstruction of the first stage of the Holodomor Memorial in Ukraine with the construction of the second stage of the National Museum" Holodomor Memorial "Memorial of the Holodomor in Ukraine on the street. Lavrska, 3 in the Pechersk district of Kyiv"	Resolution of the Cabinet of Ministers of Ukraine No 1095-r of (December, 12) approving the project "Reconstruction of the first stage of the Holodomor Memorial in Ukraine with the construction of the second stage of the National Museum" Holodomor Memorial	1 stage The construction of the second stage of the Holodomor-Genocide Museum has been completed Stage 2 Creation of the project of the main exposition of the second stage of the	The building will be gived to the arrangement of the exposition, accommodation of employees in the new building of the second stage of the Holodomor Museum	*Ministry of Culture and information policy of Ukraine*	1 stage 660 556,942 ** thousand UAH The balance of funds for the completion of construction according to the approved construction project, taking into account the advance payment for works provided in 2021. ** The amount is indicated without	Recovery Fund The state budget of Ukraine (Budget program 3801280)	No need	

	“Memorial of the Holodomor in Ukraine on the street. Lavrska, 3 in the Pechersk district of Kyiv” Resolution of the Ministry of Culture of Ukraine No 659 (August, 22, 2019) Reconstruction of the first stage of the Holodomor Memorial Complex in Ukraine with the construction of the second stage of the Holodomor Memorial National Museum of the Holodomor Memorial Complex in Ukraine at vul. Lavrska, 3 in the Pechersk district of Kyiv”	Holodomor Museum Introductory artistic concept of the main exposition; Design project; Technical project; Author's supervision 3960 sq.m. main exposition; gallery for temporary thematic exhibitions, depository, archive center, library, conference and cinema halls for 300 seats,			taking into account the need to adjust the project to perform the balance of work, which will increase due to changes in the consumer price index (increase in construction and fuel and lubricants, wages, etc.) Completion date: about 18 months after the end of martial law in Ukraine (2023-2024) Stage 2 2340430 USD Stage 3	Recovery fund		

		educational auditoriums Stage 3 Installation of the exposition in accordance with the project of the main exposition of the second stage of the Holodomor Museum						

Required regulatory framework

No	Title of the regulatory act to the task from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1	An amending the laws of Ukraine to improve the procedure for dismantling Russian imperial and Soviet symbols and monuments	streamlining the dismantling procedure of Russian imperial and Soviet symbols and monuments	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	December, 2022	within three months from the date of entry into force of the Law
2	Law of Ukraine on the Principles of State Policy in the Sphere of Restoration and Preservation of National Memory	Defining the goal, tasks, principles, directions, features of formation and realization of the state policy in the area of restoration and preservation of national memory	Ministry of Culture and information policy of Ukraine, Ukrainian	December, 2023	within three months from the date of entry into force of the Law

No	Title of the regulatory act to the task from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
			Institute of National Remembrance		
3	An amending the Law on the Perpetuation of the Victory over Nazism	Improving commemorative practices to perpetuate the victory over Nazism	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	December, 2023	within three months from the date of entry into force of the Law
4	An amending the Resolution of the Cabinet of Ministers of Ukraine "Some issues of the Ukrainian Institute of National Remembrance" dated 12.11.2014 No 684 and other regulatory framework	An amending the Regulations of the Ukrainian Institute of National Remembrance and other normative documents in order to strengthen the institutional capacity of the Ukrainian Institute of National Remembrance	Ministry of Culture and information policy of Ukraine, Ukrainian Institute of National Remembrance	December, 2023	01.01.2024
5	Law of Ukraine "On the formation and implementation of state policy in the field of establishing Ukrainian civic identity"	Defining the goal, tasks, principles, directions, features of formation and realization of the state policy in the area of the statement of the Ukrainian civil identity	Ministry of Veterans Affairs of Ukraine	August, 2022	-
6	Strategy for involving war veterans in the formation of Ukrainian civic identity through a system of national-patriotic (including military-patriotic) education (Presidential Decree or act of the Cabinet of Ministers)	Implementation of the state policy on active participation of war veterans in the formation of Ukrainian civic identity through the system of national-patriotic (including military-patriotic) education on the example of heroism of defenders of Ukraine	Ministry of Veterans Affairs of Ukraine	within three months from the date of entry into force of the Law	within three months from the date of entry into force of the Law
7	The procedure for involving war veterans in national-patriotic education in the education system (act of the Cabinet of Ministers)	Determining the procedure for involving war veterans in national-patriotic education in the education system	Ministry of Veterans Affairs of Ukraine	within a month after the approval of the Strategy	within a month after the approval of the Strategy

No	Title of the regulatory act to the task from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
8	The procedure for organization and creation of places of honor and respect for war veterans in general secondary education institutions (act of the Cabinet of Ministers)	Determining the procedure for organization and creation of places of honor and respect for war veterans in general secondary education institutions	Ministry of Veterans Affairs of Ukraine	within a month after the approval of the Strategy	within a month after the approval of the Strategy
9	Regulations on the Virtual Museum of War Veterans	Approval of the Regulations on the Virtual Museum of War Veterans	Ministry of Veterans Affairs of Ukraine	September, 2023	September, 2023
10	Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Procedure for organizing burials on the territory of the National Military Memorial Cemetery, the procedure for maintaining and protecting the National Military Memorial Cemetery and the description of sample tombstones and memorial plaques installed on the territory of the National Military Memorial Cemetery”	Approval of the Procedure for the organization of burials on the territory of the National Military Memorial Cemetery, the Procedure for maintenance and protection of the National Military Memorial Cemetery and the description of the sample of tombstones and memorial plaques installed on the territory of the National Military Memorial Cemetery	Ministry of Veterans Affairs of Ukraine	within three months from the date of entry into force of the Law of Ukraine №2292-IX 31 May, 2022	within three months from the date of entry into force of the Law of Ukraine No 2292-IX 31 May, 2022
11	Resolution of the Cabinet of Ministers of Ukraine “On the establishment of the state enterprise “National Military Memorial Cemetery"	Establishment of the state enterprise “National Military Memorial Cemetery” and approval of its charter	Ministry of Veterans Affairs of Ukraine	December, 2022	December, 2022
12	Regulations on the interactive map of monuments and memorial plaques in honor of the fallen defenders of Ukraine	Approval of the Regulations on the interactive map of monuments and memorial plaques in honor of the fallen defenders of Ukraine	Ministry of Veterans Affairs of Ukraine	June, 2023	June, 2023

No	Title of the regulatory act to the task from the Subsec. 2.3	Point of the regulatory framework development/amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
13	Regulations on the Book of Heroic Deeds	Approval of the Regulations on the Book of Heroic Deeds	Ministry of Veterans Affairs of Ukraine	June, 2023	June, 2023
14	An amending the normative documents to include historical topics into the programs of the Ukrainian Cultural Foundation, the Ukrainian Institute, the National Research Fund of Ukraine, the Book Institute, etc.	Including historical topics into the programs of the Ukrainian Cultural Foundation, the Ukrainian Institute, the National Research Fund of Ukraine, the Book Institute, etc.	Ministry of Culture and information policy of Ukraine	August, 2023	01.01.2023

8. Digital transformations in culture

1. 1. The main problems that must be solved within the framework of the Recovery Plan in the direction of "Functioning of the financial system, its reformation"

The impact of war on a specific area of analysis:	
1) Key challenges (generalized for a specific area)	In Ukraine, there is no single information resource that would contain comprehensive information in the field of culture and information policy, in particular information about cultural values and cultural heritage of Ukraine, there are no centralized electronic lists of museum objects, objects of immovable cultural heritage, printed and handwritten publications. The primary problems that need to be solved are the lack of development of cultural heritage by society, the encouragement of innovative trends, active cultural policy of the state based on the modern scientific and digital concept of national culture; intensive development of cultural infrastructure (including digital), coverage of the entire sphere of Ukrainian culture with modern information and communication systems, legislative stimulation of private initiatives and

	contributions to Ukrainian culture, active participation in world cultural life, openness of one's own culture to it.
2) Key capabilities (generalized for a specific area)	Implementation of the project will provide an opportunity to carry out a digital transformation in culture, will provide automation of accounting processes for information about cultural heritage and cultural values, as well as access to digital content. The project will accelerate cultural institutions equipped with digital, modern workplaces. The formation and implementation of state policy in the field of culture and information policy, in particular the distribution of state financial resources, will be based on real data that will be centralized and protected. Ukrainians will have open and transparent access to cultural services and information in the field of culture and information policy.
3) Key limitations (generalized for a specific area)	Digitization of the world requires the use of digital tools that will provide access to cultural services and information on a permanent basis, regardless of time and space factors. Digitization of the sphere of Ukrainian culture involves the following Phases: collection, validation and generalization of various types of data, creation of the necessary infrastructure and overcoming ignorance of the population regarding the functioning and possibilities of using the digital space in the sphere of culture, regulation of these issues at the legislative level.

1.1. **Goals, tasks, stages of the Recovery Plan in the direction of "Digital transformations in culture" in the chosen field:**

1.2. Goals are aimed at solving a specific problem: Digital transformations in culture — is a comprehensive strategic vision of digital development, digital transformations and digitalization of the sphere of culture and information policy, which corresponds to the principles of implementation by executive authorities of the principles of the state policy of digital development.

	Phase 1: June 2022 - end of 2022	**Phase 2: January 2023– December 2025**	**Phase 3: January 2026– December 2032**
The identified problem that requires a solution in the specified area of analysis:Implementation of the electronic system of the State Register of Immovable Heritage of Ukraine			
The goal that must be achieved to solve the problem at each stage	Construction of a technical Task for the development of software for the State Register of Immovable Heritage of Ukraine. Development of the basic software of the State Register of Immovable Heritage of Ukraine.	Expanding the functionality of the software of the electronic State Register of Immovable Heritage of Ukraine. Completion of digitization of information on immovable cultural heritage objects and existing urban planning documentation in the part of	Full automation of the process of recording immovable heritage of Ukraine.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
	Modernization of server equipment. Ensuring the interaction of the State Register of Immovable Heritage of Ukraine with other information resources (E-Construction and Address Register)	historical and architectural reference plans of settlements. Entry of the specified information into the State Register of Immovable Heritage of Ukraine.	
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	Short deadlines for the implementation of the electronic system of the State Register of Immovable Heritage of Ukraine	Lack of funds due to continued martial law in the country; lack of specialists.	The need to make changes to the current legislation of Ukraine, as well as the need to reengineer processes
Measured indicator of goal achievement	Documented technical and other requirements for the development of software for the electronic system of the State Register of Immovable Heritage of Ukraine	Information on 100% of objects has been digitized and entered into the electronic system of the State Register of Immovable Heritage of Ukraine	Registration of immovable heritage of Ukraine is carried out exclusively in electronic form.
The total size of the need for financial resources to achieve the goal, million hryvnias	21,5	20	20
Connection of the goal with other directions	Implementation of the electronic system of the register of the Museum Fund of Ukraine	Implementation of the electronic system of the register of the Museum Fund of Ukraine	Implementation of the electronic system of the register of the Museum Fund of Ukraine
The identified problem that requires a solution in the specified area of analysis:Implementation of the electronic system of the register of the Museum Fund of Ukraine			
The goal that must be achieved to solve the problem at each stage	Technical task for the creation of software for the register of the Museum Fund of Ukraine.	Entering information about the list of collections into the electronic system of the register of the Museum Fund of Ukraine.	Finalization of the software of the electronic system of the register of the Museum Fund of Ukraine.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
	Development of the basic software of the electronic registry system of the Museum Fund of Ukraine.	Ensuring the integration of all institutions authorized to store the state part of the Museum Fund of Ukraine. Modernization of server equipment.	Ensuring the accounting of Museum objects of the state part of the Museum Fund of Ukraine exclusively in electronic form
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	Short deadlines for the introduction of the electronic electronic system of the register of the Museum Fund of Ukraine.	Lack of funds due to the continuation of martial law in the country; lack of specialists.	The need to make changes to the current legislation of Ukraine, the need to reengineer processes
Measured indicator of goal achievement	Documented technical and special requirements for the development of software of the electronic system of the register of the Museum Fund of Ukraine. Development of software for entering information about the list of museum collections. Integration into the electronic system of the Museum Fund of Ukraine register of 50% of institutions authorized to store the state part of the Museum Fund of Ukraine. Ensuring that the list of museum objects is filled by significant institutions at a level not lower than 30% of the total volume of collections.	Ensuring interoperability of the electronic system of the register of the Museum Fund of Ukraine. Integration into global and European systems. Implementation of the public part of the electronic system of the register of the Museum Fund of Ukraine. Creation of tools for monitoring the movement of museum valuables. Integration into the electronic system of the Museum Fund of Ukraine register of 70% of institutions authorized to store the state part of the Museum Fund of Ukraine. Ensuring that the list of museum objects is filled by significant institutions at a level not lower than 80% of the total volume of collections.	Implementation of accounting of destroyed, damaged and stolen museum objects of the state part of the Museum Fund of Ukraine in the electronic system of the register of the Museum Fund of Ukraine. Integration into the electronic system of the Museum Fund of Ukraine register of 100% of institutions authorized to store the state part of the Museum Fund of Ukraine. Ensuring that the list of museum objects is filled by significant institutions at a level not lower than 95% of the total volume of collections.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The total size of the need for financial resources to achieve the goal, million hryvnias	15	18	21
Connection of the goal with other directions	Computerization and internetization of museums and reserves, which store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine	Computerization and internetization of museums and reserves, which store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine	Computerization and internetization of museums and reserves, which store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine
The identified problem that requires a solution in the specified area of analysis: Computerization and internalization of museums and reserves, which store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine			
The goal that must be achieved to solve the problem at each stage		Provision of museums and nature reserves that store museum objects with modern computer equipment and Internet access	Provision of museums and nature reserves that store museum objects with modern computer equipment and Internet access
The deadline is within the stage		24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.
Measured indicator of goal achievement		70% of museums and reserves that store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine are 50% equipped with computer equipment and have access to high-speed Internet	100% of museums and reserves that store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine are 100% equipped with computer equipment and have access to high-speed Internet

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The total size of the need for financial resources to achieve the goal, million hryvnias		2000	2000
Connection of the goal with other directions		Implementation of the electronic system of the register of the Museum Fund of Ukraine	Implementation of the electronic system of the register of the Museum Fund of Ukraine
The identified problem that requires a solution in the specified area of analysis: finalization of the electronic system of the registry of the National List of Elements of the Intangible Cultural Heritage of Ukraine			
The goal that must be achieved to solve the problem at each stage	Development of the technical task for finalizing the electronic system of the registry of the National list of elements of the intangible cultural heritage of Ukraine	Development of software for the electronic system of the registry of the National List of Elements of the Intangible Cultural Heritage of Ukraine	
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	Absence of a regulatory legal basis for the formation of an electronic system of the National List of Elements of the Intangible Cultural Heritage of Ukraine	Lack of funds due to the continuation of martial law in the country; lack of specialists.	The need to make changes to the current legislation of Ukraine, the need to reengineer processes
Measured indicator of goal achievement	Documented technical and other requirements for the development of software for the electronic system of the registry of the National List of Elements of the Intangible Cultural Heritage of Ukraine	Software for the electronic system of the registry of the National List of Elements of the Intangible Cultural Heritage of Ukraine	The accounting of elements of the intangible cultural heritage of Ukraine is carried out exclusively in the electronic system

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The total size of the need for financial resources to achieve the goal, million hryvnias		1	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Digitization of musical heritage of Ukrainian composers, creation of an electronic library of musical scores;			
The goal that must be achieved to solve the problem at each stage	Development of a technical task for the creation of software for an electronic library of sheet music scores of Ukrainian composers	Development of an electronic library of music scores of Ukrainian composers. Digitization of 1,000 musical scores by Ukrainian composers.	Modernization of server and additional equipment. Digitization of sheet music of 10,000 scores of Ukrainian composers
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	Brief terms for the digitization of musical heritage of Ukrainian composers.	Lack of funds due to the continuation of martial law in the country; lack of specialists.	The need to make changes to the current legislation of Ukraine, the need to reengineer processes
Measured indicator of goal achievement	Documented technical and other requirements for the electronic library of music scores of Ukrainian composers.	Introduction of an electronic library of music scores of Ukrainian composers. Entry of at least 1,000 sheet music.	Availability of modern servers and components, as well as additional equipment for proper system operation.
The total size of the need for financial resources to achieve the goal, million hryvnias	5	5	5
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: implementation of the electronic system of the register of masters of folk arts and crafts			

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The goal that must be achieved to solve the problem at each stage	Development of the technical task for the development of the software of the electronic system of the register of masters of folk arts and crafts	Development of software for the electronic system of the register of masters of folk arts and crafts	Marking and popularization of the products of the masters of folk arts and crafts
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	The need to make changes to the current legislation	Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Documented technical and other requirements for the electronic system of the register of masters of folk arts and crafts	Implementation of the electronic system of the register of masters of folk arts and crafts	Entering 100% of information about the products of masters who have unique technologies
The total size of the need for financial resources to achieve the goal, million hryvnias		4,9	2
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Implementation of the electronic register system of the National System of Centralized Cataloging			
The goal that must be achieved to solve the problem at each stage	Development of the technical task of developing the software of the electronic system register of the National System of Centralized Cataloging	Software development of the electronic register system of the National System of Centralized Cataloging	Creation of relevant electronic catalogs
The deadline is within the stage	7 months	24 months	12 months

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
Risks of achieving the goal	Short deadlines for the implementation of the national system of centralized cataloging.	Lack of funds due to the continuation of martial law in the country, lack of specialists.	
Measured indicator of goal achievement	Documented technical and other requirements for creating software for the electronic system register of the National System of Centralized Cataloging.	Software of the electronic system register of the National System of Centralized Cataloging. Connecting to the system 80% of the registry filler libraries. filling of electronic catalogs by 70%.	Connection to the system of 100% of libraries, 100% filling of electronic catalogs.
The total size of the need for financial resources to achieve the goal, million hryvnias		6,9	7
Connection of the goal with other directions	Library work, protection of cultural heritage.	Library work, protection of cultural heritage.	Library work, protection of cultural heritage.
The identified problem that requires a solution in the specified area of analysis: Creation of an electronic system for certification (independent testing) of teaching staff of specialized art education institutions			
The goal that must be achieved to solve the problem at each stage	Development of a technical task for the development of software for an electronic system for certification (independent testing) of teaching staff of specialized art education institutions	Development of software for an electronic system for certification (independent testing) of teaching staff of specialized art education institutions Preparation of relevant test tasks. Implementation of an electronic system for certification (independent testing) of teaching staff of specialized art education institutions	Annual update of test tasks
The deadline is within the stage	6 months	24 months	72 months

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
Risks of achieving the goal	Short deadlines for the creation of an electronic system for certification (independent testing) of teaching staff of specialized art education institutions	Lack of funds due to the continuation of martial law in the country, lack of specialists.	The need for process reengineering.
Measured indicator of goal achievement	Documented technical and other requirements for the development of electronic system software for certification (independent testing) of teaching staff of specialized art education institutions	Electronic system software for certification (independent testing) of teaching staff of specialized art education institutions	Certification (independent testing) of teaching staff of institutions of specialized art education exclusively in electronic form remotely.
The total size of the need for financial resources to achieve the goal, million hryvnias.		8	
Connection of the goal with other directions	Education	Education	Education
The identified problem that requires a solution in the specified area of analysis: creation of a mobile application for studying the Ukrainian language "My Language".			
The goal that must be achieved to solve the problem at each stage	Construction of the technical task of the mobile application software for learning the Ukrainian language "My language".	Development of mobile application software for learning the Ukrainian language "My Language". Formation of language packages	Update language packs
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal	Short deadlines for creating a mobile application for learning the Ukrainian language "My Language".	Lack of funds due to the continuation of martial law in the country, lack of specialists.	The need to make changes to the current legislation of Ukraine, the need to reengineer processes.
Measured indicator of goal achievement	Documented technical and other requirements for the development of the	Mobile application software for studying the Ukrainian language "My Language".	10 new topics to explore update materials by all created.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
	mobile application software for learning the Ukrainian language "My Language".	Developed topics for learning the Ukrainian language, download to the application.	App popularity.
The total size of the need for financial resources to achieve the goal, million hryvnias.		4,8	
Connection of the goal with other directions		Cultural heritage and cultural values.	Cultural heritage and cultural values.
The identified problem that requires a solution in the specified area of analysis: Creation of a complex information and search system of the archive			
The goal that must be achieved to solve the problem at each stage	Development of a technical task for the development of software for a complex electronic information and search system of the archive	Software development of a complex electronic information and search system of the archive. Digitization of paper documents and entering information into the complex electronic information and search system of the archive.	Further filling of the complex electronic information and search system of the archive. Integration with global search engines in the specified field
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Documented technical and other requirements for software development of a complex electronic information and search system of the archive	Formation of an archive of more than 100,000 case titles in a complex electronic information and search system, which includes the digitization of 600,000 digital images of documents	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The total size of the need for financial resources to achieve the goal, million hryvnias.		9,5	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Creation of an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine			
The goal that must be achieved to solve the problem at each stage	Creation of an electronic list of defenders of Ukraine in whose honor memorial plaques have been installed	Creation of a technical task for the development of software for an interactive map of monuments and memorial plaques in honor of the fallen defenders of Ukraine Development of software for an electronic system of an interactive map of monuments and memorial signs in honor of fallen defenders and citizens of Ukraine	Expanding the functionality of the interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine.
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Entering 80% of the information on the placement of memorial plaques into the list.	Providing information about all subjects on the interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine	Consolidation of complete information into an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine, taking into account the order of their creation

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The total size of the need for financial resources to achieve the goal, million hryvnias.		10	12
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Introduction of certificates for the purchase of books			
The goal that must be achieved to solve the problem at each stage	Stimulation of demand, development of reading culture, support of reader demand and all market subjects	Creation of a technical task for the development of software for an electronic system of certificates for the purchase of books Development of software for an electronic system of certificates for the purchase of books Implementation of the electronic system of certificates for the purchase of books	
The deadline is within the stage	6 months	24 months	
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Formation of criteria for selection of publishing works	Formation of more than 500,000 electronic certificates annually.	
The total size of the need for financial resources to achieve the goal, million hryvnias.		21	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
Connection of the goal with other directions	Implementation of the electronic register system of the National System of Centralized Cataloging	Implementation of the electronic register system of the National System of Centralized Cataloging	
The identified problem that requires a solution in the specified area of analysis: Computerization and internalization of public libraries			
The goal that must be achieved to solve the problem at each stage		Provision of public libraries with modern computer equipment and Internet access	Provision of public libraries with modern computer equipment and Internet access
The deadline is within the stage		24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.
Measured indicator of goal achievement		70% of public libraries are 50% equipped with computer equipment and have access to high-speed Internet	100% of public libraries are 100% computerized and have access to high-speed Internet
The total size of the need for financial resources to achieve the goal, million hryvnias.		1000	3000
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Creation of the National Electronic Library			
The goal that must be achieved to solve the problem at each stage	Forming a list of books, rare and valuable documents that constitute cultural heritage	Creation of a technical Task for the development of the software of the National Electronic Library	Further development of the electronic library

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
		Development of software of the National Electronic Library Digitization of the formed list of books of rare and valuable documents that constitute cultural heritage	
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal	Denial of access due to hostilities	Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.
Measured indicator of goal achievement	At least 20% of documents that constitute cultural heritage	Documented technical and other requirements for software development of the National Electronic Library. Software of the National Electronic Library. Digitization of the created list of books of rare and valuable documents that constitute cultural heritage of at least 20% of the documents that constitute cultural heritage.	At least 70% of documents that constitute cultural heritage
The total size of the need for financial resources to achieve the goal, million hryvnias.		60	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Implementation of the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products			

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The goal that must be achieved to solve the problem at each stage	Creation of a technical Task for the development of software for the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	Development of software for the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	
The deadline is within the stage	6 months	24 months	
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Documented technical and other requirements for the development of software for the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	Software of the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products. Implementation of the State Register of Publishers, Manufacturers and Distributors of Publishing Products. Issuance of a certificate to subjects of the publishing business in electronic form	
The total size of the need for financial resources to achieve the goal, million hryvnias.		25	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Creation of an automated system of the basic network of cultural institutions			

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The goal that must be achieved to solve the problem at each stage	Creation of a technical task for the development of software for the automated system of the basic network of cultural institutions	Software development of the automated system of the basic network of cultural institutions Integration with The unified state register of enterprises and organizations of Ukraine. It is impossible to prevent the closure of cultural institutions without the approval of the relevant ministry. Purchase of server equipment.	
The deadline is within the stage	6 months	24 months	
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	
Measured indicator of goal achievement	Documented technical and other requirements for software development of the automated system of the basic network of cultural institutions	Software of the automated system of the basic network of cultural institutions Entering information about all cultural institutions into the network	
The total size of the need for financial resources to achieve the goal, million hryvnias.	4	8	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Automated system for submission and administration of applications for receiving state support in the field of arts			

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
The goal that must be achieved to solve the problem at each stage	Creation of a technical task for the development of software for an automated system of submission and administration of applications for state support in the field of arts	Development of a software automated system for submission and administration of applications for state support in the field of arts	Expanding the functionality of the automated system for submission and administration of applications for state support in the field of arts
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.
Measured indicator of goal achievement	Documented technical and other requirements for software development of an automated system for submission and administration of applications for state support in the field of arts	Software for the automated system of submission and administration of applications for receiving state support in the field of arts State support in the field of arts is provided exclusively through electronic applications.	State support in the field of culture and information policy is provided exclusively through electronic applications
The total size of the need for financial resources to achieve the goal, million hryvnias.		6	
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Creation of an electronic system for reviewing and approving the statutes of religious organizations and an all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine			
The goal that must be achieved to solve the problem at each stage	Creation of a technical Task for the development of software for an electronic system for reviewing and	Development of software for an electronic system for reviewing and approving the statutes of religious	Approval of statutes of religious organizations and canonical activities of

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
	approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	foreign citizens in Ukraine exclusively in electronic form
The deadline is within the stage	6 months	24 months	72 months
Risks of achieving the goal		Lack of funds due to the continuation of martial law in the country; lack of specialists.	The need to make changes to the current legislation of Ukraine, the need to reengineer processes
Measured indicator of goal achievement	Documented technical and other requirements for the development of software for the electronic system for reviewing and approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	Software for the electronic system for reviewing and approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	100% of approvals are done electronically
The total size of the need for financial resources to achieve the goal, million hryvnias.		5	55
Connection of the goal with other directions			
The identified problem that requires a solution in the specified area of analysis: Completion of the second part of the project "Virtual Museum of Russian Aggression" and the development of digital platforms of the Ukrainian Institute of National Memory.			
The goal that must be achieved to solve the problem at each stage	Construction of the technical Task for finalizing the software of the project	Creating and ensuring the functioning of the 2nd phase of the Virtual Museum of	Ensuring equal access to the truth about the war, increasing trust in the state, and

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023– December 2025	Phase 3: January 2026– December 2032
	"Virtual Museum of Russian Aggression" and the development of digital platforms of the Ukrainian Institute of National Memory.	Russian Aggression, ensuring the functioning and filling of the Archive of Oral History, the Virtual Necropolis of Ukrainian Emigration and other digital platforms of the Ukrainian Institute of National Memory.	consolidating society in the long term will contribute to the development of the humanitarian sphere and, accordingly, a positive impact on GDP.
The deadline is within the stage	7 months	24 months	72 months
Risks of achieving the goal	Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.	Lack of funds due to the continuation of martial law in the country; lack of specialists.
Measured indicator of goal achievement	Documented technical and other requirements for finalizing the software of the "Virtual Museum of Russian Aggression" project and the development of digital platforms of the Ukrainian Institute of National Memory.	The public part of the "Virtual Museum of Russian Aggression" is available to users. The Oral History Archive, the Virtual Necropolis of Ukrainian Emigration and other digital platforms of the Ukrainian Institute of National Memory are 60% full.	Combating fakes, increasing public awareness of the war by 30%, increasing public trust in the authorities.
The total size of the need for financial resources to achieve the goal, million hryvnias.	2	3	3
Connection of the goal with other directions	History, countering disinformation.	History, countering disinformation.	History, countering disinformation.

1.3. The current state of implementation of program documents in the selected area of analysis regarding the identified problem:

1.	Proposals for tasks of the National Informatization Program for 2022, 06.12.2021;	

	Proposals for tasks of the National Informatization Program for three years, 06.12.2021; Feasibility study (hereinafter referred to as feasibility study), 06.12.2021; Priority directions and Tasks (projects) of digital transformation for the period until 2023.	

1.4. Definition of tasks to achieve the goals from subsection 2.1 (for each defined goal)

	Description of the task to achieve the goal	**Deadline for completing the task**	**Dependence of the task on the tasks of other directions, areas, problems**
Goal: Implementation of the electronic system of the State Register of Immovable Heritage of Ukraine			
Phase 1: June 2022 - end of 2022			
1.	Task 1: Construction of the electronic system of the State Register of Immovable Heritage of Ukraine, creation of software, provision of serviceable server and additional equipment.	December 2022	It depends on the tasks of other directions, areas, problems.
2.	Task 2: Implementation of the electronic system of the State Register of Immovable Heritage of Ukraine	December 2022	It depends on the tasks of other directions, areas, problems.
3.	Task 3: Integration of the electronic system of the State Register of Immovable Heritage of Ukraine with other information resources.	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023 – December 2025			
4.	Task 1: Digitization of immovable heritage of Ukraine.	December 2025	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
5.	Task 2: Digitization of urban planning documentation	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
6.	Task 3: Full automation of accounting of immovable heritage of Ukraine.	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Створення електронного реєстру Музейного фонду України, цифровізація інфраструктури музеїв.			
7.	Task 1: Construction of the technical task for the electronic system of the register of the Museum Fund of Ukraine.	December 2022	It depends on the tasks of other directions, areas, problems.
8.	Task 2: Creation of electronic system software for institutions authorized to store the state part of the Museum Fund of Ukraine	December 2022	It depends on the tasks of other directions, areas, problems.
9.	Task 3: Creation of an electronic list of museum treasures, ensuring the possibility of its filling.	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
10.	Task 1: Ensuring interoperability of the electronic registry system of the Museum Fund of Ukraine, integration with global and European electronic resources	December 2025	It depends on the tasks of other directions, areas, problems.
11.	Task 2: Ensuring the possibility of monitoring the movement of museum objects	December 2025	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Phase 3: January 2026– December 2032			
12.	Task 1: Updating of server equipment to ensure the functions of the electronic system of the register of the Museum Fund of Ukraine.	December 2032	It depends on the tasks of other directions, areas, problems.
13.	Task 2: Implementation of accounting of destroyed, damaged and stolen museum objects of the state part of the Museum Fund of Ukraine	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Computerization and internetization of museums and reserves, which store museum objects that are state property and belong to the state part of the Museum Fund of Ukraine			
Phase 2: January 2023– December 2025			
14.	Task 1: Purchase of at least 60,000 computers and 25,000 scanners, connecting 70% of institutions to the Internet	December 2025року	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
15.	Task 1: Purchase of at least 25,000 computers and scanners for digitization of the state part of the Museum Fund of Ukraine, connection of 10% of institutions to the Internet	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Finalization of the electronic system of the registry of the National List of Elements of the Intangible Cultural Heritage of Ukraine			
Phase 1: June 2022 - end of 2022			
16.	Task 1: Amendments to the current legislation, construction of a technical task for finalizing the software of the electronic registry system of the National List of Elements of the Intangible Cultural Heritage of Ukraine.	December 2022	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
17.	Task 2: Creation of an interactive online map of objects of cultural heritage of ethnic and religious communities of Ukraine, their popularization.	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
18.	Task 1: Implementation and filling of the electronic system of the register of the National List of Elements of the Intangible Cultural Heritage of Ukraine	December 2022	It depends on the tasks of other directions, areas, problems.
Goal: Digitization of musical heritage of Ukrainian composers, creation of an electronic library of music scores.			
Phase 1: June 2022 - end of 2022			
19.	Task 1: Creation of a list of works that require digitization, formation of a technical task for the development of software for an electronic library of sheet music scores of Ukrainian composers	December 2022	It depends on the tasks of other directions, areas, problems.
20.	Task 2: Development of software for an electronic library of music scores of Ukrainian composers	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
21.	Task 1: Introduction of an electronic library of music scores of Ukrainian composers.	December 2023	It depends on the tasks of other directions, areas, problems.
22.	Task 2: Introduction of a public electronic library of music scores of Ukrainian composers.	December 2023	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
23.	Task 1: Filling the electronic library of music scores of Ukrainian composers.	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Implementation of an electronic system of the register of masters of folk arts and crafts.			
	Phase 1: June 2022 - end of 2022		
24.	Task 1: Amendments to the current legislation, construction of a technical task for the development of software for the electronic system of the register of masters of folk arts and crafts	December 2022	It depends on the tasks of other directions, areas, problems.
	Phase 2: January 2023– December 2025		
25.	Task 1: Development of software for the electronic system of the register of masters of folk arts and crafts.	December 2023	It depends on the tasks of other directions, areas, problems.
26.	Task 2: Implementation of the electronic system of the register of masters of folk arts and crafts.	December 2024 року	
	Phase 3: January 2026– December 2032		
27.	Task 1: Consolidation of information and carrying out labeling of all products of masters of folk arts and crafts.	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Implementation of the electronic system register of the National System of Centralized Cataloging.			
	Phase 1: June 2022 - end of 2022		
28.	Task 1: Implementation of the electronic register system of the National System of Centralized Cataloging.	December 2022	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
29.	Task 2: Connection to the system of public libraries.	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
30.	Task 1: Creating electronic catalogs and ensuring the possibility of filling them.	December 2025	It depends on the tasks of other directions, areas, problems.
31.	Task 2: Implementation of software for 100% of state libraries.	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
32.	Task 1: Modernization of server and additional equipment	October 2026	It depends on the tasks of other directions, areas, problems.
33.	Task 2: Implementation of software for automating library and information processes.	February 2027	It depends on the tasks of other directions, areas, problems.
Goal: Створення електронної системи для проходження сертифікації (незалежного тестування) педагогічних працівників закладів спеціалізованої мистецької освіти			
Phase 1: June 2022 - end of 2022			
34.	Task 1: Construction of a technical task for the development of software for an electronic system for certification (independent testing) of teaching staff of specialized art education institutions.	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
35.	Task 1: Implementation of an electronic system for certification (independent testing) of teaching staff of specialized art education institutions	December 2025	It depends on the tasks of other directions, areas, problems.
36.	Task 2: Filling the electronic system with test tasks		It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
37.	Task 1: Annual update of test tasks.	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Creation of a mobile application for studying the Ukrainian language "My Language".			
Phase 1: June 2022 - end of 2022			
38.	Task 1: Construction of a technical task for the development of software for the creation of a mobile application for learning the Ukrainian language "My Language",	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
39.	Task 1: Formation of language packages.	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
40.	Task 1: Update language packs.	December 2023	It depends on the tasks of other directions, areas, problems.
Goal: Creating a comprehensive information retrieval system archive			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Phase 1: June 2022 - end of 2022			
41.	Task 1: Construction of the technical task for the development of the software of the complex information and search system of the archive	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
42.	Task 1: Software development of a complex information and search system of the archive	December 2023	It depends on the tasks of other directions, areas, problems.
40.	Task 2. Implementation of the software of the complex information and search system of the archive	December 2023	It depends on the tasks of other directions, areas, problems.
43.	Task 3. Digitization of paper documents and entering information into the complex electronic information and search system of the archive	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
44.	Task 1. Further digitization of paper documents and entry of information into the complex electronic information and search system of the archive	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Creation of an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine			
Phase 1: June 2022 - end of 2022			
45.	Task 1. Creation of an electronic list of defenders of Ukraine in whose honor memorial plaques have been installed	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
46.	Task 1. Construction of a technical task for the development of software for an interactive map of monuments and memorial plaques in honor of the fallen defenders of Ukraine	December 2023	It depends on the tasks of other directions, areas, problems.
47.	Task 2. Development of software for an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine	December 2024 року	It depends on the tasks of other directions, areas, problems.
48.	Task 3. Implementation of software for an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
49.	Task 1. Further development of the platform of the interactive map of monuments and memorial plaques in honor of the fallen defenders of Ukraine, automation of the creation process	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Introduction of an electronic system of certificates for the purchase of books			
Phase 1: June 2022 - end of 2022			
50.	Task 1: Formation of criteria for selection of publishing works	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
51.	Task 1. Construction of the technical task for the development of the software of the electronic system of certificates for the purchase of books	December 2023	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
50.	Task 2. Development of software for an electronic system of certificates for the purchase of books	December 2023	It depends on the tasks of other directions, areas, problems.
52.	Task 3. Development of software for an electronic system of certificates for the purchase of books	December 2024	
53.	Task 4. Creation of certificates exclusively in the electronic form of certificates for the purchase of books	December 2025	
Goal: Computerization and internalization of public libraries			
Phase 2: January 2023– December 2025			
54.	Task 1: Purchase of at least 35,000 computers and connection of 70% of institutions to the Internet	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
55.	Task 1: Purchase of at least 100,000 computers and connection of 100% of institutions to the Internet	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Creation of the National Electronic Library			
Phase 1: June 2022 - end of 2022			
56.	Task 1: Forming a list of books, rare and valuable documents that constitute cultural heritage	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
57.	Task 1: Construction of the technical task for the development of the software of the National Electronic Library	December 2023	It depends on the tasks of other directions, areas, problems.
58.	Task 2: Development of software of the National Electronic Library	December 2024	It depends on the tasks of other directions, areas, problems.
59.	Task 3: Implementation of the software of the National Electronic Library	December 2024	It depends on the tasks of other directions, areas, problems.
60.	Task 4: Entry of digitized information into the National Electronic Library	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			
61.	Task 1: Finalization of the software of the National Electronic Library	December 2032	It depends on the tasks of other directions, areas, problems.
62	Task 2: Entry of digitized information into the National Electronic Library	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Implementation of the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products			
Phase 1: June 2022 - end of 2022			
63.	Task 1: Construction of a technical task for the development of software for the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	December 2022	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Phase 2: January 2023– December 2025			
64.	Task 1: Development of software for the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	December 2023	It depends on the tasks of other directions, areas, problems.
65.	Task 2: Implementation of the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	December 2024	It depends on the tasks of other directions, areas, problems.
66.	Task 3: issuance of certificates exclusively in electronic form using the electronic system of the State Register of Publishers, Manufacturers and Distributors of Publishing Products	December 2025	It depends on the tasks of other directions, areas, problems.
Goal: Creation of an automated system of the basic network of cultural institutions			
Phase 1: June 2022 - end of 2022			
67.	Task 1: Design of the technical task for the development of the software of the automated system of the basic network of cultural institutions	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
68.	Task 1: Software development of the automated system of the basic network of cultural institutions	December 2023	It depends on the tasks of other directions, areas, problems.
69.	Task 2: Implementation of the automated system of the basic network of cultural institutions	December 2023	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
70.	Task 3: Integration from the automated system of the basic network of cultural institutions of the Unified State Register of Enterprises and Organizations of Ukraine	December 2023	It depends on the tasks of other directions, areas, problems.
71.	Task 4: Automation of the process of changing the legal status of cultural institutions is impossible without agreement with the relevant ministry.	December 2024	It depends on the tasks of other directions, areas, problems.
72.	Task 5: Purchase of server equipment	December 2025	It depends on the tasks of other directions, areas, problems.
Goal: Automated system for submission and administration of applications for state support in the field of arts			
Phase 1: June 2022 - end of 2022			
73.	Task 1: Construction of a technical task for the development of software for an automated system for submission and administration of applications for receiving state support in the field of arts	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
74.	Task 1: Development of software for an automated system of submission and administration of applications for receiving state support in the field of arts	Червень 2024 року	It depends on the tasks of other directions, areas, problems.
75.	Task 2: Implementation of an automated system for submission and administration of applications for receiving state support in the field of arts	December 2025	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
76.	Task 2: Expanding the functionality of the automated system for submission and administration of applications for receiving state support in the field of arts in order to ensure full automation of the processes of submission and administration of applications for receiving state support in culture	December 2032	It depends on the tasks of other directions, areas, problems.
Goal: Creation of an electronic system for reviewing and approving the statutes of religious organizations and an all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine			
Phase 1: June 2022 - end of 2022			
77.	Task 1: Construction of a technical task for the development of software for an electronic system for reviewing and approving the statutes of religious organizations and an all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
78.	Task 1: Development of software for an electronic system for reviewing and approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	December 2024 року	It depends on the tasks of other directions, areas, problems.
79.	Task 2: Implementation of an electronic system for reviewing and approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine	December 2025	It depends on the tasks of other directions, areas, problems.
80.	Task 2: Integration of the electronic system for reviewing and approving the statutes of religious organizations and the all-Ukrainian electronic system for approving the canonical activities of foreign citizens in Ukraine with the Unified State Register of Enterprises and	December 2025	It depends on the tasks of other directions, areas, problems.

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
	Organizations of Ukraine and the integrated interdepartmental automated system of information exchange on matters of control of persons, vehicles and goods crossing the state border.		
Phase 3: January 2026– December 2032			
81.	Task 1: Approval of statutes of religious organizations and canonical activities of foreign citizens in Ukraine exclusively in electronic form	December 2032	It depends on the tasks of other directions, areas, problems.
Phase 1: June 2022 - end of 2022			
	Task 1: Construction of a technical Task for finalizing the software of the "Virtual Museum of Russian Aggression" project	December 2022	It depends on the tasks of other directions, areas, problems.
	Task 2: Development of digital platforms of the Ukrainian Institute of National Memory	December 2022	It depends on the tasks of other directions, areas, problems.
Phase 2: January 2023– December 2025			
	Task 1: Creating and ensuring the functioning of the 2nd phase of the Virtual Museum of Russian Aggression	December 2024	It depends on the tasks of other directions, areas, problems.
	Task 2: Ensuring the functioning and filling of the Oral History Archive, the Virtual Necropolis of Ukrainian Emigration and other digital platforms of the Ukrainian Institute of National Memory	December 2024	It depends on the tasks of other directions, areas, problems.
Phase 3: January 2026– December 2032			

	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
	Task 1: Ensuring the functioning and filling of the Oral History Archive, the Virtual Necropolis of Ukrainian Emigration and other digital platforms of the Ukrainian Institute of National Memory	December 2027	It depends on the tasks of other directions, areas, problems.

List of national projects for the implementation of the task from subsection 2.3 (for the corresponding task)

Description of the project to task N from subsection 2.3	Justification of the necessity of the project	Quality performance indicators of the project	Economic effect (impact on GDP, budget, employment, etc.)	The main responsible body of state power	Estimated need for financing (million UAH)	Proposed sources of funding	Necessary regulatory and legal support	Adjacent sphere of regulation of EU law (general comment)
Digital transformations in culture is a comprehensive strategic vision of digital development, digital transformations and digitalization in culture, which corresponds to the principles of implementation of the principles of the state policy of digital development by executive authorities.	Implementation of the project will provide an opportunity to carry out a digital transformation of culture, provide automation of information accounting processes, equipping with digital, modern workplaces, as well as access to digital content. The formation and implementation of state policy in the field of culture and information policy, including the distribution of state financial resources, will	Creation of a unified information environment in the field of culture and information policy, which will increase the quality level of management decision-making and implementa		Ministry of Culture and Information Policy of Ukraine.	120	Register of immovable cultural heritage — TAPAS; electronic register of the Museum Fund of Ukraine funds of the Lublin Triangle Fund; other projects — funds from the state	Changes are needed regarding the implementation of experimental projects on digitalization of records of cultural heritage objects.	Digitization of cultural heritage

	be based on real data that will be centralized and protected. Ukrainians will have open and transparent access to cultural services and information in the field of culture and information policy.	tion of state policy in this area.				budget, funds from newly created funds, charitable assistance.		

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Development of the military-industrial complex” working group

July 2022

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INTRODUCTION

The Ukrainian MIC comprises over 50 enterprises, which employed more than 50 thousand people in 2021 and produced UAH 7.2 billion worth of goods, more than 20% of which were exported.

Resistance of Ukraine against the full-scale armed aggression of the Russian Federation has pinpointed the flaws in equipment of the Armed Forces of Ukraine and other military forces with modern armaments and military equipment (hereinafter referred to as the AME) necessary to complete their designated tasks. First and foremost, this has manifested itself in insufficient supply of the core items (complexes, systems) before the start of the war as well as a result of major losses of AME and expenses suffered during the first months of the aggression.

The following is the impact of the Russian Federation on the operation of the domestic Military-Industrial Complex (hereinafter referred to as the MIC):

- destruction of enterprises and production equipment;
- outflow of capital and freezing of investment projects due to military-related risks;
- destruction of cooperative ties and supply chains of raw materials, component parts, and materials has exacerbated the pre-existing issue of supply of MIC enterprises with electronic components not manufactured in Ukraine and imported from abroad (first and foremost, microelectronics) and necessary raw materials;
- increased demand for AME by the state customers and insufficient level of preparedness of the MIC production and repair enterprises network to quickly meet the needs the Armed Forces and repair AME damaged or inoperative as result of military action;
- almost complete cessation of export supplies of finished products, component parts, units, military-purpose and double-purpose equipment;
- outflow of human capital resulting from forced external and internal migration of the population, changes in region-based workforce balance and its inconsistency with the location of the production capacities;
- rapid transition of the Armed Forces from the obsolete Soviet-era equipment (complexes, systems) to the state-of-the-art AME due to large-scale supply of modern weapons by Western allies. Therefore, the national MIC has shifted its focus mainly towards conducting repairs of the existing Soviet-era and post-Soviet-era AME used by the Armed Forces and stored in warehouses;
- absence of scientific-technical and production-technological base for the development and production of military aircraft (aeroplanes, helicopters), air defence systems / missile defence systems and aerospace defence systems, ammunition of various calibres.
- Defence funding requirements have increased significantly compared to pre-war levels.
- It is expected that in 2022 the Ukrainian economy will shrink by 45.1%.
- The expenses for defence forces, as well as their transition to the NATO standards, are expected to further increase.
- In case of a long-term war, the country might face the risk of a limited capability to attract internal and foreign capital to meet the needs of the defence sector;
- Low level of emergency material-technical supplies of the Armed Forces of Ukraine (hereinafter referred to as the AFU) — therefore, a need for production and accumulation of ammunition, missiles, etc.

For the post-war development of MIC, first of all, it is necessary to intensify the development of the military-technical cooperation, in particular attract foreign investment into the MIC enterprises, implement joint cooperation projects, obtain the necessary documentation and technologies for modernisation and repairs of the Western-type weapons.

1. Key issues to be solved within the framework of the Recovery Plan within the direction "Development of the Military-Industrial Complex"

Impact of the war on the defined analysis area:

1.1. Key challenges	1. **LIMITED FUNDING OF MIC INDUSTRIES** **Limited budget funding.** MIC's capacity for growth will be limited by the amount of funding attracted. The needs for armaments funding will increase dozens of times compared to their pre-war levels. Historically, the budget funds allocated to armaments have been insufficient for their development. **Difficulties in attracting investments faced by the MIC enterprises.** Attraction of investments into Ukraine's MIC has always been considered a bottleneck. However, active military action on the territory of Ukraine, as well as the constant military threat during the post-war period, further complicate this process. Among the key issues related to investment attraction one can identify the following: absence of efficient investment attraction mechanisms, in particular absence of state guarantees and an acceptable lending mechanism, bureaucratic obstacles; low level of military-technical cooperation aimed at attracting international companies to invest in MIC enterprises; reduced interest of investors in investing in Ukraine's MIC and a significantly increased cost of capital for enterprises resulting from military-related risks; etc. 2. **IMPERFECT REGULATORY ENVIRONMENT** **Inconsistency of the state military-industrial policy.** Multiple changes in the MIC management approaches complicate the establishment of an efficient environment for its development. Among the key issues related to the state military-industrial policy one can identify the following: inconsistency between military-industrial and military-technical policy; absence of an efficient mechanism to regulate the matters related to intellectual property; etc. **Suboptimal defence procurement processes.** The current defence procurement procedures (demand planning, execution of procurement procedures, etc.) do not create preconditions for the development of Ukraine's MIC. Among the key issues related to defence procurement one can identify the following: absence of long-term demand planning for MIC products; absence of an efficient pricing policy and respectively a low level of profitability of the defence projects in the interests of the state customers; secrecy and bureaucracy of the defence procurement process; etc. **Suboptimal effectiveness of foreign trade.** Currently, the foreign economic potential of Ukraine's MIC is not fully fulfilled. Among the key issues related to foreign trade one can identify the following: low level of military-technical cooperation with other countries; inefficient export-import operations management process of the MIC-related products; insufficient level of state support for MIC products export; etc. 3. **MANUFACTURING RESTRICTIONS** **Disruption of operational activity of the MIC enterprises resulting from military action.** The full-scale aggression of the Russian Federation has a significant impact on Ukraine's MIC enterprises. Since one of the goals of the invasion is to destroy the military and military-industrial potential of Ukraine, the Russian forces launch missile and bomb strikes against

	the MIC enterprises, which inflicts damage and disrupts the operational activity processes. Among the key issues related to the aggression of the Russian Federation one can identify the following: decreased production capacity of MIC resulting from military action; supply chain disruption (cessation of production / decreased production of the domestic suppliers for the MIC enterprises; logistics-related issues; etc.). **The capacity of the domestic MIC cannot fully meet the needs of the AFU.** The capacity of the domestic MIC cannot fully meet the needs of the AFU, in particular due to the absence of engineering schools in some fields. Therefore, a need arises for repairing a wide range of armaments of foreign manufacture in the absence of relevant documentation and technical preparation of production. At the same time, the capacity for production of the state-of-the-art domestic armaments at the needed scale is limited due to loss of significant portion of production capacities and the absence of mass production of specific component parts of modern armaments. Low level of automation and digitalisation of production and management processes.

1.2. Key possibilities	**INCREASED INTEREST TOWARDS UKRAINE IN THE WORLD.** An active foreign policy activity of the country's leadership facilitated an increased interest towards Ukraine in the world as well as the definitive establishment of Ukraine's positive image on the international arena. In its turn, an efficient resistance against the armed aggression of the Russian Federation, in particular with the use of domestic MIC products, results in an increased interest towards defence products manufactured in Ukraine. It is expected that these factors will have a positive impact on the effectiveness of the export activity of Ukraine's MIC enterprises as well as create new opportunities for the attraction of funding from international partners. **RAPPROCHEMENT WITH NATO, THE USA, THE UNITED KINGDOM, AND SELECT EUROPEAN COUNTRIES.** During the full-scale war against the Russian Federation, the military-technical cooperation between Ukraine and its key allies has intensified and strengthened. It is expected that these relations will be maintained during the post-war period, which will allow to ensure an efficient transfer of technologies and intensify the innovative development of the domestic MIC in accordance with the best international practices. **PRESENCE OF POLITICAL WILL AND SUPPORT OF THE SOCIETY IN RELATION TO MIC'S DEVELOPMENT.** The full-scale aggression by the Russian Federation yet again highlighted the importance of maintaining consistently high level of defence capability of the state and existence of a well-developed MIC. The above-mentioned provides an additional emphasis to the need to develop this area for the political leadership of the country and ensures a widespread support of this course in the Ukrainian society. It is expected that this will also allow to gain the support of the key stakeholders to increase investment into MIC, accelerate the implementation of the reforms, and unite the public around this goal.

1.3. Key limitations	**UNPREDICTABILITY OF THE DURATION AND INTENSITY OF MILITARY ACTION ON THE TERRITORY OF UKRAINE** In spite of the existence of various predictions and expert assessments, the duration and the intensity of the military action cannot be accurately predicted. This uncertainty creates limitations for efficient planning of restoration and development of MIC. Therefore, a number of assumptions are to be made. **ABSENCE OF TECHNOLOGIES.** Prevalence of the third and fourth technological generation technologies, as well as the absence of the fifth and sixth technological generation technologies, in the military-industrial production results in non-compliance of the line-up of systems and subsystems of armaments and military equipment manufactured by the domestic MIC enterprises with the state-of-the-art level. **DURATION OF THE REFORM IMPLEMENTATION PROCESS.** Implementation of the majority of the proposed measures requires time and consistency, which limits the number and scale of the measures that can be implemented simultaneously and determines the duration of recovery and development of Ukraine's MIC. **LIMITED HUMAN RESOURCES.** Forced migration resulting from large-scale military action on the territory of Ukraine exacerbates the personnel shortage issue present in select sectors of the economy. It is expected that this limitation will continue to exist during the post-war period. The working professions specialist training system is destroyed while an efficient human resources policy aimed at encouraging men and women to develop their professional career in MIC is absent. **LIMITATIONS OF ORGANISATIONAL NATURE.** Absence of a clear-cut MIC management structure, existence of duplicate structures, non-completion of the "Ukroboronprom" State Concern reform, complete absence of coordination of the activity of the non-state-owned enterprises by the state. Absence of a complete and reliable vision of the needs of the Armed Forces and other military forces in domestically-produced weapons, at least for the short-term period. Complete absence of information about the needs of the defence forces based on the network-centric warfare doctrine. Low level of coordination and cooperation between the scientific institutions of the National Academy of Sciences of Ukraine, the leading technical universities, and weapons

	developers. There is no universal state database of technologies and state-of-the-art technical solutions accessible to weapons developers.

2. Goals, tasks and stages of the Recovery Plan within the direction "Development of the Military-Industrial Complex" for specific fields

2.1. Goals aimed at resolving identified problems

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1) Limited funding of the MIC sectors			
Goal to be achieved to solve the issue during each stage	Establish financial-economic instruments aimed at resuming production, including the urgent need production	Increase the investment attractiveness and improve the financial state of the MIC enterprises	Implement joint projects wit private internal and external partners
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Lack of financial resources necessary to implement the instruments Continued destruction of MIC enterprises, which will result in an increase in financial resources necessary for recovery	Political risks, namely the unwillingness to pursue a more open investment policy, which is justified by the national security protection Corruption risks	Unwillingness of international partners to participate in the proposed projects Corruption risks
Measurable goal achievement indicator	Percentage of AFU's urgent needs met by the domestic MIC enterprises — at least 50% Percentage of operational enterprises — at least 70%	The amount of funds obtained from privatisation of MIC enterprises, which were de facto transferred to the State Trust Fund for Development of the Military-	The number of state-private partnership projects implemented — 20 projects. The amount of investments attracted via implementation of

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		Industrial Complex of Ukraine — UAH 305.9 million. The annual average number of employees of MIC enterprises — 125,000 people. The annual average salary of an MIC employee — UAH 21,830.	state-private partnership projects — USD 400 million.
Total funding requirement for the goal achievement	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed
Links between the goal and other directions	Audit of losses due to the war Modernisation and Development of Security and Defence Recovery and development of the economy Recovery of infrastructure	Modernisation and Development of Security and Defence Recovery and development of the economy	Modernisation and Development of Security and Defence Recovery and development of the economy
2) Imperfect regulatory environment			
Goal to be achieved to solve the issue during each stage	Forming an organisationally and functionally balanced MIC structure. Improving the planning and management system	Implement a systemic reform of MIC, in particular find a perfect balance between state and private enterprises, improve the cooperation between the	Establish efficient mechanisms of supporting technical and technological development of MIC enterprises

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		state customer and implementers, establish corporate governance at state enterprises	
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Absence of consensus among various stakeholders related to the vision for development of this sector Absence of an objective assessment of the potential and capabilities of MIC enterprises	Sabotage of the reform by select stakeholders due to the desire to preserve the existing influence Corruption risks	Absence of sufficient funding to implement the necessary measures Corruption risks
Measurable goal achievement indicator Specific values will be indicated later		Percentage of the state-owned economic operators that de facto comply with the state enterprises governance standards adopted by OECD. Average time to process an export-import military-purpose and double-purpose product application. Percentage of armaments and military equipment procurements	Degree of amortisation/depreciation of the key funds at enterprises.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		conducted in compliance with competitive procedures.	
Total funding requirement for the goal achievement	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed
Links between the goal and other directions	Modernisation and Development of Security and Defence	Modernisation and Development of Security and Defence Recovery and development of the economy	Modernisation and Development of Security and Defence Education and science
3) Manufacturing restrictions			
Goal to be achieved to solve the issue during each stage	Identify the needs of the defence forces in armaments and the capacity and expediency to meet these needs by the MIC enterprises	Establish critically important, and modernise the existing, enterprises, complete the transition to the NATO standards	Intensify the integration of national producers into the international armaments market and improve their export potential, further develop military-technical cooperation
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Continued destruction of MIC enterprises Absence of an objective assessment of the potential and capabilities of MIC enterprises	Absence of sufficient funding to implement the necessary measures Absence of an objective assessment of the potential	Absence of sufficient funding to implement the necessary measures Absence of political will in potential partner countries Corruption risks

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		and capabilities of MIC enterprises Corruption risks	
Measurable goal achievement indicator Specific values will be indicated later		Percentage of armaments and military equipment procurements containing reference to NATO standards.	Number of international exhibitions with Ukrainian expositions / delegations as participants, number of signed agreements/memorandums and number of signed contracts. Total profits of MIC enterprises (in the context of government contracts and exports)
Total funding requirement for the goal achievement	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed	to be estimated after necessary calculations are completed
Links between the goal and other directions	Modernisation and Development of Security and Defence	Modernisation and Development of Security and Defence	Modernisation and Development of Security and Defence

2.2. Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area

No.	Title of the programme document	Current situation

1	Strategy for the Development of the Military-Industrial Complex of Ukraine (adopted by the Decree of the President of Ukraine No. 372/2021 of 20 August 2021 "On Decision of the National Security and Defence Council of Ukraine of 18 June 2021 'On the Strategy for the Development of the Military-Industrial Complex of Ukraine' ")	Implementation of the 1st stage measures of the Strategy of the state sector of the Military-Industrial Complex of Ukraine in accordance with the Law of Ukraine "On the Peculiarities of Reforming the Enterprises of the Military-Industrial Complex of the State Form of Ownership": 1. Ensured the development and adoption by the Cabinet of Ministers of Ukraine of the Action Plan on implementation of the Law of Ukraine "On the Peculiarities of Reforming the Enterprises of the Military-Industrial Complex of the State Form of Ownership" (Protocol No. 155 of 29 December 2021). 2. The Cabinet of Ministers of Ukraine adopted the following decision: - Ordinance of the Cabinet of Ministers of Ukraine No. 1594-p of 09 December 2021 "On Termination through Reorganisation of the "Ukroboronprom" State Concern into a Joint-Stock Company"; - Ordinance of the Cabinet of Ministers of Ukraine No. 1595-p of 09 December 2021 and Resolution of the Cabinet of Ministers of Ukraine No. 1280 of 09 December 2021 on approval of reorganisation of the member enterprises of the concern into business entities. 3. "Ukroboronprom" State Concern adopted the decision to reorganise 47 out of 63 of its member enterprises, which, in accordance with the decision of the Steering Committee of the Concern, are subject to reorganisation into business entities. **Due to the beginning of the war, the reorganisation of the enterprises has not been completed.**
2	State target programme for reforming and developing the Military-Industrial Complex for the period until 2021	The Cabinet of Ministers of Ukraine adopted the Resolution No. 1350-35 of 23 December 2021 "On Extending the Implementation of the State Target Programme for Reforming and Developing the Military-Industrial Complex for the period until 2021" **(extended until 2022)**

3	Action Plan on implementation of the Law of Ukraine "On the Peculiarities of Reforming the Enterprises of the Military-Industrial Complex of the State Form of Ownership" (The Protocol Decision of the Cabinet of Ministers of Ukraine of 29 December 2021, Protocol No. 155)	The Law implementation measures have been initiated. The report on the state of implementation of measures No. **1.4-3.2/1422 of 11 April 2022** has been sent via a letter to the Ministry of Economy of Ukraine.
4	Ordinance of the CMU No. 1544-p of 28 October 2020 "On Adoption of the National Action Plan on Implementation of the 'Women, Peace and Security' UN Security Council Resolution for the period until 2025"	The following National Action Plan measures have been envisaged, but require further implementation, with their implementer being the Ministry of Strategic Industries of Ukraine: • introduction of changes and amendments into the Articles of Association of the "Ukroboronprom" State Concern, in particular the sections related to ensuring participation of women in the activity of the Steering Committee of the Concern; • development, expansion, and application of the infrastructure security analysis results taking into account the equal rights and opportunities for men and women principle (territory security audit)

2.3. Definition of tasks for the goal achievement from paragraph 2.1

No.	**Description of the task for the goal achievement**	**Deadline for the task**	**Dependence of the task on the tasks within other directions, areas and issues**
Goal 1: Establish financial-economic instruments aimed at resuming production, including the urgent need production			
Stage 1: June 2022 – end of 2022			
1.1	Task 1. Assess the cost of resumption of work of critical production facilities	August 2022	Audit of losses due to the war
1.2	Task 2. Exempt the MIC enterprises from income taxes if such an income was obtained in the form of target charity assistance aimed at	August 2022	Recovery and development of the economy

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	reinforcing the defence capacity and mobilisation readiness of the country, protection of the population during emergency situations arising during peaceful and war times		
1.3	Task 3. Develop a funding mechanism for production resumption	September 2022	Recovery and development of the economy Recovery of infrastructure
1.4	Task 4. Establish funding mechanisms for production resumption	October 2022	Recovery and development of the economy Recovery of infrastructure
Goal 2. Improve the investment attractiveness and financial state of the MIC enterprises			
Stage 2: January 2023 – December 2025			
2.1	Task 1. Restructure the bad debts of the MIC enterprises	June 2023	Recovery and development of the economy
2.2	Task 2. Improve the legislation in the field of attraction and protection of domestic and foreign investments, in particular lift restrictions on establishment of joint ventures with foreign companies and conducting joint business with them, ensure the accessibility of risk insurance instruments (including military risks) for investment purposes, extend the scope of the Law of Ukraine "On Industrial Parks" and other investment stimulation and support instruments to the field of MIC	December 2023	Recovery and development of the economy
2.3	Task 3. Develop a mechanism for interest rate reduction on loans, and extension of credit terms (loan terms) under government guarantees, to implement programmes related to improving the defence capacity and security of the state.	December 2023	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
			Recovery and development of the economy
2.4	Task 4. Ensure capital investment aimed at establishment of new, as well as modernisation and expansion of the existing, production capacities of the MIC enterprises in accordance with the content of the following: a) state weapon development programmes; b) state MIC development programmes; c) military-technical cooperation programmes and plans; d) programmes and plans for development and launch of civilian-purpose products.	December 2024	Modernisation and Development of Security and Defence Recovery and development of the economy
2.5	Task 5. Establish mechanisms of tax incentives to encourage investments into MIC and provide tax/customs preferences to offset agreements	December 2025	Modernisation and Development of Security and Defence Recovery and development of the economy
Goal 3. Implement joint projects with private internal and external investors			
Stage 3: January 2026 – December 2032			
3.1	Task 1. Establish legal instruments for efficient operation of the state-private partnership and establishment of joint ventures, with all of the above in the interests of the national security and defence	January 2026	Modernisation and Development of Security and Defence Recovery and development of the economy
3.2	Task 2. Determine the list of projects, as well as criteria for their implementation, through the mechanism of state-private partnership	December 2026	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
			Recovery and development of the economy
Goal 4. Forming an organisationally and functionally balanced MIC structure. Improving the planning and management system			
Stage 1: June 2022 – end of 2022			
4.1	Task 1. Development of state target programme projects in the field of weapons development and Military-Industrial Complex in the following areas: ● Aircraft production and repairs ● Armoured vehicles ● High-precision weapons and ammunition ● Radiolocation, radio communication, and special instrument building ● Aerospace programme ● Other areas	December 2022	Modernisation and Development of Security and Defence
4.2	Task 2. Identify the directions for development of the MIC production in accordance with the investment priorities	December 2022	Modernisation and Development of Security and Defence
4.3	Task 3. Update the content of the strategic state documents: ● The Law of Ukraine «On the National Security of Ukraine» ● The National Security Strategy of Ukraine ● The Military Security Strategy of Ukraine ● The Strategic Defence Bulletin of Ukraine ● The MIC Development Strategy of Ukraine	December 2022	Recovery and development of the economy Modernisation and Development of Security and Defence
Goal 5. Implement a systemic reform of MIC, in particular find a perfect balance between state and private enterprises, improve cooperation between state customer and implementers, establish corporate governance at state enterprises			

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
Stage 2: January 2023 – December 2025			
5.1	Task 1. Intensify the activity related to attraction of the NATO trust funds resources	December 2023	Modernisation and Development of Security and Defence
5.2	Task 2. Establishment of the CALS (Continuous Acquisition and Lifecycle Support) technology, with the establishment of the Lifecycle Support Centre, introduction of the performance-based AME systems exploitation support concept — PBL (Performance-Based Lifecycle Product Support) agreements — to contracting practice of AME supply by the MIC to the Ministry of Defence	December 2023	Modernisation and Development of Security and Defence
5.3	Task 3. Development, implementation, and annual adjustment (if necessary) of the pricing procedure for AME and its component parts taking into account the use of lifecycle support agreements and inclusion of cost for development of the new AME models into their supply price	December 2023	Modernisation and Development of Security and Defence Recovery and development of the economy
5.4	Task 4. Reform the state-owned enterprises management system in the field of MIC Introduce corporate governance standards, anti-corruption measures, IFRS, and reporting to the shareholders at MIC state-owned enterprises	December 2023	Recovery and development of the economy
5.5	Task 5. Improve the mechanisms of planning and conducting defence procurement	December 2024	Modernisation and Development of Security and Defence
5.6	Task 6. Establish an efficient and flexible price formation mechanism for products procured without competitive procedures, namely implement the following measures: review profitability norms for single-supplier procurement of military-purpose products, works, and	December 2024	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	services; establish a mechanism of including credit/loan servicing expenses into the production costs of MIC products for state defence contracts		
5.7	Task 7. Establish a unified closed information system for customers and participants of defence procurement	December 2025	Modernisation and Development of Security and Defence
Goal 6. Establish efficient mechanisms of supporting technical and technological development of MIC enterprises			
Stage 3: January 2026 – December 2032			
6.1	Task 1. Establish mechanisms of economic incentives to utilise state-of-the-art technologies, in particular those related to energy saving and use and recycling of rare-earth metals, etc.	December 2026	Recovery and development of the economy
6.2	Task 2. Establish a system of professional training of MIC specialists. Establish professional technical education structures under the leading enterprises of MIC sectors, establish government demand for training specialists of secondary special and higher education. Social security for the specialists	December 2026	Education and Science
6.3	Task 3. Review the structure of orders for development of new items and types of weaponry, its management and funding	December 2026	Modernisation and Development of Security and Defence
6.4	Task 4. Establish and ensure full functioning of the Agency for Defence Technologies	December 2026	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
6.5	Task 5. Develop and ensure funding for the Programme for Development of Defence Technologies	December 2026	Modernisation and Development of Security and Defence
6.6	Task 6. Determine the funding priorities for the State Fund for Development of MIC of Ukraine taking into account the goals of the state target programmes for reforming and developing MIC and developing weapons and military equipment	December 2026	Modernisation and Development of Security and Defence
6.7	Task 7. Assess the viability of establishing mechanisms of military-civilian integration	December 2027	Modernisation and Development of Security and Defence
6.8	Task 8. Streamline the procedures for importing equipment for research purposes, testing, development, and production of armaments and military equipment	December 2028	Recovery and development of the economy
6.9	Task 9. Establish an intellectual property items management system	December 2028	Recovery and development of the economy
6.10	Task 10. Improve the technology protection system	December 2032	
Goal 7. Identify the defence force's need for armaments and the ability and the appropriateness of MIC enterprises to meet this need			
Stage 1: June 2022 – end of 2022			
7.1	Task 1. Development of a matrix of defence forces' needs in armaments based on data provided by the Group on Security and Defence. (Capabilities based planning) and assessment of the capacity and expediency to meet this need by the MIC enterprises of Ukraine	December 2022	Modernisation and Development of Security and Defence
7.2	Task 2. Placement of enterprise on the territory of Ukraine taking into account the proximity to the borders with the aggressor, dispersion,	December 2022	Modernisation and Development of Security

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	vitality, duplication of production capacities, network coverage, availability of qualified personnel, infrastructure, coordination of the above-mentioned issues with the local authorities		and Defence
Goal 8. Establish critically important, and modernise the existing, enterprises, complete the transition to the NATO standards			
Stage 2: January 2023 – December 2025			
8.1	Task 1. Establishment of low-tonnage special chemical plants and their dispersion along the territory of the country	December 2025	
8.2	Task 2. Establishment of production of ammunition and cartridges compatible with NATO calibres, including licenced ones	December 2025	
8.3	Task 3. Ensuring unification, standardisation. Placement of orders for production of identical items of weaponry at different enterprises, optimisation of workload of enterprises	December 2025	Modernisation and Development of Security and Defence
8.4	Task 4. Establishment of intra-sectoral and inter-sectoral exchange of best practices, inventions, technical and technological solutions	December 2025	Modernisation and Development of Security and Defence
8.5	Task 5. Optimisation of equipment storage facilities and increase in their workload. Establishment of active cooperation in field of optimal equipment use, expansion of intra-sectoral and inter-sectoral outsourcing	December 2025	Modernisation and Development of Security and Defence
8.6	Task 6. Adaptation of the Ukrainian standards and regulations to NATO standards while preserving the permissible level of national identity	December 2025	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
8.7	Task 7. Establish product quality assessment mechanisms in accordance with the international ISO standards and other international and European quality assessment documents	December 2025	Modernisation and Development of Security and Defence
8.8	Task 8. Ensure the review (and extension) of Series B level inter-state standards	December 2025	Modernisation and Development of Security and Defence
8.9	Task 9. Establish an electronic database of standardisation-related normative documents in force in Ukraine	December 2025	Modernisation and Development of Security and Defence
8.10	Task 10. Ensure funding of production preparation measures in accordance with the goals of the state programmes for weapon development	December 2025	Modernisation and Development of Security and Defence
8.11	Task 11. Determine the priorities and projects aimed at establishment of new production capacities of MIC and related fields (use of rare-earth metals: titanium, aluminium, uranium, etc.)	December 2025	Modernisation and Development of Security and Defence
Goal 9. Intensify the integration of national producers into the international armaments market and improve their export potential, further develop the military-technical cooperation			
Stage 3: January 2026 – December 2032			
9.1	Task 1. Develop legal and normative base to ensure the development of the military-technical cooperation	December 2026	Modernisation and Development of Security and Defence

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
9.2	Task 2. Ensure further development of military-technical cooperation, in particular intensify the signing of intergovernmental agreements on military-technical cooperation that provide for mutual protection of investments, technologies, specific measures related to joint production of weapons, military and special equipment to satisfy the needs of third states	December 2032	Modernisation and Development of Security and Defence
9.3	Task 3. Intensify the cooperation with the leading international defence institutions	December 2026	Modernisation and Development of Security and Defence
9.4	Task 4. Improve the export control system, in particular implement the following measures: simplify the procedures of obtainment of permits to conduct export-import operations in defence sector for economic operators; establish an electronic licencing system in the field of state export control to automate the processes of administrative services provision, reporting and oversight in this field; intensify the participation of Ukraine in the activity of international export control regimes	December 2026	Recovery and development of the economy
9.5	Task 5. Provide support to the exports sector and diversify sales markets, in particular by means of utilising the export credit agency mechanisms in the field of MIC	December 2032	Recovery and development of the economy
9.6	Task 6. Ensure domestic production of products of foreign manufacture that are supplied within the framework of military-technical cooperation measures	December 2032	Recovery and development of the economy
9.7	Task 7. Intensify the presence of Ukraine on international markets, active promotion on external markets of new and modernised types of	December 2032	Recovery and development of the economy

No.	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	armaments and military equipment of Ukrainian manufacture, in particular by means of development of exhibition activity		

3. List of national projects aimed at the completion of the task from Subpoint 2.3 (for the corresponding task)

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
State target scientific-technical programme for development of aviation industry for 2021-2030	The goal of the Programme is to create conditions for the implementation of innovative research and development of new competitive aviation technologies, materials, production processes and equipment, conducting tests. The implementation and integration of the above-mentioned will allow to ensure profitable	Accomplishment of the tasks and implementation of the measures of the Programme will facilitate the recovery and efficient development of the scientific and engineering-technical sectors	Accomplishment of the tasks and implementation of the measures of the Programme will facilitate the preservation of at least 50,000 and creation of at least 6,000 workplaces in the aviation industry during the 2021-2030 period. The estimated cost of implementation of the Programme until 2030 is UAH 300-350 billion, which will allow to generate	Ministry of Strategic Industries	The amount of the State Budget of Ukraine funding for the Programme for 2023-2025 is UAH 6.0 billion; Enterprises' own funds and other sources — UAH 5.3 billion.	State Budget of Ukraine; Other sources of funding.	Resolution of the Cabinet of Minister of Ukraine No. 951 of 01 September 2021

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
	mass production of high-tech aviation equipment in Ukraine, develop samples of new competitive models of production aeroplanes, helicopters, engines, propellers, flight simulators, other equipment while at the same time encouraging its exports to the external marker.		approximately UAH 100-120 billion for budgets of all levels and ensure the growth of the average monthly salary of the employees in the industry.				
Establishment of the Agency for Defence Technologies	The activity of the "Agency for Defence Technologies" state institution will facilitate the improvement of the efficiency of the research and development activity in the interests of he defence industry, allow the MIC enterprises of all forms of ownership to	The implementation of the Resolution will ensure the establishment of the system for selection of the results of fundamental science obtained in accordance with the priority areas of scientific research, basic and critical	It is expected that the programme will create 50 new workplaces.	Ministry of Strategic Industries	The amount of the State Budget of Ukraine funding for the measures related to establishment and maintenance of the "Agency for	State Budget of Ukraine; Other sources of funding.	The Ordinance of the Cabinet of Ministers of Ukraine on the execution of the Decision of the National Security and Defence Council of Ukraine requires

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
	meet the needs of the security and defence sector of Ukraine in state-of-the-art weapons, military and special equipment. Coordinate the activity of the scientific-technical potential in accordance with the Needs of the security and defence sector.	technologies, their transformation into applied results suitable of practical application in breakthrough technical solutions in technological processes and items of weaponry and military equipment, improve the efficiency of intellectual property rights management in the field of state-owned defence technologies, improve the level of implementation of military-civilian integration, expand the areas of application of double-purpose technologies with the			Defence Technologies" state institution for 2023-2025 is UAH 0.091 billion.		adoption

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
		aim of increasing the efficiency of MIC enterprises.					
State target defence programme on implementation of research and development projects and development of new technologies in the interests of the security and defence sector of Ukraine	Establishment of legal, organisational, and financial preconditions for the development of a system of scientific research and scientific-technical (experimental) inventions, improvement of their competitiveness, and development of scientific, scientific-technical, and innovative activity in the interests of the security and defence sector of Ukraine, development and implementation of basic and critical military-purpose and double-purpose technologies.	Ensuring the production of military equipment and ammunition taking into account the modern innovative technologies compliant with European international standards, improvement of export potential, strengthening of positions of the state on the international weapons market, ensuring the participation of the MIC enterprises of all forms of ownership in the implementation of international military-		Ministry of Strategic Industries	The amount of the State Budget of Ukraine funding for the Programme for 2023-2025 is UAH 1.774 billion	State Budget of Ukraine; Other sources of funding.	The Resolution of the Cabinet of Ministers of Ukraine on the execution of the Decision of the National Security and Defence Council of Ukraine requires adoption

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
		technical cooperation projects.					
State target programme for reforming and developing the Military-Industrial Complex.	Preparation of production of defence-purpose products in accordance with the tasks and measures established by the state target programmes in the field of national security and defence, other military planning documents aimed at development of the defence and security sector	Number and degree of completion of the measures aimed at production of technological equipment, technical re-equipment and reconstruction of the active production facilities, capital construction of special-purpose buildings and structures for production of defence-purpose products		Ministry of Strategic Industries	The amount of the State Budget of Ukraine funding for the Programme for 2023-2025 is UAH 12.078 billion.	State Budget of Ukraine; Other sources of funding.	The Resolution of the Cabinet of Ministers of Ukraine on the execution of the Decision of the National Security and Defence Council of Ukraine requires adoption
State target defence programme for development of artillery,	The need to increase the rate and quantity of production of modernised and new items (complexes, systems) of artillery, anti-tank and	Ensuring the capacity building of the domestic MIC enterprises and institutions, improvement of their scientific-technical		Ministry of Defence, Ministry of Strategic Industries	The amount of funding for the Programme for 2023-2025 is UAH 143.0775 billion	State Budget of Ukraine.	Resolution of the Cabinet of Ministers of Ukraine

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
anti-tank and anti-ship weapons	anti-ship weaponry and equip the various branches and units of the Armed Forces of Ukraine with them, establishment of new, and expansion of the existing, scientific-production capacities to ensure modernisation of the existing and production of the new items of artillery, anti-tank and anti-ship weaponry in the required quantity.	potential, building capacity for mass production of high-tech artillery, anti-tank and anti-ship weaponry in the required quantity and quality to meet the needs of the defence sector			including UAH 15.630 billion for preparation of production.		
State target defence programmes for development of weapons in the following areas (radar	The need to increase the rate and quantity of production of modernised and new items of weaponry and ammunition in the required areas and equip the various branches and units of Armed Forces of Ukraine with them,	Ensuring the capacity building of the domestic MIC enterprises and institutions, improvement of their scientific-technical potential, building their capacity for mass production of high-tech		Ministry of Defence, Ministry of Strategic Industries	UAH 39.5 billion	State Budget of Ukraine.	Resolution of the Cabinet of Ministers of Ukraine

Project description to task No. from paragraph 2.3	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework
systems, armoured vehicles, ammunition and special chemicals, etc.)	establishment of new, and expansion of the existing, scientific-production capacities to ensure modernisation of the existing and production of the new items of weaponry in the required quantity.	weaponry in the required quantity and quality to meet the needs of the defence sector					

4. Necessary legal framework

No.	Title of the legal and normative act to task No. from paragraph 2.3	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
1	"On Amending the Law of Ukraine 'On the Legal Status of Martial Law' on the Specifics of Conducting Economic Activity	The above-mentioned provides for engagement and use of production capacities of the enterprises, institutions, and organisations of all forms of ownership to develop, produce,	Already drafted	Already drafted	

No.	Title of the legal and normative act to task No. from paragraph 2.3	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
	in the Military-Industrial Complex during Martial Law"	modernise, repair, and utilise military-purpose products to meet the needs of the security and defence forces.			
2	"On Amending the Law of Ukraine 'On Defence Procurement' "	The above-mentioned document was developed to meet the needs of the security and defence sector in defence-purpose products, works, and services necessary to fulfil the tasks and exercise powers of the state customers in the field of defence aimed at resisting the armed aggression and eliminating the threats to national security, territorial integrity, and inviolability of state borders of Ukraine.	Ministry of Strategic Industries	Already drafted	
3	The Resolution of the Cabinet of Ministers of Ukraine "Certain Issues of Supplying the Military-Industrial Complex Enterprises with Property on Financial Lease Terms"	The introduction of the financial lease mechanism aimed at supplying the MIC enterprises with special technological means, technical instruments, equipment, and other property necessary to prepare the production (repairs, modernisation) of weaponry, military and special equipment, gear, and ammunition.	Ministry of Strategic Industries	Already drafted	
4	The Law of Ukraine "On Development and Production of Weapons, Military and Special Equipment"	This Law establishes organisational and legal bases for conducting activity related to development and production of weapons, military and special equipment, with the state regulation of the activity of development, production, and maintenance of other stages of the life cycle of weapons, military and special equipment	Ministry of Strategic Industries	Already drafted	
5	"On Amending the Point 9^3 Title V 'Final Provisions' of the Law of Ukraine 'On	The application of the Law of Ukraine "On Regulation of Urban Development Activity" (hereinafter referred to as the Law) is expected to be extended to enterprises with production	Ministry of Strategic Industries	Already drafted	

No.	Title of the legal and normative act to task No. from paragraph 2.3	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
	Regulation of Urban Development Activity' "	capacities capable of producing defence-purpose products by means of amending the Title V "Final Provisions" of the Law.			
6	The Ordinance of the Cabinet of Ministers of Ukraine "On Establishment of the Agency for Defence Technologies"	Ensuring the establishment of the system for selection of the results of fundamental science obtained in accordance with the priority areas of scientific research, basic and critical technologies, their transformation into applied results suitable of practical application in breakthrough technical solutions in technological processes and items of weaponry and military equipment, improve the efficiency of intellectual property rights management in the field of state-owned defence technologies, improve the level of implementation of military-civilian integration, expand the areas of application of double-purpose technologies with the aim of increasing the efficiency of MIC enterprises.	Ministry of Strategic Industries	Already drafted	
7	The Resolution of the Cabinet of Minister of Ukraine "On Approval of the State Target Defence Programme on Implementation of Research and Development Projects and Development of New Technologies in the Interests of the Security and Defence Sector of Ukraine"	Ensuring the production of military equipment and ammunition taking into account the modern innovative technologies compliant with European international standards, improvement of export potential, strengthening of positions of the state on the international weapons market, ensuring the participation of the MIC enterprises of all forms of ownership in the implementation of international military-technical cooperation projects.	Ministry of Strategic Industries	Already drafted	
8	The Resolution of the Cabinet of Ministers of Ukraine "On Approval of the State Target	Number and degree of completion of the measures aimed at production of technological equipment, technical re-	Ministry of Strategic Industries	Already drafted	

No.	Title of the legal and normative act to task No. from paragraph 2.3	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
	Programme for Reforming and Developing the Military-Industrial Complex”	equipment and reconstruction of the active production facilities, capital construction of special-purpose buildings and structures for production of defence-purpose products.			

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Digitalization” working group

July 2022

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Executive summary for the part of the Recovery Plan prepared by the Working Group on Digitalization

THE STATE OF THE SPHERE BEFORE THE WAR:

- The share of ICT in the country's GDP was more than 4% and had the potential for growth. In 2021, the Ukrainian IT sector grew by 36% compared to 2020, reaching $6.8 billion in exports of computer services (compared to $5 billion in 2020). Currently, the share of exports of IT services to Ukraine is about 2.7% of GDP.
- Before the start of full-scale aggression, Ukraine was one of the European leaders in the level of development of the open data sphere (6th place in the European Open Data Maturity 2021 rating). About 7 million Ukrainians used the services based on them every month. The share of GDP generated by open data ranged from 0.8 to 1.3%
- As of 01.01.2022, the level of coverage of fiber-optic networks of the rural population and the level of coverage of the population by 4G mobile Internet was 89%.
- More than 100 electronic public services were available on The Unified State Web Portal of Electronic Services (75+ through the Portal and 20+ through the mobile application).
- The transformation of Administrative Service Centers at district state administrations has begun and the network of Administrative Service Centers has been expanded to 2,891 access points.
-

THE IMPACT OF THE WAR ON THE INDUSTRY:

- Since the beginning of the active phase of hostilities, the number of vacancies in the IT market in Ukraine has halved
- 22% of optical networks and almost 11% of mobile towers* were destroyed. Losses of digital infrastructure. The level of destruction of networks of deoccupied settlements is up to 100%.
- Destruction of the Administrative Service Centers in the territories that were or are under temporary occupation; lack of access to registers and information systems / prolonged restoration of access to these systems
- Temporary (for the period of martial law) restriction of access to the National Open Data Portal to ensure the interests of national security
- Increasing demand for public services, including electronic, taking into account the circumstances of relocation, loss of documents, etc
- A large number of state information resources reported DDoS attacks. Most of them were simply shut down due to their inability to resist attacks.

KEY CHALLENGES:

- Risk of change of IT companies jurisdiction from Ukrainian to foreign and loss of investment capital.
- A significant number of people do not have access to the Internet at all or the quality of access has significantly decreased.
- A significant number of people in need of public services have left their homes or are in the temporarily occupied territories.

- The balance between ensuring transparency and accountability of the authorities in the conditions of war and control over the expenditures for the reconstruction of Ukraine and ensuring the interests of national security and defence.
- Increased level of threats in cyberspace, which require rapid response, readiness of technical means and specialists.

Vision:

Ukraine is a country with the most convenient public services for citizens and businesses, high-speed Internet spread and a developed digital economy. The state's cybersecurity system is the most modern in the world.

Strategic goals:

1. Developed digital economy / IT industry
2. Restoration and development of digital infrastructure
3. Citizens and businesses have access to quality, affordable and convenient public services, digital solutions and electronic identification
4. Strengthening cybersecurity and resilience of digital infrastructure

Key activities with the breakdown by periods:

2022 - STAGE: WAR-TIME ECONOMY AND INSTITUTIONS "ALL FOR THE VICTORY!"

- Ensuring the stable functioning of the digital economy / IT industry
- Restoration of destroyed digital infrastructure
- Introduction of comprehensive electronic public services, restoration of the network of administrative service centers
- Protection of state information resources

2023-2025 - RECOVERY STAGE — RECOVERY, RELAUNCH OF THE ECONOMY AND INSTITUTIONS

- Development of the digital economy and post-war reconstruction of Ukraine with the help and on the basis of open data
- Development of Internet networks, connection of Asia and Scandinavian countries through Ukraine by main Internet traffic through the Black Sea
- Electronic translation of key public services, expansion and modernization of the Administrative Service Centers network
- Development of the potential of the national cybersecurity ecosystem

2026-2032 - MODERNISATION STAGE "STRUCTURAL MODERNISATION AND COMPLETE INTEGRATION INTO THE EU"

- Creation of the most favourable conditions for the functioning of the digital economy (IT, startup ecosystem, innovation, AI, blockchain, etc.)
- Ukraine is a digital hub for Asian and European backbone Internet traffic
- Most public services are available in electronic form and the number and quality of public services in the Administrative Service Centers is increased
- Developed cybersecurity ecosystem and active cyber defence capabilities

Expected indicators for 2025::

- the share of IT in the structure of Ukraine's GDP is 10%
- 100% of electronic public services are implemented according to plan
- 100% of critical information infrastructure facilities are covered by sensors
- 30% of state information resources transferred to the cloud
- 95% of the population has access to high-speed Internet

1. Key issues to be solved within the framework of the Recovery Plan

List of the existing strategies/concepts/programmes:

- Action Programme of the Cabinet of Ministers of Ukraine, as approved by the Resolution of the Cabinet of Ministers of Ukraine No. 471 of 12 June 2020;
- Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021
- Action Plan for the Implementation of the Open Government Partnership Initiative in 2021–2022 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 149-p of 24 February 2021
- Ordinance of the Cabinet of Ministers of Ukraine No. 365-p of 17 February 2021 "Some issues of digital transformation"
- The concept of development of the electronic services system in Ukraine approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 918-p of 16 November 2016
- Cybersecurity Strategy of Ukraine. Adopted by the Decree of the President of Ukraine No. 447/2021 of 26 August 2021.
- Strategy for the development of innovation activities for the period until 2030, approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 526-p of 10 July 2019
- Roadmap for IT education reform approved by the Order of the Ministry of Education and Science of Ukraine, the Ministry of Digital Transformation of Ukraine No. 1418/181 of 23.12.2021 "On approval of the Action Plan for IT education reforming"
- Ordinance of the Cabinet of Ministers No. 1556-p of 02.12.2020 "On approval of the Concept of development of artificial intelligence in Ukraine"
- Ordinance of the Cabinet of Ministers No. 438-p of 12.05.2021 "On approval of the action plan for the implementation of the Concept of development of artificial intelligence in Ukraine for 2021–2024"
- National Economic Strategy until 2030, as approved by the Resolution of the Cabinet of Ministers of Ukraine No. 179 of 3 March 2021;
- The government programme for stimulating the economy to overcome the negative consequences caused by the restrictive measures aimed at preventing the outbreak and the spread of the coronavirus disease COVID-19 caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) for 2020–2022, as approved by the Resolution of the Cabinet of Ministers of Ukraine No. 534 of 27.05.2020;
- National Strategy for Barrier-Free Environment in Ukraine until 2030, as approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 366-p of 14 April 2021;
- The Government Strategy for Regional Development for 2021-2027 approved by the Resolution of the Cabinet of Ministers of Ukraine No. 695 of 5 August 2020;
- On Approval of the Action Plan for Broadband Internet Access Enhancement for 2021–2022 No. 1069-p of 8 September 2021;
- On Approval of the Action Plan on Releasing Radio Bands in the 694–790 MHz and 790–862 MHz Ranges from Radio Electronic Devices of the Radio Broadcasting Service (TV) for Implementation of the LTE Radio Technology No. 1457-p of 18 November 2020;
- On Approval of the Action Plan for the Implementation of the Fifth Generation Mobile Communication System in Ukraine No. 1409-p of 11 November 2020;
- On the Approval of the Action Plan for Improving Quality of Mobile Communication Services for 2020–2022 No. 1189-p of 30 September 2020

Key challenges in the area:

- **Public services (electronic and those provided by the ASC and / or directly by the operators providing them)** — a significant number of are staying outside of their place of residence and therefore cannot get all the necessary services (the principle of extraterritoriality does not apply to all services yet; also,

not all services are available in electronic form); long interruption in the provision of certain services by the operators providing them; disorder of the names of the documents required to order services; insufficient systematic development of public services (lack of service life cycle, the need for further institutional development, streamlining the administrative fee for services, decentralisation of certain groups of services on the local level, development of methodological support, etc.), the difficulty of providing services to Ukrainians who temporarily moved abroad due to hostilities; increasing demand for public services due to relocation, loss of documents, the need for state social benefits, pensions, etc.

- **Public registers and electronic interaction** — the war put forward an issue of physical protection of public information systems, their fault tolerance, data storage and placement of public information systems abroad resulting in temporary suspension of access to these registers; Inaccuracy of data in registers, lack of a unique cross-identifier, low quality of central directories and standards, insufficient preparedness of public information systems to electronic interaction,
- **Administrative Services Centres** — the destruction of ASCs on the territories that were or are under temporary occupation; lack of access to registers and information systems or prolonged time needed for the restoration of access to these systems to provide services to citizens; not all communities have established ASCs (the need for further development of the ASCs network); lack of possibility to provide e-services in settlements with no Internet access (digital divide); the difficulty of providing services due to the lack of unified software that guarantees the ability to work with various government information systems; lack of possibility for citizens to receive services where convenient; lack of electronic interaction between the participants of the service delivery process (Trembita, System of electronic interaction of executive bodies)
- **Trust services and electronic identification** — the need to accelerate the process of European integration and complicate the transition to a reliable means of identification (qualified electronic signature), the accreditation system being unprepared, the lack of a sufficient level of mutual recognition
- **Digital documents** — the war created a need to use digital images of documents in addition to or instead of physical copies, which were lost or which are temporarily inaccessible to citizens, which can be presented (provided) by a person on a smartphone through the mobile application Diia Portal.
- The need to introduce digital and anti-corruption tools in the management processes of compensation for damage caused by the armed aggression of the Russian Federatio
- Lack of sufficient funding for all areas of digitalization
- At least 726 fixed-line electronic communications operators have suffered as a result of hostilities. After the de-occupation of populated areas networks are damaged by up to 100%. Across the country, the quality of data transmission over fixed Internet access networks decreased by an average of 13% (estimated as of 01.05.2022).
- In 12.2% of settlements there is no access to mobile communication, in 3.1% it is only partially accessible. 3,534 base stations of mobile operators are not operational, which is almost 11% of their total number. The total number of non-operating base stations has increased by 700 over the last month. The quality of data transmission over mobile Internet access networks decreased by an average of 26% (estimated as of 01.05.2022) throughout the country.
- Creating possibilities for foreigners to do business in Ukraine without the need to be physically present in its territory.
- Implementation of EU acts in the field of e-commerce to the legislation of Ukraine.
- Creation of a legal framework for the application of artificial intelligence technologies
- Creating a legal framework for virtual assets market
- Reforming IT education in order to improve the level of acquired knowledge and skills in the IT field
- Guarantees for the functioning of the IT business during martial law and in the post-war period
- Improving the legal framework for innovation and investment
- Low level of protection of information resources of public authorities, local self-government bodies, critical infrastructure facilities;
- The lack of qualified personnel in the area of information security;
- Increasing cyber resilience of the state and efficiency of response to cybersecurity incidents;

- The necessity for harmonization of the regulatory framework of Ukraine in the area of information security in line with requirements of the EU and NATO, as well as practice of more developed countries.

Key possibilities:

- readiness of countries to cooperate and accelerate European integration processes
- possibility of increasing donor and inexpensive credit financing
- presence of public interest and willingness to use electronic services by citizens and businesses
- Rebuilding electronic communications infrastructure with new technological solutions (including the deployment of NGN networks), optimizing the cost of deploying new networks with joint investments and joint use of infrastructure, increasing the resilience and reliability of telecommunications networks, simplifying bureaucratic processes for industry development, financial and technical support from international agencies and experts.
- The EU Connecting Europe Facility (CEF) considers the possibility of funding projects aimed at creating infrastructure from the EU budget.
- Implementation of the e-residency project will ensure the creation of favourable conditions for foreigners to do business in Ukraine online, without the need for physical presence, which will increase state budget revenues by filling it with taxes paid by e-residents;
- Integration of Ukraine into the EU Digital Single Market and prospects for Ukraine's accession to the EU;
- Return of Ukrainian providers of virtual assets from foreign registration jurisdictions to Ukraine will lead to the filling of the state budget;
- Creation of Ukraine's own blockchain infrastructure will create the prospect of integration into the relevant EU infrastructure, which is currently under construction;
- Ukraine becoming one of the top five countries with the highest number of start-ups per capita.
- Ukraine's accession to the pan-European network of start-up associations for the integration of Ukrainian start-ups into the EU innovation ecosystem
- significantly improved state and private interaction in the area of cybersecurity during the war;
- improved interaction and coordination between the main entities of the national cybersecurity system;
- availability of the significant number of highly-qualified personnel at the main facilities mobilized for the period of the war;
- large amount of the international technical assistance in the area of cybersecurity provided to Ukraine since the war started;
- improved interaction with international partners.

Key limitations / framework:

- time;
- resources;
- complex bureaucratic processes;
- Electronic communications equipment is mainly manufactured abroad, and its cost depends on currency fluctuations, which limits the ability to clearly identify financing needs as the costs are linked to the national currency. Currently, the logistics of bringing equipment to Ukraine is difficult due to the war, importers assign a high degree of delivery risk, which leads to higher prices for equipment.
- Cable production in Ukraine has been partially destroyed, other plants are forced to restructure logistics chains in the supply of raw materials and materials to manufacture products.
- A significant number of specialists in the field have been drafted, and the replacement of qualified specialists requires considerable time for their training.
- Due to active hostilities, the destruction of networks continues. The overall scale of destruction can be projected from the experience of the de-occupied territories.
- Martial law in the territory of Ukraine, which may suspend the involvement of foreign nationals as e-residents. The reputation risks in Ukraine related to the peculiarities of taxation of e-residents.

- The lack of state regulation of the virtual assets market makes it impossible to conduct appropriate economic activities, which hinders the filling of the state budget and contributes to the continued functioning of the grey virtual assets market;
- Changing the national course of the IT education reform;
- Lack of guarantees for conducting IT activities during martial law
- Outflow of start-ups and technology specialists abroad as a result of hostilities
- outflow of qualified personnel from the market and potential lack for filling in vacancies at public authorities and critical information infrastructure facilities;
- lack of budget financing of cybersecurity projects;
- continuous aggression against Ukraine in cyberspace, which requires responding and limits resources for implementing cybersecurity projects;
- risks of physical destruction of infrastructure.

2. Detailed action plan:

STAGE: WAR-TIME ECONOMY AND INSTITUTIONS "ALL FOR THE VICTORY!"

(short-term activities from June 2022 until the end of 2022)

1. Development of public e-services

Challenges/problems: a significant number of are staying outside of their place of residence and thus cannot get all the necessary services (the principle of extraterritoriality does not apply to all services and not all services are available in e-form), long interruption in the provision of certain services by the operators providing them; the difficulty of providing Ukrainians with services abroad in the context of their migration

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
The field of public e-services is related to all directions

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
To develop and approve a concept and action plan in its regard for transferring public services into electronic form To adopt the action plan for Digitalization of public services	The concept and action plan for transferring public services into electronic form is approved by the Government decision Action plan for Digitalization of public services	CMU resolution	Ministry of Digital Transformation	31.12.2022	the action plan has been approved

Digitalization of public services	Educational documents in an electronic form; certificate-confirmation of the status of the tax resident in electronic form;	departmental orders, CMU resolutions, laws	Central executive authorities	12.2022	at least __ public services have been digitalised
Creation of comprehensive public e-services	e-Death, e-Entrepreneur, English version of the Diia Portal, “International Students”, Educational documents in an electronic form	departmental orders, CMU resolutions, laws	Central executive authorities	12.2022	at least complex electronic public services have been launched
Improving public regulatory policy and the deregulation process, increasing the transparency and quality of public policy in this area	Regulatory portal	departmental orders, CMU resolutions, laws	State Regulatory Service	31.12.2022	- The service for planning regulatory activity and scheduling action plans of regulatory bodies on draft regulatory acts preparation for the next calendar year has been created; - An online service for regulatory impact analysis has been created - A service for publishing the developed draft regulatory acts has been created - A tool for public discussing draft regulatory acts with business has been created - A register of receipts of regulatory acts for approval of Public Regulatory Service (PRS) and decisions adopted by the PRS has been created; - The effectiveness of regulatory acts is being monitored online (based on “performance indicators” the decision is made whether to

					leave the act in force, change or repeal it); - Training materials, statistics, examples and online tools for preparing regulatory impact analysis, etc. are posted.
Development of an integrated automated public monitoring (control) system	automated public monitoring (control) system has been integrated	departmental orders, CMU resolutions, laws	State Regulatory Service	31.12.2022	the possibility to take measures of state monitoring (control) remotely by filling out an online form has been provided

2. Institutional development of Digitalization

Challenges/problems: Lack of key strategic documents in the field of digitalization which should determine the directions of its development, key tasks and deadlines for their implementation, insufficient ability to quickly transfer public services into e-form; the need for standardisation of the subject area (formation of directories of documents, data); the need to develop methodological support for re-engineering services; lack of service life cycle; disorderly administrative fee for the provision of services; the need for further decentralisation of certain groups of services at the local level

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
The field of public e-services is related to all directions

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Strategic planning for the development of the digital sphere of Ukraine until 2025	Development of the Digital Agenda of Ukraine for 2022–2025 (Digital Agenda 2022–2025) Development of a Strategy for transferring public services into electronic form during	CMU resolution	Ministry of Digital Transformation Central executive authorities	31.10.2022	A normative document defining the digital development of Ukraine until 2025 has been adopted. The Strategy has been approved

	the reconstruction period (recovery period)				
Standardisation of the subject area of public services	Creation of a directory of documents, data	departmental order	Ministry of Digital Transformation	31.12.2022	Directories of documents and data have been created
Simplification of the process of development and testing of e-services	Testbed and toolkit platform, creation of development and testing tools for it	departmental orders	Ministry of Digital Transformation	31.12.2022	An information platform has been created, and filled with tools for developing and testing electronic services
Systematic organisation of providing methodological, consulting and practical assistance to public authorities during the creation and development of e-services	Shaping a concept of an e-service centre of excellence Creation of an e-service centre of excellence	departmental order, CMU resolution	Ministry of Digital Transformation	31.12.2022	The Concept has been approved
Development of service re-engineering guidelines	Development and approval of national methodology for re-engineering services	departmental order	Ministry of Digital Transformation	31.12.2022	Methodology has been approved
Strengthening the anti-corruption potential of re-engineering and transferring public services to electronic form	Development, testing and approval of the methodology for assessing corruption risks in re-engineering and transfer of public services into electronic form	CMU resolution	Ministry of Digital Transformation National Agency on Corruption Prevention	31.12.2022	Methodology has been approved
Improving the procedure for digital expertise by including tools to identify corruption-causing factors and corruption risks	Preparation of changes in the procedure of digital examinations and	Amending the Rules of Procedure of the CMU and departmental order	Ministry of Digital Transformation	31.12.2022	Regulation of the Cabinet of Ministers of Ukraine on the procedure for digital

	development of methods for digital examinations		National Agency on Corruption Prevention		examinations has been amended Methodology has been approved
Improving the interaction between MDT and NAPC in Digitalization of public services	Preparation of the Procedure for interaction between MDT and NAPC in Digitalization of public services	joint order	Ministry of Digital Transformation National Agency on Corruption Prevention	31.12.2022	Procedure for Interaction has been approved
Development of the concept and draft Law of Ukraine on All-In-One Social Service	USSIS, all-in-one social service	Draft Law of Ukraine "On All-in-One Social Service"	Ministry of Social Policy	01.09.2022	Concept of implementation of all-in-one social service has been approved The draft law "On all-in-one social service" has been developed and registered in the Verkhovna Rada
Approval of the resolution of the Cabinet of Ministers on digital accessibility of public digital solutions (barrier-free concept)	Digital accessibility (barrier-free concept)	CMU resolution	Ministry of Digital Transformation	01.09.2022	The Resolution of the Cabinet of Ministers approving the obligation to comply with the requirements of the standard DSTU EN 301 549: 2022 in the development (modernization) of public information systems has been approved
Increased institutional capacity of the Ministry of Finance by automating the processes of approval of the projects within the National Informatization Programme (NIP) and their integration with the procurement system	Accelerated and increased transparency of informatization processes	Amending the Law of Ukraine (presented to the Verkhovna Rada of Ukraine) Amending CMU resolutions	Ministry of Digital Transformation	31.12.2023	NIP process automation system has began its commercial operation and the respective legal and normative acts have been adopted.

3. Development of DIIA Centres network (administrative service centres

Challenges/problems: the destruction of ASCs in the territories that were or are under occupation; lack of access to registers and information systems or prolonged time needed for the restoration of access to these systems to provide services to citizens; not all communities have established ASCs (the need for further development of the ASCs network); insufficient integration of services into ASCs.

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
3. recovery and construction of infrastructure; 11. building, urban development, modernisation of cities and regions;

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
ASCs resuming their operation and development of an offline service network	Development of an offline service network	Law, CMU resolution, departmental orders	Ministry of Digital Transformation	31.12.2022	Analysis of the damage to ASCs caused by the enemy. Restoration of ASCs operation and creation of new access points to services
Providing e-services in the ASCs	Modernisation of the "Beehive" information system — "Beehive 2.0"	CMU resolution, departmental orders	DIR SoE, Ministry of Digital Transformation	31.12.2022	Possibility for "non-digital citizens" to order a service with the ASC administrator acting as a "digital intermediary". The interdepartmental document flow between ASCs and a system for ASCs, e-interaction with electronic public registers and information systems has been established
Revision of the normatively established requirement and terms of creation of ASCs in territorial communities with a population	Development of an offline service network	Law	Ministry of Digital Transformation	31.12.2022	draft law on amending the Law of Ukraine "On

of more than 10 thousand people and in territorial communities with less than 10 thousand people					Amendments to Certain Legislative Acts of Ukraine Concerning Optimization of the Network and Functioning of Administrative Service Centres and Improvement of Access to Administrative Services Provided in Electronic Form" (hereinafter referred to the "Law") submitted to the Cabinet of Ministers of Ukraine
Update the list of mandatory services provided in ASCs related to changes in the procedure for their provision due to martial law and in order to bring them closer to citizens, in particular, for the benefit of persons affected by war	Making services more accessible	CMU ordinance	Ministry of Digital Transformation	31.12.2022	An ordinance has been adopted to amend the list of services that administrative service centres must provide
Completion of the process of transformation of raion state administrations ASCs into ASCs formed by local self-government	Development of an offline service network	CMU ordinance	Oblast state administrations Ministry of Economy Ministry of Digital Transformation	31.12.2022	The property of the ASCs formed under raion state administrations is transferred, if necessary, to the councils to ensure the work of ASCs
Updating and filling the Diia Centres Platform	National web-platform of administrative service centres (Diia Centres Platform)	CMU resolution	Ministry of Digital Transformation	31.12.2022	Diia Centres Platform contains up-to-date materials for the day-to-day work of the ASCs, training courses, results of quarterly monitoring of the provision of administrative services and the success history of the ACSs.

Improving the system of monitoring and evaluation of the quality of administrative services	system of online monitoring and evaluation of the quality of administrative services	CMU resolution	Ministry of Digital Transformation	31.12.2022	monitoring indicators has been optimized the results of ASCs' activity in 2022 has been monitored and published
Settlement of the issue of payment for the provision of administrative services (administrative fee) by introducing uniform principles for determining the administrative fee for the provision of administrative services	Update of the methodology for calculating the fee for the provision of administrative services (administrative fees)	CMU resolution	Ministry of Digital Transformation	31.12.2022	The Cabinet of Ministers of Ukraine has adopted a resolution to that effect

4. Development of public electronic registers, their optimisation and centralisation of support, introduction of electronic interaction

Challenges/problems: Enabling the citizens of Ukraine to obtain timely data on the facts of access to their personal data by the authorities.
No unique personal identifier of a natural person in the public electronic registers.

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Development and implementation of a subsystem for monitoring access to personal data of the electronic interaction system of Trembita public electronic information resources	Improvement of e-interoperability of electronic information resources	resolution of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation	31.12.2022	The Cabinet of Ministers of Ukraine has adopted a resolution to that effect The subsystem for monitoring of access to personal data of the system of electronic interaction of the public electronic information resources of Trembita is introduced

Development and submission to the Cabinet of Ministers of Ukraine of a draft law on bringing certain acts of legislation of Ukraine in line with the Law of Ukraine "On Public Electronic Registers"	Development of the system of public e-registers	Draft Law of Ukraine	Ministry of Digital Transformation, central executive authorities	31.12.2022	The Law of Ukraine has been adopted "On Amending Some Laws of Ukraine Regulating the Administration of Public Electronic Registers in Which Personal Data are Processed"
Dissemination of unique registry entry number as a personal identifier of an individual in public electronic registers which process personal data.	Development of the system of public e-registers	Amending some laws of Ukraine regulating the administration of public electronic registers in which personal data are processed	Ministry of Digital Transformation, State Migration Service	31.12.2022	The Law of Ukraine has been adopted "On Amending Some Laws of Ukraine Regulating the Administration of Public Electronic Registers in Which Personal Data are Processed"
Creation of the Register of public e-registers	Development of the system of public e-registers	resolution of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation	31.12.2022	An act of the Cabinet of Ministers of Ukraine on the procedure for maintaining the register of public electronic registers has been adopted
Modernisation of the information system "Software Platform for the Rollout and Support of Public e-Registers"	Development of the system of public e-registers	CMU resolutions, departmental orders	Ministry of Digital Transformation, State Service of Special Communications and Information Protection	31.12.2022	7+ registers rolled out on the information system "Software Platform for the Rollout and Support of Public e-Registers"
Improvement of data quality in public e-registers.	Improvement of data quality in public e-registers.	Resolutions of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation, State Tax Service, State Migration Service, Ministry of Justice	31.12.2022	Personal data in 5 public electronic registers has been compared
Providing convenient unified access to the data of licensed registers of economic activity	License portal	departmental orders, CMU resolutions, laws	State Regulatory Service	31.12.2022	Stage 1 of the Unified Register of Licenses has been introduced the service of submitting online complaints against license seekers, licensees regarding actions (inaction) of licensing bodies regarding violations of legislation in the field of licensing has been introduced; - Register of complaints of license seekers,

					licensees regarding actions (inaction) of licensing authorities regarding violations of legislation in the field of licensing; - Online service for licenses applications.
Creation of a regulatory framework for the preparation and holding of the nationwide census using national electronic information resources	Nationwide census	Amending the Law of Ukraine "On the Nationwide Census"	State Statistics Service	31.12.2022	The Law of Ukraine "On Nationwide Census" has been amended (support in the Verkhovna Rada for the adoption of draft law No. 5108 of 19.02.2021)
Development and trial run of the Register of damaged or destroyed property	Notification of damaged and destroyed real estate and application for compensation for damaged or destroyed real estate (1 priority)	CMU resolutions, departmental orders	Ministry of Infrastructure Ministry for Communities and Territories Development Ministry of Digital Transformation National Agency on Corruption Prevention	31.12.2022	The analysis of corruption risks involved in the procedure of submitting the notification of damaged and destroyed real estate and the application for compensation for damaged or destroyed real estate has been carried out (1 priority)
	E-reconstruction* (1 priority) *E-reconstruction is a set of subsystems (modules) of the Register of damaged or destroyed property which will facilitate administration of management processes to compensate for damage caused by armed aggression of the Russian Federation	CMU resolutions, departmental orders	Ministry of Infrastructure Ministry for Communities and Territories Development Ministry of Digital Transformation National Agency on Corruption Prevention State Property Fund of Ukraine Ministries and central executive authorities Military administrations	31.12.2022	An analysis of corruption risks involved in the processes of using and maintaining the Register of damaged or destroyed property has been carried out; An analysis of the legal support for the maintenance and operation of the Register of damaged or destroyed property, in particular the processes of filling the Register with information, has been carried out. Draft amendments to the Resolutions of the Cabinet of Ministers of Ukraine No. 326 of 20.03.2022, No. 380 of 26.03.2022, No. 473 of 19.04.2022, No. 474 of 19.04.2022, No. 257 of 12.04.2017 and other relevant acts have been prepared.

					The terms of reference for the development of the Register of damaged or destroyed property were prepared, the presence / absence of corruption risks in it has been assessed.
On the improvement of banking institutions and business	As part of the integration of interaction mechanism of Diia and / or OpenDataBot MDT National Bank	departmental orders, CMU resolutions, laws	Ministry of Digital Transformation National Bank Ministry of Justice	2022–2024	Opening public data, automating reporting and control procedures, creating an API for the interaction of central executive authorities and business, abandoning paper documents and replacing them with effective electronic services — digital transformation of government regulation.

5. Improvement of the government regulation of the use of electronic trust services, creating favourable conditions for the provision and receiving of electronic identification services

Challenges/problems: the need to accelerate the process of European integration and complications involved in the transition to reliable means of identification (qualified electronic signature)

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Improving the procedure for identification and authentication of legal entities and natural persons to receive electronic services, including electronic trust services during martial law in Ukraine, which will ensure the appropriate level of e-services' provision for legal entities and natural persons	Ensuring the technical feasibility of using electronic signatures or seals based on public key certificates issued by qualified providers of electronic trust services without information that the private key is stored in a qualified electronic signature or seal via appropriate information and communication systems	Amending the Resolution of the Cabinet of Ministers of Ukraine No. 300 of 17 March 2022	Ministry of Digital Transformation	31.12.2022	technical possibility of uninterrupted use of electronic signatures or seals has been provided

6. Restoring the destroyed electronic communications networks

Challenges/problems: 12.2% of settlements have no access to mobile communication, 3.1% have partial access. 3,534 base stations of mobile operators are not operational, which is almost 11% of their total number.

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
3. recovery and construction of infrastructure; 11. building, urban development, modernisation of cities and regions; 2. audit of losses caused by the war; 4. economic recovery and development

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Restoring electronic communications networks	Government Guarantees Programme to facilitate the restoration of electronic communications networks.	Resolution of the Cabinet of Ministers of Ukraine "On the State Programme for Restoration of the Electronic Communications Networks"	Ministry of Digital Transformation National Commission for Electronic Communications Ministry of Economy Ministry of Finance Ministry of Infrastructure Ministry of Energy National Energy and Utilities Regulatory Commission	01.12.2022	The Cabinet of Ministers of Ukraine has adopted the Resolution
Facilitating access to infrastructure	Conducting financial and economic research on the reasonable amount of access fees	draft Law of Ukraine on amending the Law of Ukraine "On Access to the Objects of Construction, Transport and Electricity for the Purpose of Development of Electronic Telecommunication Networks" draft Law of Ukraine on amending the Law of Ukraine	Ministry of Digital Transformation Ministry of Energy Ministry of Infrastructure Ministry for Communities and Territories Development	01.12.2022 01.12.2022 01.12.2022	The Cabinet of Ministers of Ukraine has presented the draft law to the Verkhovna Rada of Ukraine The Cabinet of Ministers of Ukraine has presented the draft law to the Verkhovna Rada of Ukraine

		"On Rent of State-Owned and Communal Property" Amendments to the DBN as regards compulsory installation of the electronic communications networks during construction of residential and non-residential facilities	National Energy and Utilities Regulatory Commission National Commission for Electronic Communications Ministry of Digital Transformation State Property Fund of Ukraine Ministry of Economy Ministry for Communities and Territories Development Ministry of Infrastructure Ministry of Digital Transformation National Commission for Electronic Communications		The Order of the Ministry of Regional Development has been adopted
Simplifying the procedure for importing equipment from foreign manufacturers into the customs territory of Ukraine		Resolution of the NCEC "On Approving the Procedure for Importing and Placing on the Market the Radio Equipment and Emitters for Public Radio Frequency Bands in the Territory of Ukraine" Draft Resolution of the Cabinet of Ministers "On Approving the Technical Regulation of the Electronic Communications Equipment"	National Commission for Electronic Communications Ministry of Digital Transformation Ministry of Economy Ministry of Digital Transformation National Commission for Electronic Communications Ministry of Economy	01.10.2022 01.12.2022	the decision has been made by NCEC the Resolution has been adopted by the Cabinet of Ministers of Ukraine

Simplifying the process of allocating land for mobile base stations		Draft Law on amending certain legislative acts governing land relations	Ministry of Digital Transformation	01.12.2022	The Cabinet of Ministers of Ukraine has presented the draft law to the Verkhovna Rada of Ukraine
Launching the national mobile roaming throughout Ukraine from 01.01.2024		Draft Law of Ukraine "On Amending the Law of Ukraine 'On Electronic Communications'"	Ministry of Digital Transformation National Commission for Electronic Communications	01.12.2022	The Cabinet of Ministers of Ukraine has presented the draft law to the Verkhovna Rada of Ukraine
Adopting the draft government programme for the creation of electronic communications networks in the areas economically unattractive for operators: along railways and in rural areas	.Development and implementation of a state programme on construction of electronic communications facilities	Resolution of the Cabinet of Ministers of Ukraine "On the State Programme for Construction of the Electronic Communications Networks along Railways and in Rural Areas" Resolution of the Cabinet of Ministers of Ukraine "On the Budget Declaration for 2023-2025"	Ministry of Digital Transformation, Ministry of Infrastructure Ukrzaliznytsia (Ukrainian Railways) State Service of Special Communications and Information Protection National Commission for Electronic Communications Ministry of Finance Ministry of Digital Transformation	01.09.2022 01.12.2022	The Cabinet of Ministers of Ukraine has adopted the Resolution The Cabinet of Ministers of Ukraine has adopted the Resolution
Ensuring stability of electronic communications networks	Ensuring stability of electronic communications networks 1.8.1. Analysing and developing draft recommendations for improving the stability and reliability of electronic communications networks based on the results of the analysis of risks that affected their sustainable operation	departmental order / resolution of the Cabinet of Ministers of Ukraine	National Commission for Electronic Communications Ministry of Digital Transformation State Service of Special Communications	01.11.2022 01.12.2022	The analysis has been made and appropriate recommendations developed Technical requirements for electronic communication networks have been approved

	during wartime as well as study of international experience. Developing technical requirements / technical regulations / recommendations for improving the stability and reliability of electronic communications networks with their basic division as well as recommendations for their application / consideration during the restoration, development and further modernization.		and Information Protection Ministry of Energy Ministry of Digital Transformation National Commission for Electronic Communications State Service of Special Communications and Information Protection Ministry of Energy		
Preservation of intercontinental traffic from Asia to Europe bypassing Russia through Ukraine and the Black Sea	Government Programme "Ukraine — Digital Hub for Asian and European Backbone Traffic"		Ministry of Digital Transformation National Commission for Electronic Communications	01.12.2022	A memorandum of the member countries has been signed
Joining EU initiatives on digital infrastructure development, in particular the Connecting Europe Facility instrument			Ministry of Digital Transformation	01.12.2022	EU decision on Ukraine joining the funding instruments
Increasing the number of qualified electronic communications professionals	Development and implementation of the training programme for electronic communications professionals		Ministry of Education and Science Ministry of Digital Transformation Ministry of Economy	01.12.2022	the curriculum has been developed training in accordance with the curriculum has started
7. Ensuring conditions for the stable functioning of the digital economy during martial law					

Challenges: Providing guarantees of protection and freedom to conduct IT business in Ukraine during martial law. Creating possibilities for foreigners to do business in Ukraine without the need to be physically present in the country.
Within the framework of the Action Plan on the implementation of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand, namely: Activity 1913 "Legislative regulation of legal relations in the field of information services (in particular e-commerce) in accordance with acquis", measure No. 1 "development and submission to the Cabinet of Ministers of Ukraine of a draft law on e-commerce", as well as in connection with the prospect of Ukraine's accession to the European Union, there is a need to harmonize Ukrainian legislation on e-commerce with EU regulations.

Links with other areas
1. European integration; 4. economic recovery and development; 15. education and science

Activities	Project	Necessary legal framework	Responsible	Timeframes	Performance indicator
Promoting the stabilisation of the conditions for IT business during martial law	Implementing a communication campaign to attract new residents to Diia City	Amendments to the specialised legal and normative acts to make business trips abroad by IT specialists possible Amendments to the specialised legal and normative acts to ensure reservation of IT specialists	Ministry of Digital Transformation Ministry of Digital Transformation Ministry of Economy Ministry of Digital Transformation Ministry of Economy General Staff of the Armed Forces of Ukraine Ministry of Defence	31.12.2022 31.12.2022 31.12.2022	A series (at least 5) of activities to promote Diia City has been held A legal and normative act has been drafted A legal and normative act has been drafted
Implementation of an e-residency project in Ukraine	Development of services for foreigners that provide an capability to acquire e-resident status, further registration of e-resident as an individual entrepreneur, opening a bank account, doing business in Ukraine (e-Resident)	draft Law of Ukraine "On Amending the Tax Code of Ukraine and Some Other Laws of Ukraine Regarding the Peculiarities of Taxation and Carrying out Entrepreneurial Activity of E-Residents" draft resolution of the Cabinet of Ministers of Ukraine on normative regulation of the procedure for obtaining the e-	Ministry of Digital Transformation Ministry of Foreign Affairs Ministry of Internal Affairs Ministry of Justice Security Service of Ukraine State Tax Service	December 2022	a possibility for e-residents to do business in Ukraine has been provided

		resident status as well as peculiarities of registration of e-residents as entrepreneurs, their entrepreneurial activity, payment of taxes, etc.			
Analysing EU regulations in the field of e-commerce in order to determine the compliance of current legislation of Ukraine for further development of regulations (acts), which will implement the provisions of EU regulations in the field of e-commerce			Ministry of Digital Transformation	October 2022	An analytical report on the compliance of current legislation of Ukraine with EU regulations in the field of e-commerce has been prepared
Creating access to European grant funding instruments for projects within the framework of the EU's Digital Europe Programme		draft Ordinance of the President of Ukraine "On the Delegation of Ukraine to Participate in the Negotiation with the European Commission on the Agreement between the European Union and Ukraine on Ukraine's Participation in the EU Digital Europe Programme (2021-2027)" draft Ordinance of the President of Ukraine "On the Agreement between the European Union and Ukraine on Ukraine's Participation in the EU Digital Europe Programme (2021-2027)" draft Law on ratification of the Agreement between the European Union and Ukraine on Ukraine's Participation in the EU Digital Europe Programme (2021-2027)	Ministry of Digital Transformation Ministry of Foreign Affairs Ministry of Finance Ministry of Justice Secretariat of the Cabinet of Ministers of Ukraine Verkhovna Rada of Ukraine (by agreement)	December 2022	Legal entities of Ukraine have the right to apply for projects within the framework of the EU Digital Europe Programme and sign grant agreements (based on the results of competitive selection by the EU) in the following areas: supercomputer, artificial intelligence, digital skills, ensuring the widespread use of digital technologies in the economy and society
Grant support for start-ups by the Innovation Development Fund (Ukrainian Start-up Fund)	The following programmes are being implemented within the framework of the support project:		Innovation Development Fund Ministry of Finance	December 2022	Start-ups have an opportunity to receive a grant

	1. Dual-purpose grant support programme 2. Grant programme of early support of start-ups 3. Innovation voucher programme		Ministry of Digital Transformation		
Promoting the creation of a foreign private venture fund for Ukrainian start-ups		-	Ministry of Digital Transformation	December 2022	Ukrainian start-ups have a possibility to submit applications to the venture fund
Transformation of the IT education system in order to increase the number of highly qualified IT specialists	IT Nation educational project	-	Ministry of Digital Transformation	December 2022	At least 3,000 students with new IT knowledge

8. Post-war reconstruction of Ukraine's infrastructure and economy is taking place with the help and on based on open data 10

Challenges/problems: Before the start of the full-scale aggression, Ukraine was one of the European leaders by the open data development level. Around seven million Ukrainians used the open data-based services every month. Open data were a basis for the anti-corruption policy and the main factor of development of the civil society, accountability and transparency of the authorities.
The post-war recovery must be effected with due consideration of the requirements of the anti-corruption policy and in accordance with the international transparency and accountability standards. At the same time, as there are active hostilities in the territory of Ukraine, open data have to be published with due respect for the national security interests of Ukraine.

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
Open data are related to the activities of all subgroups, since they are the basis of policy-making and independent and objective analysis of policy effectiveness and achievement of these goals.

Activities	Project	Necessary legal framework	Responsible	Timeframes	Performance indicator
Restoration of the work of the Unified State Web Portal of Open Data and ensuring the renewal of the publication of open data sets		Respective amendments to Resolutions of the Cabinet of Ministers of Ukraine No. 835 of 21.10.2015 and No. 867 dated 30.11.2016 in order to ensure publication of public information as open data, with	Ministry of Digital Transformation	31.12.2022	Relevant amendments to the current legislation have been adopted The work of a uniform government-run open data web portal has been renewed

		due consideration of the top-priority protection of the national security interests of Ukraine.			The work of the competence centre in the field of open data Diia.Open data has been resumed.
Development of a comprehensive post-war reconstruction monitoring system based on open data	Comprehensive post-war reconstruction monitoring system based on open data	Development of amendments to Resolution of the CMU No. 835 dated 21.10.2015 regarding enlargement of the list of the data sets to be published as open data, for the data sets to be included into such list for the post-war recovery.	Ministry of Digital Transformation	December 2022	Technical requirements for creating the system have been developed amendments made to the applicable legal and normative acts of the CMU

9. Increasing cyber resilience of the state and efficiency of response to cybersecurity incidents

Challenges/problems:

1) Lack of the register of critical infrastructure facilities (CIFs) and the register of the critical information infrastructure facilities (CIIFs).
2) No preconditions for rapid growth of national production of competitive protection means.
3) A large umber of state information resources affected by cyber and DDoS attacks since the start of the war.
4) Problem associated with correction of vulnerabilities in the state information resources.
5) Use of the Russian software, which can potentially contain spyware or other malware, by the public authorities, citizens and businesses.
6) Most state-owned companies are not ready for new cyberattacks at the organisational level, do not have necessary technical infrastructure and properly trained in-house specialists.
7) Threat Intelligence of insufficient performance.
8) Active hostilities and regular missile attacks, which creates the risk of seizure or physical destruction of the DC in the territory of Ukraine.
9) Some of the main public registers and critical infrastructure facilities fail to create backup copies in the data centre of the State Service of Special Communications and Information Protection and data centres abroad, which creates data loss risks.
10) Some of the main public registers and critical infrastructure facilities fails to consistently inform the State Cyber Protection Centre of the cybersecurity incidents, which results in insufficiently efficient counteraction to cyberincidents all over the country.
11) Incomplete consistency of the information and cyber protection requirements in Ukraine with the EU and NATO requirements.

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Strengthening the protection of the public information resources	Developing the register of forbidden software	Resolution of the Cabinet of Ministers of Ukraine on regulation of use of DDoS protection, traffic cleaning and CDN services Draft Law of Ukraine "On Amending Certain Legislative Acts of Ukraine as to Emergency Actions to Improve the Capacity for Cyber Protection of State Information Resources and Critical Information Infrastructure Facilities"	State Service of Special Communications and Information Protection	cember 2022	The Cabinet of Ministers of Ukraine has adopted a resolution to that effect The draft Law has been registered with the Verkhovna Rada of Ukraine the register has been developed provided that the Law has been adopted
Increasing cyber resilience of the state and efficiency of response to cybersecurity incidents	Trainings on response to incidents and use of threat intelligence for the public authorities and critical infrastructure facilities. Cyber training in threat hunting and life fire formats for the main cybersecurity entities, public authorities, local self-government bodies and CIFs		State Service of Special Communications and Information Protection Central executive authorities other stakeholders	December 2022	at least three trainings and two cyber workshops have been conducted
Continuing and deepening the cooperation of Ukraine and the EU in cybersecurity, in particular, another round of the political dialogue.			Ministry of Foreign Affairs Secretariat of the National Security and Defence Council State Service of Special Communications and Information Protection Security Service of Ukraine	July 2022	the cyber dialogue has been conducted

Assessing protection of the critical infrastructure of Ukraine (making the list of priority facilities)			State Service of Special Communications and Information Protection	December 2022	at least twenty facilities have been assessed
Improving the cybersecurity level in the public authorities, local self-government bodies and critical infrastructure facilities	updated qualification requirements in accordance with the European Qualifications Framework, development of professional standards Resolution of the Cabinet of Ministers of Ukraine "On Approving the Procedure for Searching for and Detecting Potential Vulnerabilities of Information (Automated), Electronic Communications, Information and Communication Systems, Electronic Communications Network Based on the Public Offer"		State Service of Special Communications and Information Protection	December 2022 September 2022	at least six professional standards have been developed The Cabinet of Ministers of Ukraine has adopted a resolution to that effect
Creating the infrastructure for preservation of the state information resources for backup and backup information infrastructures (mobile data centres, data centres abroad) to be placed	National Centre for Backup of State Information Resources		State Service of Special Communications and Information Protection	December 2022	at least three facilities of the National Backup Centre have been commissioned
Fighting cybercrime against children	Development of the online platform that will contain educational information for self-protection of their rights on the Internet by citizens, in particular to protect the children's rights, and tools to inform or infringement of rights in the cyberspace as a sub-system of the Unified State Web Portal of Open Data "Diia. Digital Education", and its information content		Ministry of Digital Transformation	December 2022	The online platform has been developed and launched
Improving the cyber protection of the critical information infrastructure facilities	Development of the register of the critical information infrastructure facilities (CIIFs).		State Service of Special Communications	December 2022	The register of CIIFs has been created

			and Information Protection		

RECOVERY STAGE — RECOVERY, RELAUNCH OF THE ECONOMY AND INSTITUTIONS

(goal achievement indicators and mid-term activities for 2023–2025 to achieve the goals)

1. Development of public e-services

Current situation (problems/challenges): The need to develop a unified approach to the processes of planning the transfer of services into electronic form, the need for complex re-engineering of business processes with appropriate changes in legislation, the unwillingness of public bodies to transfer services into electronic form.

Risks related to the goal achievement: lack of political will at the level of individual ministries, lack of funding, long processes of changing legislation

Links with other areas **(subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)**

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
Share of electronic public services on the Unified State Web Portal of Electronic Services implemented in accordance with the plan	to be determined in the plan	to be determined in the plan	100
Number of administrative and other public services the information on which is available on the Public Services Guide	2,250	2,300	2,350

Activities to achieve goal 1:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Digitalization of public services	Priority services, including education, health care	departmental orders, CMU resolutions, laws	Central executive authorities	2023 2024 2025	The planned public services have been digitalised
Creation of comprehensive public e-services	e-Death, e-Entrepreneur, English version of Diia Portal, “International students”, Educational documents in an electronic form	departmental orders, CMU resolutions, laws	Central executive authorities	2023 2024 2025	The planned complex electronic public services have been launched

Provide functional smartphones to all elderly people	eSmartphone		Ministry of Digital Transformation	2023-2024	Elderly people are granted with possibility of receiving public services in a convenient way, obtain digital literacy and facilitate interaction with public services
Services for veterans	E-veterans	departmental orders, CMU resolutions	Ministry for Veterans Affairs, Ministry of Social Policy, Ministry of Digital Transformation		e-Services for veterans have been introduced
Preschool and school education services (including e-education certificate)	Creation of e-kindergarten and e-school systems	laws, CMU resolution	Ministry of Education and Science Ministry of Digital Transformation	12.2023	Ability to register children in preschool and school education institutions via the electronic queue. Electronic office for parents of children in educational institutions (registration, transfer to another institution, the ability to pay for services). Obtaining an e-education certificate for school students.
Ukrainians abroad (services for Ukrainians abroad, cross-border services)	Difficulty in obtaining public services in diplomatic missions, lack of possibilities for consuls to interact with the necessary public registers, the small number of services and the long time it takes to provide services in the diplomatic missions, lack of possibilities to receive services across borders..	Law of Ukraine, Resolution of the Cabinet of Ministers of Ukraine	Ministry of Foreign Affairs Ministry of Digital Transformation	12.2023	Possibilities for convenient receipt of public services by Ukrainian citizens (at least 40 services) abroad in diplomatic missions and/or in foreign institutions using cross-border services
Simplification of the process of obtaining permits	Creation of an E-Permit system	Law of Ukraine, Resolution of the Cabinet of Ministers of Ukraine	Ministry of Economy	12.2023	Ability to request permits online

Creation of the online apostille service and the apostille register	Development of the E-Apostille system	Resolution of the Cabinet of Ministers of Ukraine, departmental orders	Ministry of Justice	12.2023	Functions of filing applications, obtaining apostille and checking authenticity of an apostilled document online. Functions of verification of Apostille and apostilled document in other countries — parties to the Hague Convention
Development of tourism services for foreigners and citizens	Tourism services (e-tourism)	Law of Ukraine, Resolution of the Cabinet of Ministers of Ukraine	State Agency for Tourism Development		Tourism services for foreigners and citizens have been developed
Creating a system for online marriage registration	Online marriage registration	Law of Ukraine, Resolution of the Cabinet of Ministers of Ukraine, departmental orders	Ministry of Justice	12.2023	Ability to register a marriage online Electronic register of registered marriages
Creation of a publicly available DIIA tool to facilitate and ensure access to buildings/territories/events, provide possibilities for many to generate invitations in DIIA, issue of a QR-pass, validation (e.g. pass to the Chernobyl exclusion zone)	DIIA as a tool for access to buildings/territories/events – QR (a form of e-pass)	Resolution of the Cabinet of Ministers of Ukraine	Ministry of Infrastructure Ministry of Ecology and Natural Resources Ministry of Internal Affairs Ministry of Digital Transformation		Tools forming invitations to DIIA, issuing QR-passes, validation has been developed
Introduction and expansion of the functions of UNITED24, the unified portal to collect donations in support of Ukraine, and launch of the module with major public needs (lots)	UNITED24	Resolution of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation	12.2024	UNITED24, the unified portal to collect donations in support of Ukraine, has been launched, there are more charitable donations to support the army, medicine, recovery of the destroyed infrastructure and Digitalization.
Description in the Guide to Public Services for Minors	Creation of a separate category in the Guide, which contains services for minors with a detailed description of		Ministry of Digital Transformation	12.2023	A separate category of services with a description for minors included in the Guide

	how and where to get them, the necessary documents, deadline, costs, etc.				
Court services provided in electronic form			State Judicial Administration (by agreement) Ministry of Digital Transformation	31.01.2023	Receipt of court notices and documents in Diia. Payment of court fees in Diia. Submission of documents according to templates. Online Participation in court hearings.
Implementation of the universal social service functionality in the Unified information system of the social sphere on the industrial scale	USSIS, all-in-one social service	CMU resolutions	Ministry of Social Policy	31.01.2023	The functionality of all-in-one social service has been implemented in the USSIS Automatic assignments and payments are centralized and are made on the industrial scale All-in-one social service is provided both online, through the Diia Portal, and offline, through structural subdivisions of the Department of Social Protection and ASCs.
Integration of the Diia Portal with the Unified Information System of the Social Sphere and implementation and launch of the all-in-one social service	USSIS, all-in-one social service		Ministry of Digital Transformation Ministry of Social Policy	31.06.2023	The functionality of the all-in-one social service is implemented and provided online through Diia Portal and its integration with USSIS The service is automatic and proactive, automatic (without human participation) appointment and payment is carried out in a centralised manner
Prevention of distribution of counterfeit products and goods for which taxes have not been paid	Development of the National Electronic Goods Identification System (NEGIS)	CMU resolutions	Ministry of Digital Transformation State Tax Service	31.12.2023	The first stage of development of the NEGIS, Goods Identification, has been completed The second stage of development of the NEGIS, Goods Track and Trace, has been completed

2. Institutional development of Digitalization

Current situation (problems/challenges): **Lack of key strategic documents and methodologies.**

Risks related to the goal achievement: **Long bureaucratic process of approval of normative documents, risk of non-implementation of approved strategic documents and action plans**

Links with other areas **(subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)**

Activities to achieve goal 2:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Simplification of the process of development and testing of e-services	Testbed and toolkit platform, creation of development and testing tools for it	departmental orders	Ministry of Digital Transformation	31.12.2024	The information platform is filled with tools for development and testing of electronic services
Improvement of the system of organising provision of guidance, consulting and practical assistance to public authorities in the creation and development of e-services, as well as improvement of trans-border cooperation to expedite Ukraine's integration into the European digital space	Creation of an e-service centre of excellence with its representative office in the EU.	departmental orders, CMU resolution	Ministry of Digital Transformation	31.12.2024	The centre has been created
To update the action plan for Digitalization of public services	The action plan for Digitalization of public services has been updated	departmental orders	Ministry of Digital Transformation	2024	The updated action plan for Digitalization of public services
Development of service re-engineering guidelines	Improvement of national methodology for re-engineering services	departmental order	Ministry of Digital Transformation	31.12.2024	Number of services implemented using the methodology
Creation of a service lifecycle	Creation of a service lifecycle	Law, CMU resolution	Ministry of Digital Transformation	2024	The service lifecycle has been created, it is clear and understandable at all levels
Adoption of the Law of Ukraine "On All-In-One Social Service" in the second reading and its signature by the President	USSIS, all-in-one social service	Law of Ukraine "On All-in-One Social Service"	Ministry of Social Policy	31.12.2023	The Law of Ukraine "On All-In-One Social

					Service" has been adopted in the second reading and signed by the President
Development and approval of legal and normative acts regulating the procedure for providing all-in-one social services. The Law of Ukraine has entered into force.	USSIS, all-in-one social service	CMU resolutions	Ministry of Social Policy	31.06.2023	The law has entered into force, acts of the Cabinet of Ministers of Ukraine and Orders of the Ministry of Social Policy and other bodies regulating the provision of all-in-one social services have been approved
The draft Law of Ukraine which determines the mandatory requirements to use DSTU EN 301 549: 2022 standard for the creation (modernisation) of information systems owned by public authorities, local self-government bodies, utility companies, institutions and enterprises whose state share in the authorized capital exceeds 50 percent has been developed	Digital accessibility (barrier-free concept)	Law of Ukraine	Ministry of Digital Transformation	01.06.2023	The law has been developed and registered in the Verkhovna Rada of Ukraine

3. Development of the network of DIIA Centres (administrative service centres)

Current situation (problems/challenges): not all communities have ASCs (need for further development of ASC network), lack of e-services in ASC (digital divide), difficulty in providing services due to lack of unified software that guarantees the ability to work with different State Centre for Information Resources, insufficient integration of services in ASC, lack of possibility for citizens to receive services where convenient; lack of electronic interaction between the participants of the service delivery process (Trembita, System of electronic interaction of executive bodies)

***Risks related to the goal achievement*:** lack of access to the temporarily occupied territories, lack of sufficient funding for the development of the ASC network

Links with other areas **(subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)**
3. recovery and construction of infrastructure; 11. building, urban development, modernisation of cities and regions;

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
The number of administrative services centres (services are available not in all communities); (need for further development of ASC network), lack of e-services in ASC (digital divide), difficulty in providing services due to lack of	City, settlement, village councils representing the interests of territorial communities with the	City, settlement, village councils representing the interests of territorial communities with a	

unified software that guarantees the ability to work with different State Center for Information Resources, insufficient integration of services in ASC, lack of possibility for citizens to receive services where convenient; lack of electronic interaction between the participants of the service delivery process (Trembita, system of electronic interaction of executive bodies) (offline)	population above 10 thousand members — to establish Administrative Service Centres in accordance with this Law	population below 10 thousand members — to establish Administrative Service Centres in accordance with this Law (in the event of allocation of appropriate public funding for the construction, reconstruction, arrangement of premises and equipment of these centres)	

Activities to achieve goal 3:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
ASCs resuming their operation and development of the network of administrative service centres (offline services)	Providing services offline	departmental orders, CMU resolution	Ministry of Digital Transformation	31.12.2024	ASC has appropriate premises and staff for work. The work of telecommunication channels has been established. A training system for staff has been created The access of the population to receive services has been simplified ASCs have been established in all communities
Modernisation of the “Beehive 2.0” information system — “Beehive 3.0”	Beehive 3.0	departmental orders, CMU resolution	DIR SoE, Ministry of Digital Transformation	31.12.2024	The single window for administrators to provide public services
Modernisation of administrative service centres in Diia.Centres and expansion of the network of access points to public services	Modernisation of ASCs in Diia.Centres	Law, CMU resolution	Ministry of Digital Transformation	31.12.2024	the legislation on the operation of Diia.Centres has been amended

Expanding the list of services which must be provided by ASCs and increasing the percentage of integration of services related to public registration of civil status, administrative services of a social nature, pension services, services for drivers and passport services into ASCs	Making services more accessible	CMU ordinance	Ministry of Digital Transformation	31.12.2024	An ordinance has been adopted to amend the list of services that administrative service centres must provide
Introduction of a system of advance appointment to ASCs	System of advance appointment to ASCs	No need	Ministry of Digital Transformation	31.12.2023	a system of advance appointment to ASCs has been introduced
Ensuring the use of the functionality of the National web-platform of administrative service centres (Diia Centres Platform)	National web-platform of administrative service centres (Diia Centres Platform)	CMU resolution	Ministry of Digital Transformation	31.12.2023	ASC staff is trained and advised on various aspects of ASC activities on the Diia Centres Platform.
Improving the system of online monitoring and evaluation of the quality of administrative services	system of online monitoring and evaluation of the quality of administrative services	No need	Ministry of Digital Transformation	31.12.2024	The system of online monitoring and evaluation of the quality of administrative services has been integrated with the National web platform of administrative service centres Monitoring and evaluation of the quality of administrative services with relevant quality indicators, basic service requirements, including those related to accessibility, has been introduced. a software product Module for assessing the quality of services of the online monitoring and quality

					assessment services has been introduced and a study of the level of public satisfaction with the quality of administrative services in the ASCs has been conducted
Unification of identifiers and names of services in the Guide to Public Services with services provided through ASCs in order to facilitate monitoring of the quality of service provision	Guide to public services	Law, CMU resolution	Ministry of Digital Transformation	31.12.2024	Services provided through the ASC are aligned with the identifiers and names of services in the Guide to Public Services
Development and restoration of the network of centres for the provision of administrative services through a subvention from the state budget to local budgets for the development of the ACSs network	Subvention for the restoration of ASCs and the development of the ASCs network	CMU resolution	Ministry of Digital Transformation	31.12.2025	Amendments have been made to the current legislation on the priority provision of subventions for the development of the ASCs network to communities where the ASC has been damaged / destroyed as a result of military aggression by the Russian Federation

4. Development of public electronic registers, their optimization and centralization of support, introduction of electronic interaction

Current situation (problems/challenges):

- the war put forward an issue of physical protection of public information systems, their fault tolerance, data storage and placement of public information systems abroad resulting in temporary suspension of access to these registers; inaccuracy of data in registers, lack of a unique cross-identifier, low quality of central directories and standards, insufficient preparedness of public information systems to electronic interaction.

Risks related to the goal achievement:

Links with other areas **(subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)**

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
The Register of public e-registers has been introduced	1	-	-
The Unified Public Register of Addresses has been introduced	-	-	1
The Unified Public Demographic Register reaching the status of the population register (according to the UN definition) has been introduced	-	-	1

Activities to achieve goal 4:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
The Unified Public Demographic Register reaching the status of Population register (according to the UN definition)	Development of the basic public e-registers	Law of Ukraine "On the Register of the Population"	Ministry of Digital Transformation, Ministry of Internal Affairs, State Migration Service, Ministry of Justice	31.12.2025	The Population Register has been introduced
Development and introduction of the Unified Public Register of Addresses	Development of the basic public e-registers	The Law of Ukraine "On the Unified Public Register of Addresses"	Ministry of Digital Transformation, Ministry for Communities and Territories Development	31.12.2025	The Unified Public Register of Addresses has been introduced
Creation and commissioning of software and hardware of the Register of public e-registers	Development of the system of public e-registers	Resolution of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation	31.12.2023	The Register of public e-registers has been introduced
Modernisation of the information system "Software Platform for the Rollout and Support of Public e-Registers"	Development of the system of public e-registers	CMU resolutions, departmental orders	Ministry of Digital Transformation, State Service of Special Communications and Information Protection	31.12.2022	10+ registers rolled out on the information system "Software Platform for the Rollout and Support of Public e-Registers"

Verification of personal data in public e-registers in accordance with the Law of Ukraine “On Public Electronic Registers”	Improvement of data quality in public e-registers. (Register matching)	Resolutions of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation, State Tax Service, State Migration Service, Ministry of Justice	31.12.2024	Personal data in 30 public electronic registers has been compared
Modernisation of the system of electronic interaction of the public electronic information resources of Trembita (update of its components)	Improvement of e-interoperability of electronic information resources	CMU resolution, orders	Ministry of Digital Transformation	31.12.2023	Performance of the system of electronic interaction of the public electronic information resources of Trembita has been increased and harmonized in accordance with EU requirements and standards related to cryptography
Preparation for the nationwide census using national electronic information resources	Nationwide census	Resolutions of the Cabinet of Ministers of Ukraine	State Statistics Service, Ministry of Digital Transformation	31.12.2023 31.12.2024 31.12.2025	the list of national electronic information resources which data can be used for conducting the nationwide census has been identified, preparations for their use for the needs of nationwide census have been made. data from national electronic information resources included in the list of national electronic information resources which can be used for conducting the nationwide census has been compared

					material and technical base for conducting the nationwide census using national electronic information resources has been created a trial census using national electronic information resources has been conducted
Launch of the USSIS into commercial operation	USSIS, all-in-one social service	CMU resolution	Ministry of Social Policy	01.04.2023	USSIS with the function of centralized payment of social benefits has been put into commercial operation

5. Improvement of the government regulation of the use of electronic trust services, creating favourable conditions for the provision and receiving of electronic identification services

Current situation (problems/challenges): The need to build an accreditation system
Risks related to the goal achievement: Lack of funding and inability to make changes to relevant regulations (laws)
Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
Adoption of the Law "On Amending Some Legislative Acts of Ukraine to Ensure the Signing of an Agreement between Ukraine and the EU on the Mutual Recognition of Qualified Electronic Trust Services and the Implementation of the EU Legislation in the Area of Electronic Identification" (reg. No. 6173 of 12.10.2021)	Adopted	-	-
Trust services mutual recognition agreement has been signed	GDPR implementation Publication of DS Adoption of standards (ISO/IEC 17011&17065, ETSI TS 119 612, ETSI EN 319 403)	Preparation of an agreement on mutual recognition	Signing an agreement on mutual recognition and its monitoring

A conformity assessment body has been established in the area of electronic trust services and accredited by the Ukrainian National Bar Association in accordance with ISO/IEC 17065 in conjunction with ETSI EN 319 403-1			

Activities to achieve goal 5:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Simplification the use of electronic signatures and introduction of remote identification	Diia.Signature	Law of Ukraine "On Electronic Trust Services"	Ministry of Digital Transformation	2023	Legislation has been amended based on the results of the implementation of pilot projects in the field of electronic trust services and electronic identification
Approximation of national legislation to European requirements in the field of electronic identification and electronic trust services	Harmonisation of Ukrainian and the EU legislation	draft Law "On Amending Some Legislative Acts of Ukraine to Ensure the Signing of an Agreement between Ukraine and the EU on the Mutual Recognition of Qualified Electronic Trust Services and the Implementation of the EU Legislation in the Area of Electronic Identification" (reg. No. 6173 of 12.10.2021)	Ministry of Digital Transformation State Service of Special Communications and Information Protection	2023	Adoption of the Law "On Amending Some Legislative Acts of Ukraine to Ensure the Signing of an Agreement between Ukraine and the EU on the Mutual Recognition of Qualified Electronic Trust Services and the Implementation of the EU Legislation in the Area of Electronic Identification" (reg. No. 6173 of 12.10.2021)

To introduce in Ukraine a technical possibility to verify qualified providers of electronic trust services from the EU and information on services provided by them, and in the EU – a technical possibility to verify qualified providers of electronic trust services from Ukraine and information on services provided by them	Technical interoperability	-	Ministry of Digital Transformation, Diia SoE, developers	2023	The Ukrainian Trust List is part of the EU Trust List The EU Trust List is integrated with the Ukrainian Trust List
Ensuring mutual recognition of electronic trust services between Ukraine and the EU	Cross-border interoperability of trust services	Law of Ukraine "On Electronic Trust Services"	Ministry of Digital Transformation	2023–2024	Trust services mutual recognition agreement has been signed
Establishment of a conformity assessment procedure in the field of electronic trust services based on recognition within the framework of the International Accreditation Forum according to the ISO/IEC 17065 standard, in combination with ETSI EN 319 403-1	Audit of qualified trust service providers	Law of Ukraine "On Electronic Trust Services"	State Service of Special Communications and Information Protection, Ukrainian National Bar Association	2022–2023	A conformity assessment body has been established in the area of electronic trust services and accredited by the Ukrainian National Bar Association in accordance with ISO/IEC 17065 in conjunction with ETSI EN 319 403-1
Introduction of certification of qualified electronic signatures or seals in accordance with international standards (ISO/IEC 15408 -common criteria) by conformity assessment bodies accredited by the national accreditation body of Ukraine	Certification of qualified electronic signatures or seals according to common criteria	Law of Ukraine "On Electronic Trust Services"	State Service of Special Communications and Information Protection, Ukrainian National Bar Association	2022–2023	Qualified electronic signatures or seals have been certified according to common criteria (ISO / IEC 15408)
Dissemination of Ukrainian passport (in the form of ID-card) with certificates of qualified electronic signature as a basic means of electronic identification among the population	ID card		Ministry of Internal Affairs State Migration Service	2023–2025	80% of the population of Ukraine received a passport of a citizen of Ukraine (in the form of ID-card)

Introduction of a qualified electronic trust service for the formation, verification and validation of a qualified website authentication certificate	Qualified website authentication certificate	Law of Ukraine "On Electronic Trust Services"	Ministry of Digital Transformation	2023–2025	The service related to formation, verification and validation of a qualified certificate of authentication of the website is being provided
Introduction of qualified electronic trust service of registered electronic delivery	Registered electronic delivery	Law of Ukraine "On Electronic Trust Services"	Ministry of Digital Transformation	2023–2025	A registered electronic delivery service is being provided
Modernization of the integrated electronic identification system ID.gov.ua (update of components, interaction with public registers and cross-border interoperability with eIDAS Node)	Electronic identification system has been integrated	Law of Ukraine "On Electronic Trust Services"	Ministry of Digital Transformation	2023–2025	The productivity of the system of integrated electronic identification and its interaction with public electronic information resources has been increased and harmonized in accordance with EU requirements and standards
Regarding the need to extend the validity of advanced electronic signatures		CMU Resolution No. 617 of 24 May 2022	CMU Ministry of Digital Transformation	2022–2023	Due to the current situation in the country, it is important to be able to extend the validity of advanced electronic signatures for the period of martial law and 1 year after it ends, as it is currently impossible to replace them with QES.
Regarding the use of electronic signatures generated on the platforms "Docusign", "Hellosign" and other similar services		Law of Ukraine "On Electronic Documents and Electronic Document Flow" and Law of Ukraine "On	Ministry of Digital Transformation State Archive Service	2022–2023	This will help businesses sign foreign trade agreements and documents related to

		Electronic Trust Services", all the related legal and normative acts			their implementation (additional agreements, settlement and primary documents) intend to use service platforms "Docusign", "Hellosign" and other similar services to create electronic signatures. Due to martial law this issue has become increasingly important and its solution will help businesses conduct electronic document management more easily and comfortably and at lower cost.

6. Providing the population with access to high-speed Internet

Current situation (problems/challenges): 12.2% of settlements have no access to mobile communication, 3.1% have partial access. 3,534 base stations of mobile operators do not work, which is almost 11% of the total number. At least 726 fixed-line electronic communications operators have suffered as a result of hostilities. After the de-occupation of populated areas networks are damaged by up to 100%.

Risks related to the goal achievement: no access to areas where electronic communications networks have been damaged. Lack of necessary equipment and materials, government funding programmes for network rehabilitation, extremely high level of infrastructure access fees

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)
3. recovery and construction of infrastructure; 11. building, urban development, modernisation of cities and regions; 4. economic recovery and development

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
Share of the population that has access to mobile Internet at a speed of at least 2 Mbps, %	To be estimated after the end of hostilities	93	95
Share of rural households that have the technical ability to connect to fixed broadband Internet access at a speed of at least 100 Mbps, %	To be estimated after the end of hostilities	90	95

Share of households using fixed broadband Internet access at a speed of at least 30 Mbps, %	To be estimated after the end of hostilities	50	75
Share of social infrastructure institutions and local self-governments that are connected to broadband Internet access at a speed of at least 100 Mbps, %	To be estimated after the end of hostilities	90	95
Share of population with access to Gigabit broadband Internet connection, %	Have not been studied	10% against the previous year	10% against the previous year
Number of towers built to accommodate electronic communications equipment, pcs	200 in rural areas		
Share of railway coverage with mobile communications and Internet	30% along railways	40% along railways	70% along railways
Number of running sensor complexes, units	114	150	150
Draft project for construction of a transport intercontinental network of electronic communications through the Black Sea developed, pcs.	-	-	1 (project developed and approved)

Activities to achieve goal 6:

Activities	Project	Necessary legal framework	Responsible	Timeframes	Performance indicator
Developing and implementing a compensation mechanism for access to infrastructure	Developing and implementing a compensation mechanism for access to infrastructure	Resolution of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation Ministry of Energy Ministry of Infrastructure Ukrzaliznytsia (Ukrainian Railways) Ministry for Communities and Territories Development National Energy and Utilities Regulatory Commission National Commission for Electronic Communications	01.12.2023	The law of Ukraine on "Access to Construction Facilities, Transport, Electric Power with the View to Development of Electronic Communications Networks" has been amended.

			Anti-Monopoly Committee of Ukraine State Property Fund of Ukraine		
Creating a common roaming space with the EU		legal and normative acts (as necessary)	National Commission for Electronic Communications Ministry of Digital Transformation	01.12.2023	A common roaming space for Ukraine and the EU has been created
Harmonization of frequencies in accordance with the EU requirements	Bands in the 694–790 MHz, 790–862 MHz ranges have been released from radio electronic devices of radio broadcasting service (TV)		National Council of Ukraine for Television and Radio Broadcasting Ministry of Digital Transformation National Commission for Electronic Communications	01.06.2023	Frequencies have been released from television
Introduction of fifth generation mobile communication within 700 MHz frequency bands		NCEC has made a decision to issue a license for the use of radio frequency resources of Ukraine in the 700 MHz frequency range	National Commission for Electronic Communications Ministry of Digital Transformation	01.12.2023	NCEC has made a decision to issue a license for the use of radio frequency resources of Ukraine in the 700 MHz frequency range
Introduction of fifth generation mobile communication within 3,400–3,600 MHz frequency bands		NCEC has made a decision to issue a license for the use of radio frequency resources of Ukraine in the 3,400–3,600 MHz frequency range	National Commission for Electronic Communications Ministry of Digital Transformation	01.12.2025	Decision has been made

Transforming cities into Smart cities	A framework document on transforming cities into Smart Cities has been developed.	Resolution of the Cabinet of Ministers of Ukraine "On Approving the Concept of Development of Smart Cities in Ukraine"	Ministry of Digital Transformation Ministry for Communities and Territories Development Ministry of Infrastructure Ministry of Reintegration Ministry of Finance	01.12.2023	A framework document has been developed The Cabinet of Ministers of Ukraine has adopted a resolution to that effect
Increasing the number of qualified electronic communications professionals	Development and implementation of the training programme for electronic communications professionals		Ministry of Education and Science Ministry of Digital Transformation Ministry of Economy	01.09.2023	the specialists are being trained within the special programme
Preservation of intercontinental traffic from Asia to Europe bypassing Russia through Ukraine and the Black Sea (Phase 1 — creating regulatory conditions for the construction of backbone lines bypassing the aggressor state)	. Government Programme "Ukraine — Digital Hub for Asian and European Backbone Traffic"	Resolution of the Cabinet of Ministers of Ukraine on the measures to preserve the intercontinental traffic	Ministry of Digital Transformation Ministry of Foreign Affairs Ministry of Infrastructure Ministry of Digital Transformation State Service of Special Communications and Information Protection National Commission for Electronic Communications other stakeholders	01.12.2025	A draft construction project has been developed The Cabinet of Ministers of Ukraine has adopted a resolution to that effect
Creation of the Gigabit Society in Ukraine	Gigabit Society	Resolution of the Cabinet of Ministers of Ukraine "On the State Programme for Creating the Gigabit Society"	Ministry of Digital Transformation Ministry of Finance	01.12.2023 01.12 2025	The Cabinet of Ministers of Ukraine has adopted a resolution to that effect

					the Internet access at a speed of 1 Gbps has been increased for 20% of the population
Creating electronic communications networks in areas economically unattractive for operators: along railways and in rural areas	Government programme for the construction of electronic communications facilities		Ministry of Digital Transformation, Ministry of Infrastructure Ukrzaliznytsia (Ukrainian Railways) State Service of Special Communications and Information Protection National Commission for Electronic Communications	01.12.2025	70% of railways are covered by mobile internet and the level of population coverage is 95%
Development (expansion) of the national electromagnetic spectrum control system based on the sensor suites.	National electromagnetic spectrum control system based on the sensor suites.		National Commission for Electronic Communications		414 sensor suites have been launched in twenty-one settlements

7. Public information resources in cloud technologies

Current situation (problems/challenges): At the beginning of the military aggression, public registers were forcibly disconnected in order to keep their records intact. Each individual registry required physical relocation to a safe place. The lack of requirements and capabilities for the preservation of public information resources in cloud storage created a risk of irreversible loss of information.
Risks related to the goal achievement: lack of funding, lack of obligation for critical infrastructure to use cloud technologies.
Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi) 3. recovery and construction of infrastructure

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
Cloud Infrastructure Development Strategy created, pcs.	1 (concept approved)		
Number of critical infrastructure facilities using cloud technologies, pcs.	-	200	500

Number of public information resources transferred to the cloud, %.	-	15%	30%

Activities to achieve goal 7:

Activities	Project	Necessary legal framework	Responsible	Timeframes	Performance indicator
Development of cloud technologies	Developing the Concept of cloud infrastructure development. Transferring public information resources to the cloud, ensuring the information is stored and backed up.	Ordinance of the Cabinet of Ministers on approving the Cloud Infrastructure Development Strategy. Resolution of the Cabinet of Ministers of Ukraine "On Supporting Operation of State Registers"	State Service of Special Communications and Information Protection Ministry of Finance National Academy of Sciences of Ukraine (by agreement) State Service of Special Communications and Information Protection Ministry of Finance	01.12.2023 01.12.2024 01.12.2025	The Cabinet of Ministers of Ukraine has adopted the order The Cabinet of Ministers of Ukraine has adopted a resolution to that effect 30% of public information resources have been transferred to the cloud

8. Promotion of digital economy

Current situation:

- Ukrainian economy does not fully use the potential of the IT sector which affects the development of IT business, attraction of investment and employment levels;
- incomplete harmonization of Ukrainian legislation in the field of e-commerce with EU regulations; low level of funds filling the state budget acquired as a result of business activities of foreigners;
- lack of state regulation of the virtual assets market;
- lack of legal and normative acts on artificial intelligence;
- lack of financial autonomy of higher education institutions in Ukraine;
- lack of possibilities for students to receive international-level knowledge while studying in higher education institutions of Ukraine;
- lack of legislative regulation of the use of blockchain technology in public administration

Risks:

- change of jurisdiction of IT companies from Ukrainian to foreign; loss of intellectual capital; loss of investment capital; non-receipt of taxes to state and local budgets; lack of interest of IT companies and IT specialists in joining initiatives and using new tools offered by the state;
- non-compliance with the Action Plan on the implementation of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand, namely: Activity 1913 "Legislative regulation of legal relations in the field of information services (in particular e-commerce) in accordance with acquis", measure No. 1 "development and submission to the Cabinet of Ministers of Ukraine of a draft law on e-commerce", as well as blurred prospect of Ukraine's potential accession to the European Union;

- registration of Ukrainian users of the virtual assets market outside Ukraine involves the payment of taxes in other jurisdictions and does not contribute to the budgets at all levels;
- political and economic instability, war in Ukraine
- existing obstacles for the implementation of the Concept of development of artificial intelligence in Ukraine

Links with other areas:
1. European integration; 4. economic recovery and development; 6. functioning of the financial system, its reform and development; 10. public administration; 15. education and science; 16. youth and sports

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
Share of the information technologies sector in the structure of Ukraine's gross domestic product, percentage	6	8	10
Number of legal entities that have acquired the status of a resident of the legal regime of Diia City and are entered in the register of Diia City residents, quantity	1,000	1,500	2,000
Number of persons who received e-resident status, quantity	1,000	5,000	7,000
Number of startups registered in Ukraine, quantity	2,200	3,000	4,000

Activities to achieve goal 8:

Activities	Project	Necessary legal framework	Responsible	Timeframes	Performance indicator
Increase in the number of specialists of the international level necessary for food companies	1.9. Launch of double-degree programs for training specialists required by food companies in partnership with international universities 1.5. IT Nation educational project		Ministry of Digital Transformation Ministry of Education and Science Ministry of Digital Transformation	2023–2025 2023	At least two partner universities of the international level have been involved under the double-degree program At least 3,000 students with new IT knowledge
Development of e-residency, including expansion of the list of services for e-residents and improvement of the product range	Holding advertising campaigns in order to involve foreigners to carry out entrepreneurial activity in Ukraine	Improvement of the legal framework to regulate opportunities for e-residents (where necessary)	Ministry of Digital Transformation	2023 2024–2025	at least 500 e-resident Individual Entrepreneurs have been engaged

		Amendments to Order of the Ministry of Digital Transformation No. 152 of 13.10.2020 in order to expand the list of the countries whose citizens may obtain the status of an e-resident			citizens of new countries have been given an opportunity to become e-residents
Development and promotion of the special legal regime of Diia City	1.10. Advertising campaigns to attract residents	Development of the legal and normative acts governing relations with a resident of Diia City (where necessary)	Ministry of Digital Transformation	2023–2025	A series (at least 5) of activities to promote Diia City has been held The necessary legal and normative acts have been developed
Increase of financial opportunities for startups which have already attracted investments, by means of doubling investments attracted	1.21. Matching Grants	Development of legal and normative acts regarding the implementation of the Matching Grants programme	Ministry of Digital Transformation Ministry of Finance Ukrainian Startup Fund	2023–2025	The legal and normative acts regarding the implementation of the Matching Grants programme have been developed
Creation of the conditions to launch the most ambitious global projects in Ukraine, including comprehensive support thereof by the state, and transformation of Ukraine into the most attractive country for the world investors and technological giants.	1.23. Polygon of world ideas	Development of legal and normative acts (where necessary)	Ministry of Digital Transformation Ministry of Justice National Bank of Ukraine Ministry of Finance other central executive authorities	2023–2025	The analytical report on implementation of the Polygon of world ideas initiative has been drawn up
Grant support for startups by the Innovation Development Fund (Ukrainian Startup Fund)	The following support programmes are being implemented within the framework of the project: Dual-purpose grant support programme Grant programme of early support of startups		Innovation Development Fund Ministry of Finance Ministry of Digital Transformation	2023–2025	startups have an opportunity to receive a grant

	Innovation voucher programme Acceleration programme Programme of startup support at the idea stage Programme of deep tech startup support				
Information support and assistance in development of venture funds for the Ukrainian startups	1. Foreign private venture fund 2. DISC Capital public-private partnership		Ministry of Digital Transformation	2023–2025	Ukrainian startups have a possibility to submit applications to venture funds
Creation of a legal framework for the application of artificial intelligence technologies		Development of the legal and normative act on implementation of the recommendations of the Council of Europe on the human rights impacts of algorithmic systems	Ministry of Digital Transformation	June 2024	The legal and normative act has been adopted
Development of the artificial intelligence technologies, machine learning and introduction thereof into the priority sectors		development of the legal and normative acts that prescribe the priorities and main tasks of development of the artificial intelligence technologies in the defence planning documents Approval of the State Programme for Using the Artificial Intelligence Technologies in the Priority Industries	Ministry of Defence Ministry of Digital Transformation Ministry of Digital Transformation Ministry of Strategic Industries	December 2025 December 2024	Legal and normative acts have been adopted Legal and normative act has been adopted
Harmonization of the Ukrainian legislation in the field of e-commerce with the EU acquis	1.12. Creation of a web-portal for consumers in the area of e-commerce	Legal and normative act(s) implementing Directive 2000/31/EC of the European	Ministry of Digital Transformation	December 2023 2024 December 2025	Legal and normative act has been drafted

		Parliament and of the Council of 8 June 2000 on certain legal aspects of information society services, in particular electronic commerce, in the Internal Market ("Directive on electronic commerce"), Digital Services Act - Proposal for a Regulation of the European Parliament and of the Council on a Single Market For Digital Services (Digital Services Act) and amending Directive 2000/31/EC, Digital Markets Act - Proposal for a Regulation of the European Parliament and of the Council on contestable and fair markets in the digital sector (Digital Markets Act), as well as related legal and normative acts in the area of e-commerce. Resolution of the Cabinet of Ministers of Ukraine that approves the regulation on the web-portal for consumers in the area of e-commerce	Ministry of Digital Transformation Ministry of Economy		Legal and normative act has been adopted A resolution has been adopted The web-portal for consumers in the area of e-commerce has been created
Development of the legal framework for using the blockchain technology (BT) in public administration		development of the act of the Cabinet of Ministers of Ukraine (the concept, the programme) on defining the blockchain technology and use thereof in public administration, in particular, determining the principles, conditions and areas of use of the blockchain	Ministry of Digital Transformation	2023	an act of the Cabinet of Ministers of Ukraine has been adopted

		technology in public administration			
Development of the scope of application of the blockchain technology (BT), including introduction of the BT into administrative activities		amendments to the legislation as to development of new BT-based registers, determination of the share of the public registers that can or need to be based on the BT development of necessary legal and normative acts or amendments to the effective acts on implementation of the BT and administrative activities, including revision of the mechanism for taking, implementing and controlling administrative decisions	Ministry of Digital Transformation other stakeholders Ministry of Digital Transformation other stakeholders	2023 2024–2025	the legislation has been amended acts of the Cabinet of Ministers of Ukraine have been adopted
Integration into the international structures implementing the BT (European Blockchain Partnership)		entry into interagency agreements or decision making at the level of the CMU, VRU	Ministry of Digital Transformation	2024	Ukraine joining the European institutions and standards
Development and introduction of the legal and normative regulation of the virtual asset market after the Law of Ukraine enters into force		Adoption of necessary legislative and subordinate acts	National Commission on Securities and Stock Market National Bank of Ukraine Ministry of Finance State Tax Service Ministry of Justice	2023	Amendments to the Tax Code and the Civil Code
Creation of conditions for including Ukraine into the European Digital Economy and Society Index (DESI): introduction of the European approaches to measurement and monitoring of progress of digital development of the state		draft Resolution of the Cabinet of Ministers of Ukraine on introduction of the national system of indicators of the digital economy and society	Ministry of Digital Transformation State Statistics Service	2023–2024	the national system of indicators of the digital economy and society has been harmonised with the European one

			National Commission for Electronic Communications Ministry of Economy		
Development of the cybersport industry	Conduct of sociological research of condition of cybersport, determination of risks and opportunities, which promotes development of cybersport Development of the cybersport development strategy in the state	Development of the act of the Cabinet of Ministers of Ukraine on approving the cybersport development strategy in the state	Ministry of Youth and Sport Ministry of Digital Transformation	2023–2025	A sociological study has been conducted An act of the Cabinet of Ministers of Ukraine has been adopted
Information support and assistance in development of specialised acceleration programmes	AgriFood Tech acceleration programme Sport Tech acceleration programme Industry 4.0 acceleration programme Military Tech acceleration programme		Ministry of Digital Transformation Ministry of Agrarian Policy Ministry of Youth and Sport Ministry of Strategic Industries Ukroboronprom SoE	2023–2025	More than 150 startups in the specialised fields have completed acceleration

9. Post-war reconstruction of Ukraine's infrastructure and economy is taking place with the help and on based on open data

Current situation (problems/challenges):

- In order to ensure the interests of national security the work of the Unified State Web Portal of Open Data has been temporarily suspended.
- In order to effectively and fully attract funds from donors and international organisations, it is necessary to develop an effective mechanism to control the distribution and use of funds during the process of gradual recovery and transformation of Ukraine's economy and infrastructure.
- Ukrainian legislation on access to public information and the free movement of non-personal data continues to borrow best rules and practices from European Union law.
- The process of improving skills, knowledge and abilities related to the possibilities of using open data for post-war reconstruction continues.

Risks related to the goal achievement:

- Continuation of the active phase of Russia's armed aggression
- No/insufficient funding for projects
- Reluctance of information managers to publish complete and reliable information in accordance with the approved requirements

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Open data are related to the activities of all subgroups, since they are the basis of policy-making and independent and objective analysis of policy effectiveness and achievement of these goals.			
Goal achievement indicator, unit of measurement	**2023 (target)**	**2024 (target)**	**2025 (target)**
number of data sets published on the Unified State Web Portal of open data with regard to information on post-war reconstruction of Ukraine (quantity)	100	300	350
the number of civil servants and officials of local self-government bodies whose responsibilities are directly related to the disclosure of open data, who have successfully completed the training programmes of the Diia Centre for Competences in the field of open data. Open data (persons)	3,000	5,000	7,000
number of unique users of the Unified State Web Portal of Open Data (thousand people)	1,000	2,500	4,000
number of monthly users of services based on open data (thousand people)	2,500	3,000	4,500
number of open data services operating in Ukraine (quantity)	50	90	140

Activities to achieve goal 9:

Activities	**Project**	**Necessary legal framework**	**Responsible**	**Timeframes**	**Performance indicator**
Harmonisation of the Ukrainian legislation on access to public information and open data with the European legislation on free movement and use of personal data	Conduct of research on conformity of the Ukrainian legislation on open data, access to public information, management of state data and the procedure for using them to the EU legislation	– Legal and normative acts on implementation of the standards and practices of the European legislation on free movement of non-personal data, work with open data and management of state data in the Ukrainian legislation	Ministry of Digital Transformation Ministry of Digital Transformation	June 2023 December 2023	two analytical reports on conformity of the Ukrainian legislation to the European one have been drawn up and presented to the public the applicable draft legal and normative

					acts have been prepared
Ensuring Ukraine's transition to a circular and low-carbon economy using open data	Development of requirements (standards) for publishing sets of data relating to the transition of Ukraine to the low-carbon and circular economy	Respective amendments to Resolution of the Cabinet of Ministers of Ukraine No. 835 of 21.10.2015	Ministry of Digital Transformation	December 2025	the applicable legal and normative act on approving the requirements (standards) for publication of respective information has been adopted
Development of a comprehensive post-war recovery monitoring system based on open data	Comprehensive system of post-war recovery monitoring system based on open data	– Respective amendments to Resolution of the Cabinet of Ministers of Ukraine No. 835 of 21.10.2015 –	Ministry of Digital Transformation Ministry of Digital Transformation Ministry of Digital Transformation	March 2023 June 2023 December 2023	the technical requirements for the functions and design of the integral post-war recovery monitoring system (PostWar Government BI) have been developed and the competition for development of the software product has been announced the applicable draft legal and normative act approving the requirements (standards) for publication of the data sets necessary for efficient post-ware recovery has been prepared the first stage (MVP) of the integral post-war recovery monitoring system based on open data has been put into pilot operation

Increase in the level of knowledge of open data use	Development and conduct of training programs for enhancement of knowledge and skills of work with open data	–	Ministry of Digital Transformation Ukrainian School of Governance National Agency for Civil Service	June 2023 September 2023 December 2023 July 2023	the open data training programme has been developed and conducted for the persons responsible for implementation of the state tax policy the training programme "Digitalization of economy" has been developed and conducted for students of the Kyiv National Economic University named after Vadym Hetman the training programme "Open data for post-war recovery for CDTO and heads of public authorities" has been developed and conducted the training programme on the analytics and visualisation of open data for anti-corruption organisations, journalists and researchers has been developed and conducted
Support of the existing socially important services (applications) based on open data and implementation of new ones	Holding a competition of grants for supporting the ecosystem of open data and implementing new projects, including those	–	Ministry of Digital Transformation	June 2023	the mini grant recovery competition has been conducted

	aimed at resolution of humanitarian and military issues (OD ecosystem resilience support)				

10. Development of the potential of the national cybersecurity ecosystem

Current situation (problems/challenges):

- Lack of the efficient cybersecurity management model at the level of numerous state-owned companies.
- Numerous vulnerabilities of the state information and communication systems, which results in hacking and leaks of personal data of citizens.
- No requirements for information security of contractors and vendors of IT services, software and equipment for public authorities, state-owned companies and critical infrastructure facilities.
- Shortage of qualified professors at higher educational establishments and resulting shortage of graduates with the knowledge that meets the present-day requirements.
- Low level of public awareness of information security and formation of the cybersecurity culture in the society.
- Insufficient focus on the matters of cybersecurity when new electronic services are introduced, public electronic services are developed, and on the risks associated with use of Diia infrastructure.
- Insufficient level of introduction of the protection measures and means in the public authorities, local self-government bodies and critical infrastructure facilities.
- Incomplete consistency of the information and cyber protection requirements in Ukraine with the EU and NATO requirements.

Risks related to the goal achievement:

- insufficient budget and donor funding

Links with other areas (subgroups on the list https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni/robochi-grupi)

Goal achievement indicator, unit of measurement	2023 (target)	2024 (target)	2025 (target)
100% of the critical information infrastructure facilities have been covered with sensors	50%	75%	100%

Activities to achieve goal 10:

Activities	Project in the framework of the activity	Necessary legal framework	Responsible	Timeframes	Performance indicator
Modernisation of the cybersecurity legal framework		Guidelines on cybersecurity management for large, medium-sized and small state-owned organisations, which include: - standard recommended cyber protection architecture, organisational structures and	State Service of Special Communications and Information Protection State Service of Special Communications and	2023 2023 2023	The Guidelines have been developed and approved by the Order of the Administration of the State Service of Special Communications and Information Protection

		processes, requirements for competences of the key staff and professional certification, vulnerability management processes, response to cyberattacks; - role and responsibility of the senior executives and steering committees as to cybersecurity, requirements for competences/certification, cybersecurity training of the senior executives and steering committees; - metrics used to measure the cyber protection level of organisations, procedures for regular reporting on cybersecurity to the senior executives, steering committees and regulatory authority Guidelines on personal data protection based o the GDPR, which contain: - Compulsory recording of data transmission, storage and processing flows - Determination of risks and controls at each processing stage - Liability of organisations and senior executives for data leaks - Audit and certification of personal data protection Resolution of the Cabinet of Ministers of Ukraine on the cybersecurity requirements for vendors and contractors for the public authorities, state-owned companies and critical infrastructure facilities	Information Protection Parliamentary Commissioner for Human Rights State Service of Special Communications and Information Protection		The guidelines have been developed and approved The Cabinet of Ministers of Ukraine has adopted a resolution to that effect

Enhancement of the public-private partnership in cyber and information security	The project for strengthening cybersecurity of small and medium companies, enhancing stability and support of digitalization of the business sector (cybercredits)		State Service of Special Communications and Information Protection Ministry of Digital Transformation	2024	The project has been launched
Resolution of the problem of shortage of qualified staff and poor education in information security	Development of cybersecurity training programs for children Development of the cybersecurity training program for the population based on modern approaches (gamification, microlearning) and its promotion		Ministry of Education and Science Ministry of Digital Transformation State Service of Special Communications and Information Protection Ministry of Digital Transformation State Service of Special Communications and Information Protection	2024 2023	The training programs have been developed and implemented into the training process A programme has been developed
Strengthening the protection of the public information resources	Formation of the ISO 15408 conformity assessment laboratory	Normative act on introduction of frameworks for safe development and introduction of software for critical systems Resolution of the Cabinet of Ministers of Ukraine on implementation of the system for controlling the information security requirements in public procurement	State Service of Special Communications and Information Protection Ministry of Economy State Service of Special Communications and Information Protection State Service of Special Communications and Information Protection	2024 2023 2025	Legal and normative act has been adopted The Cabinet of Ministers of Ukraine has adopted a resolution to that effect A laboratory has been created

Development of the capacity of the national cybersecurity (cyber protection) system	Creation of the state cloud service cybersecurity platform Launch of a service of governmental safe DNS Creation of the governmental centre for traffic cleaning and counteraction to DDoS attacks Development of the active cybersecurity system (system for assessment of vulnerabilities and penetration testing, services for protection of web-resources (including Diia and public electronic registers) Launch of a service for protection of government employees' email Implementation of the complex protection of information resources and technological infrastructure Diia and e-governance services Completion of formation of the National Centre for Backup of State Information Resources Formation of the National Cyber Threat Monitoring System based on the sensor infrastructure Creation of the system of protection against malware on end user equipment Establishment of industry-specific and regional		State Service of Special Communications and Information Protection	2023 2024 2025	At least six basic cyber protection services have been launched The project of secure DNS-service for public authorities has been implemented Protection against DDOS-attacks for at least 100 organisations and institutions has been ensured The active cybersecurity system has been created based on the National Backup Centre 100% government employees have been ensured with secure mail service All e-governance services have been protected All facilities have been commissioned for the National Centre 100% of the critical information infrastructure facilities have been covered with sensors Protection against modern cyber threats for at least 50,000 termination points has been ensured At least seven regional and industry-specific centres have been created

	cybersecurity management centres				
Harmonisation of the national conceptual framework for implementation of the state policy for fighting cyber crimes against children with the European equivalents, in particular, the European strategy for a better internet for kids (BIK+)		Legal and normative act of the Cabinet of Ministers of Ukraine	Ministry of Digital Transformation Ministry of Internal Affairs	December 2023	The legal and normative act of the Cabinet of Ministers of Ukraine has been adopted

MODERNISATION STAGE "STRUCTURAL MODERNISATION AND COMPLETE INTEGRATION INTO THE EU"

(strategic goals for 2026–2032 * Terms of planning of the stage will be adjusted based on the results of 2022–2023)

1. Development of public e-services			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Trust in public data	MDT, MIP	2026	More than 60% of the population use and trust public data / services
Digitalization of public services	Central executive authorities		__ public services have been digitalised
Creation of comprehensive public e-services	Central executive authorities		__ comprehensive public e-services have been introduced
Non stop shop concept to replace one stop shop	MDT, central executive authorities	2032	__ public services are available in any services access point

Census	Ukrstat/ MDT	2027	reliable information on the size of the population of Ukraine in terms of its administrative and territorial structure is provided with the frequency established by the Cabinet of Ministers of Ukraine
Artificial intelligence in the provision of public services	MDT, central executive authorities	2032	e-public services are provided using artificial intelligence
Digitalization of archives + elimination of regulatory barriers to the introduction of electronic document management	Public Archival Service of Ukraine, Central Public Electronic Archive of Ukraine, MDT Ministry of Justice	2025	reduction of the list of documents that must be stored in paper form and reduction the period of their storage to avoid duplicating a number of documents in paper at the same time. Creation of an electronic archive for convenient storage of electronic documents. Online access to the National Archival Fund of Ukraine has been provided
Introduction of new qualified electronic trust services related to: ● electronic archiving of electronic documents; ● remote management of electronic signatures or seals; ● recording electronic data in electronic catalogues; ● use of an electronic identity wallet	MDT Public Archive Service	2027	Citizens use trust services in accordance with EU requirements and standards

2. Ukraine is a digital hub

Activities	**Responsible**	**Timeframes**	**Expected outcome**
Introduction of modern cloud solutions	MDT other stakeholders	01.12.2032	data centres have been built
Construction of a transport intercontinental network of electronic communications through the Black Sea	MDT NCEC Ministry of Economy Ministry of Finance Ministry of Infrastructure SSSCIP SPFU	01.12.2032	10 Gbps of transit traffic has been transmitted through Ukraine

3. Development and dissemination of modern Internet access technologies			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Public access to high-speed Internet	Ministry of Digital Transformation National Commission for Electronic Communications	01.12.2032	95% of the population
Improving the quality of mobile service (average downlink at least 50 Mbps, etc.)	MDT NCEC	01.06.2026	The Ministry of Digital Transformation has adopted an order “On approval of quality indicators for electronic communications services”
Joining European cross-border 5G corridors	MDT NCEC	01.12.2026	Ukraine has joined European cross-border 5G corridors
Providing settlements with the fifth generation mobile internet coverage	MDT NCEC	01.12.2032	95% of the population
Providing settlements with access to the fixed Internet coverage at a speed of 1 Gbps	MDT NCEC	01.12.2032	95% of the population

4. Public-private partnership			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Introduction of blockchain technology into national economy	MDT other stakeholders	2026–2032	Creation of a new mechanism for making management decisions, in particular, creation of new public registers using blockchain technology, “modernisation” of current public registers

5. The development of products of the defence sector of Ukraine is based on the use of the latest technologies			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Launch of the Military Industry Park in Ukraine, creation of a single centre for the development of the country's defence industry with a comfortable tax burden	Ministry of Defence General Staff of the Armed Forces of Ukraine Ministry of Finance STS MDT	2026–2032	Military Industry Park has been launched
Technical and financial support for the development and operation of robotics in the defence sector and the inclusion of artificial intelligence technologies in autonomous military equipment devices	Ministry of Defence General Staff of the Armed Forces of Ukraine MIA MDT	2026–2032	Technical and financial support for the development and operation of robotics in the defence sector is being provided

6. Country of innovations			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Start-up ecosystem development	MDT other stakeholders	2026–2035	There are 6,000 start-ups in Ukraine, including 250 defence start-ups, 250 spacetech start-ups, 250 deeptech start-ups, 250 hardware start-ups, 350 Agri & Food Tech start-ups
Promoting Ukraine as the best jurisdiction for the use and application of virtual assets	National Commission on Securities and Stock Market NBU MDT	on a permanent basis (since the entry into force of the Law of Ukraine "On Virtual Assets")	Annual increase in registrations of virtual asset service providers in Ukraine, filling the state budget

7. Ukraine is an international leader in the field of anti-corruption, development of civil society institutions and openness of public information			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Full implementation of European legislation on the free movement of personal data to the Ukrainian legislation	MDT other stakeholders	2026–2030	Ukrainian legislation in the field of access to public information is fully in line with European legislation
All statutory open data sets are published in accordance with approved requirements (standards)	MDT information managers	2026–2030	All sets of open data provided for by the Resolution of the Cabinet of Ministers of Ukraine No. 835 of 21.10.2016 are published on the Unified State Web Portal of Open Data and meet the established requirements.
Dissemination of open data literacy through training programmes and Diia Open Data portal	MDT	2026–2030	Training programmes of the Diia.Open data Centre for Competences in the field of open data is used by at least 10,000 people annually
8. Developed ecosystem of cybersecurity and capability of active cyber protection			
Activities	**Responsible**	**Timeframes**	**Expected outcome**
Introduction of mechanisms for assessing performance of the implemented cybersecurity projects for the public sector and critical infrastructure facilities	State Service of Special Communications and Information Protection	2026–2032	New efficient assessment mechanisms have been introduced
Introduction of the fundamentals of digital hygiene into the social culture: starting from relevant special subjects taught in schools and universities up to	State Service of Special Communications and Information	2026–2032	100% school and university graduates have digital hygiene skills

mandatory and regular certificate of staff of commercial and state institutions to check their understanding of such fundamentals.	Protection Ministry of Digital Transformation		
Transition to the industry-specific cybersecurity regulation model · Determination of the industry-specific cybersecurity regulatory authorities and their roles and powers · Determination of the industry-specific cybersecurity standards Introduction of the industry-specific standards and control over adherence thereto	State Service of Special Communications and Information Protection Ministry of Economy	2026–2032	Twelve industry-specific regulatory authorities, their powers and industry-specific standards have been determined
Maximum achievement of digital development and cybersecurity goals consistent with the EU and NATO in Ukraine	State Service of Special Communications and Information Protection Ministry of Digital Transformation	2026–2032	The cybersecurity laws of Ukraine have been harmonised with the EU and NATO standards

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Economic recovery and development” working group

July 2022

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Working Group for Economic Recovery and Development

Task: **Economic recovery and rapid economic growth**

Vision: **"We will rebuild Ukraine as a strong, rich, technologically advanced country and sign the European Union Membership Agreement in December 2024"**
(President of Ukraine Volodymyr Zelenskyy, 2022)

Key issues to be addressed in the Recovery Plan regarding the Economic Recovery and Development direction

1.1. Current status of the Ukrainian economy

Key indicators of the prewar economy
Ukraine's economy in recent years, despite the shortcomings of the commodity-based consumer model of development, has proven that it is able to withstand and adapt to significant force majeure circumstances.
Since 2014, Ukraine's economy has been operating in the environment of Russia's hybrid war against Ukraine and, having showed relative stability, quickly moved from the phase of crisis to the phase of recovery and growth.
Ukraine's GDP increased by 12 percent over 2016-2019 (after a 15.8 percent declined over 2014-2015).
During 2021 and in early 2022, the economy overcame the effects of the ongoing COVID-19 pandemic, and although not yet fully recovered from the shock of the hybrid war unleashed by the Russian Federation in 2014, and being further weakened by the pandemic, thanks to the anti-crisis and encouraging programs of the Government, the economy adapted to the constraints caused by quarantine measures and developed the ability to absorb shocks caused by rise in global energy and food prices, preserving its macro-stability and positive development dynamics.
The most effective Government solutions include:
business support programs *(business received UAH 65 billion under the Affordable Loans 5-7-9% program and UAH 6.5 billion under quarantine programs);*
financial support of job creation *(400,000 new jobs were created);*
efficient management of state property and privatization, in particular *the reform of corporate governance was introduced at the public economy sector, including in TOP-15 state-owned companies, from which the state received tens of billions hryvnias in dividends, and more than UAH 5 billion were credited to the state budget due to intensification of privatization processes.*
Therefore, Ukraine ended the year of 2021 with a record-setting GDP of $200 billion, $6.7 billion of foreign direct investment and a 34.7% increase in exports of goods and services. All this allowed improving the welfare of the population; the real growth of the average nominal wage of full-time employees was 10.5%, and the overall real income of the population increased by 4.3%.

War impact on the economy

The full-scale war unleashed by Russia has changed Ukraine's economy.

Cumulatively (according to Advanter Group survey as of June 10, 2022), almost a half of the enterprises stopped (18.7%) or almost stopped (28.1%) their operations, total direct losses of SME are estimated at $83 billion, business activity is reduced and exporters have scarce opportunities due to the blockade of ports, as the current logistics routes cover less than 20% of exports. More than 10 million Ukrainians (~25% of the population) have left their homes, including 7.5 million have gone abroad. Consequently, at least 3 million Ukrainians have already lost their jobs, and 53% of the population is at risk of losing their jobs (according to the UN). The unemployment rate is estimated to have risen above 30%. The level of wages according to expert estimates fell by 9 to 58% in various areas of economic activity, and the wage arrears exceeded UAH 3 billion.

The biggest losses are suffered:

- *due to the destruction of production facilities*: energy, housing and utilities, transport, metallurgy, oil refining, and defense industry enterprises;
- *due to the actual stoppage of investment projects* in view of the ultra-high investment risks – construction, machine-building industries;
- *due to the decrease in demand of the population,* which finds itself under occupation, in the area of active military operations or is forced to leave Ukraine (only because of the migration of more than 7.5 million citizens outside the country almost 20% of the demand is underdeveloped): economic activity in services and certain types of industrial activity (hotel and restaurant business, as well as economic areas related to creative industries, in particular the production and distribution of movies and video films, literature and publishing, art, architecture and design, advertising agencies, operation of theater and concert halls, museums, light industry);
- *due to the destroyed transport infrastructure, blocked ports, restrictions on cross-border currency payments* (except for payments for critical imports) more than 50% of exports were lost during the three months of war, which, given the significant share of agro-industrial products in Ukrainian exports, also largely threatens the global food security;
- *due to the narrowing of the range of domestic goods and the shortage of imported energy resources,* the pressure on inflation and the exchange rate is increasing.

The biggest shock of Russia's full-scale invasion of Ukraine occurred in March 2022. The Ministry of Economy, using the indirect calculation methods and simulation tools, estimated a 47-50% drop in GDP in March 2022 (vs March 2021), which entailed a 15.1% drop in the first quarter according to the State Statistics Committee.

However, as of mid-May 2022, we can already say that Ukraine's economy continued to function despite the large-scale hostilities in the country.

Certain sectors of the economy, such as public governance and defense, banking, information and communication technology, food industry, retail trade, healthcare and education continued to operate. Due to the deep penetration of digitalization processes, the temporary pause in the activity of these sectors was short or nonexistent.

Already in April, against the background of a change in the geography of combat actions, the gradual return of people to their homes and the formation of new logistics routes the list of industries, which began to restore their activity, started to expand to add at least agriculture, transport and construction.

Governmental support programs and actions to stabilize the socio-economic situation during martial law

The new wartime economic policy, the key elements of which were the following, also contributed to the business revival:

- a business relocation program;
- placement of a state order for products;
- implementation of a number of important deregulation decisions;
- a new tax policy aimed at reducing the fiscal burden on businesses;
- interest-free lending programs for all areas of business;
- the program of cash payments for internally displaced persons (IDPs) "e-Support".

To support the population, programs were introduced to compensate employers for the wages of internally displaced persons and assistance to internally displaced persons; compensation was provided to families sheltering the internally displaced persons; payment of all subsidies, benefits, and cash social allowances assigned to people was ensured; and the procedure for granting unemployment benefits and registering the unemployed with the State Employment Service under wartime conditions was simplified.

The support programs introduced by the Government mitigated the shock effects of the full-scale war on the economy. According to the survey of the SME in Ukraine carried out by Advanter Group, while 73.8% of the enterprises have stopped working completely on March 11-13, 2022, there were only 21.6% of them on April 11-13, 2022 (vs 53.9% at the beginning of the third decade of March), and 20.6% on May 05-07, 2022. At the same time, 15% of enterprises have not changed or expanded their operations vs February 23, 2022.

Therefore, according to estimates of the Ministry of Economy, the drop in GDP in April-May 2022 was less than in March, although, definitely, it is still quite significant given the ongoing war, i.e., 41-44%.

As for the prices, since the early days of the war the Government:

- has taken control of the issue of stabilizing the food supply, implemented the concept of a centralized order from producers of food and medicines, arranged funding through a reserve fund, and established international cooperation for the humanitarian supply of products;
- introduced regulation of prices for public utilities and a number of basic necessities for people, in particular, for basic foodstuffs (flour, pasta, bread, meat, milk, etc.) and certain groups of medicines. Moreover, the steps were taken to reduce the cost of fuel for cars, in particular, a new procedure for calculating marginal fuel prices was introduced, the excise duty on fuel was canceled and VAT rates were reduced from 20% to 7%, while the prices for premium fuel were capped.
- cancelled a significant portion of duties and VAT, and expanded the list of critical imports.

The above actions allowed avoiding systemic product shortages and unfolding of powerful inflationary processes during March. Further to that, the Government is responding to the current challenges:

in order to revive economic activity, the state regulation of prices has been relaxed since March 19, 2022 (the capping of trade markup on some food products was removed), and the procedure for declaring prices was simplified given the stabilization of the situation in the consumer market;

given the growing demand in the fuel market, in order to avoid imbalance, on April 29, 2022, it was decided to update the state regulation of prices for petroleum products and the capping of trade markups was increased, which will solve the current issue of fuel shortages in the market.

Such actions have created more room for price increases, but this is a price for the increased availability of goods in the market, which entered a stage of adaptation to the

new conditions, without the rigid intervention of the state, and this stage is quite successful. In April-May, the consumer inflation slowed down to 3.1% and 2.7% respectively vs 4.5% in March.

So, despite all the difficulties, Ukraine managed to maintain relative macroeconomic stability under the conditions of war and to overcome a large-scale stoppage of production and the outflow of labor resources caused by the relocation of people to safe places, having actually reversed these processes.

1.2. Key challenges

However, the war is not over, so businesses and our citizens will continue to experience its adverse impact. If the war continues until the end of 2022, 30% of Ukrainians may fall below the poverty line. According to forecasts, the fall of GDP by the end of the year may reach 30-35%. The budget deficit by the end of the year could exceed $35 billion. The total direct and indirect damage to the Ukrainian economy has already reached $600 billion and will continue to grow.

Military challenges Ukraine needs to respond to in the near future:

- *complete or partial shutdown or bankruptcy of commercial companies* due to destroyed facilities, loss and narrowing of the sales market in Ukraine, as well as abroad, and non-performed external contracts, including due to currency restrictions;
- *high unemployment rate, massive outflow of workforce abroad* and the risk of non-return of a significant part of Ukrainian citizens who went abroad in search of a temporary shelter from armed aggression;
- *changes in the workforce balance by region;*
- *blocked ports and narrow logistics*, which will continue to hinder the development of exports;
- *the destruction of supply chains* for raw materials and finished products;
- *decrease in the activity of banks* and freezing of investment projects

Challenges inherited from the flaws of the Ukrainian peacetime economy, which will also need to be responded to rebuilding and developing a new Ukrainian economy, which will have high characteristics of sustainability, European integration and economic independence:

- *commodity-based model of development*, which forms a non-parity foreign economic exchange and restrains economic growth;
- *outdated (underinvested) economy*, which reduces the competitiveness of industries due to the persistence of significant material and energy intensity of production;
- *low diversification of energy supplies* by country of origin;
- *excessive and outdated regulations* and burdensome procedures for businesses to obtain government services;
- *excessive fiscal burden on business and the population* (exceeding 45% of GDP);
- *limited access to credit and budgetary resources*, especially for SMEs;
- *low ability of small and medium-sized enterprises to export* products;
- *significant resistance of certain social institutions to economic reforms*;
- *archaic labor legislation,* formed based on the "Soviet" principles of the industrial economy, extremely ineffective in the realities of economic transformation and martial law;
- *a significant imbalance between supply and demand in the labor market*;
- *weak ability of state institutions* to enforce competitive conditions.

Challenges Ukraine must respond to on its way towards the EU integration, **internal:**

- *compliance with the Copenhagen Accession Criterion: "Effective Market Economy",* i.e., a reliably functioning market economy that is fully compliant with the economic governance system of the European Union;
- *creating conditions for deeper economic integration* with the European Union and accessing the EU Single Market;

external:

- *lack of the unanimous political support for Ukraine's European perspective among EU member states*. Skepticism requires additional political and diplomatic efforts on the bilateral track of relations;
- *the need to complete the pre-accession negotiations and to sign the Membership Agreement within the framework of the European Commission's current term of office* (until December 2024);
- *the length of the membership acquisition process,* about 10 years, which is unacceptable for Ukraine.

1.3. Key opportunities:

Ukraine has the potential to respond with dignity to all these challenges, both new and inherited, on the way towards EU integration. The whole period of our struggle for independence with the losses we have suffered: human, industrial, loss of markets and traditional partners, has not destroyed the economy of Ukraine. While losing some of our traditional advantages, we gained new ones.

Ukraine today has strong and still preserved traditional opportunities for development:

- *available own raw materials*, in particular ore and crop products (rich fertile black earth and a favorable climate), the increased processing of which will help change the commodity-based nature of the economy;
- *diversified production*, allowing to channel the growth energy of some industries towards the development and creation of others, and the upgrading of which in many sectors does not require the creation of production cycles from scratch; the re-equipment and expansion of certain production lines only will be needed;
- *geographical location*, contributing the arrangement of fast logistics and, respectively, realizing the potential of export to European countries;
- *rich intellectual capital of the country*, which in tight correlation with the creation can ensure the implementation of modern technical and technological innovation;
- *affordable electricity* at a lower price than in Europe, with a significant share of "green" energy.

In the process of post-war reconstruction, transformation and development, Ukraine has much to gain through the support of partner countries, namely:

- *accession to the EU*, which can guide post-war reconstruction efforts in Ukraine;
- *the extension of four freedoms (criteria of the European Economic Area) to Ukraine, i.e.,* free movement of goods; free movement of services; free movement of capital; free movement of labor;
- *full integration of Ukraine into the EU*, which could contribute to the EU's strategic dominance: security resilience (defense capabilities, cybersecurity, soft power are the political factors affecting the economy); a stronger economy (potential for Asian business to move to Ukraine, diversification of supply chains, reduced supply shoulder); collective know-how (innovation hub, human capital, European unity);
- *potential investment of significant resources by partner countries in the recovery of the economy of Ukraine*, which will contribute to addressing the issues of upgrading

the production facilities and reducing the material and energy intensity of production, as well as extension of value-added chains across Ukraine;

- *high level of IT development in a wide range of economic spheres and fast growth of creative industries* with a high value-added multiplier;
- *taking of certain niches in foreign markets formerly occupied by Russia and Belarus*;
- *development of logistic routes across the western border*, the development of alternative maritime transport logistics for exports of Ukrainian products;
- *elimination of technical barriers for Ukrainian products* through the implementation of the EU acquis and the conclusion of the Agreement on Conformity Assessment and Acceptability of Industrial Products (ACAA) with the EU;
- *intense industrial development in the territory of Western Ukraine*, including through the processes of relocation;
- *electricity exports to the EU* (via ENTSO-E);
- *achievement of energy independence* in terms of gas and light oil products;
- *expansion of Governmental and international programs to support business* (including the creation of microcredit and grant lines);
- *dissemination of modern and environmentally friendly technologies of production* and business practices, including among SMEs;
- *creation of conditions for the emergence of new business*, including through the realization of creative and entrepreneurial potential;
- *increased workforce mobility*;
- *development of entrepreneurial activity* and introduction of new active programs in the labor market;
- *increased access to labor markets* through the development of international cooperation in the field of employment;
- *development of the smart economy*, an inclusive labor market and the creation of ergonomic workplaces for people with disabilities

1.4 Key constraints on economic development:

The war has limited the potential of some conventional and novel capabilities.

First. High risks will persist in Ukraine for a long time, both because of the uncertain nature of the war – no one knows when and how the war will end – and because of the possibility of renewed military conflicts in the territory of Ukraine until a qualitatively new and reliable collective security system is in place. This will restrain the free inflow of capital into the Ukrainian economy.

Second. The inadequate rule of law and the associated excessively high country-specific risk significantly increase the required minimum expected rate of return on investment and, therefore, reduce the investment attractiveness.

Third. The excessive Governmental apparatus (the share of government spending as a percentage of GDP) inherited from the Soviet times limits economic growth. Still, the possibilities for significant fiscal maneuvers are limited by the historically unprecedented level of state expenditures caused by an unprovoked war of the Russian Federation against Ukraine.

Fourth. The immense financial expenditures incurred by the state of Ukraine, each citizen, and each entrepreneur further reduced the limited domestic financial capacity of both the banking system, the stock market, and the state budget that existed before the war. The impact of this factor will persist until the full economic renewal.

The following institutional constraints will also be significant:

low loyalty of workers *to the reforms* with an active position of resistance taken by trade unions, a lack of understanding of changes and needs of the modern labor market by

trade unions, limited employment opportunities for persons with disabilities, especially given an increased number of young persons with disabilities due to the war;

the need for strict compliance with the EU laws (EU acquis), comprehensive implementation of the EU acquis into national law during the pre-accession period, a complete constitutional embargo (constitutional prohibition) on decisions at the level of laws and regulations contradicting the EU legislation.

There is also a need for an "adapted" solution for Ukraine's EU accession process to address the specific challenges of post-war reconstruction, i.e., financial support and institutional innovation.

2. Tasks, objectives, and stages of the Recovery Plan for Economic Recovery and Development

The too high price that Ukraine pays for the right to be an independent state now forces everyone – both Ukrainians and the world – to change. By changing together, we will also change the Ukrainian economy.

Our task: **Economic recovery and rapid economic growth.**

Objectives:

1. **RECOVERY:** to restore a safe environment for people to live and do business comfortably in Ukraine within 12 months after the end of the war
2. **GROWTH:** to ensure that Ukraine's GDP grows from $200 billion in 2021 to $500 billion in 2032 and that the economy continues to be able to generate high rates of economic growth
3. **EUROPE:** to reach full compliance with the economic criterion of membership in the European Union and to become a full EU member. To maximize economic relations with the G7 states outside the EU.

Key reforms:

1. **Structural transformation of the economy through accelerated development of the processing industry** (attracting investment, increasing exports, import substitution)
2. **Revivification of SMEs due to deregulation**, reduced tax burden, increased access to knowledge, markets, capital, and the creation of a comfortable environment for doing business
3. **Reform of the labor market** through the introduction of market-based relations between employees and employers
4. **Implementation of the economic part of the Association Agreement between Ukraine and the EU**
5. **Reform of state-owned property management**: privatization and corporate governance
6. **Market reform**, reduced influence of monopolies and de-oligarchization of the economy
7. **Law enforcement system reform** in the field of economic crimes

2.1. Short-term tasks and activities of the stage "Wartime Economy: All for Victory!", June–December 2022.

Task 1.1. To resume the activities of enterprises as quickly as possible, ensuring the build-up of supply in the market.
Task 1.2. To simplify the regulatory environment and to expand business support programs with a focus on SMEs
Task 1.3. To support business in maintaining and expanding the employment, to encourage the return of citizens from abroad
Task 1.4. To launch the ESB as a key body to combat economic crime
Task 1.5. To start the negotiation process for Ukraine's membership in the EU and to pursue Ukraine's integration into the EU economic space

Task/Objectives/Activities
Strategic task: RECOVERY
Task 1.1 To resume the activities of enterprises as quickly as possible, ensuring the build-up of supply in the market
Activity 1.1.1 Provision of a state portfolio guarantee for 100% reimbursement of the loan for the restoration of fixed assets, including at the expense of international donors. ● The company restoring its assets shall be entitled to obtain an unsecured loan for the restoration of destroyed fixed assets ● The bank shall secure its own risks under the loan issued by the state portfolio guarantee for 100% of the amount issued
Activity 1.1.2 Leasing program for production equipment: ● Program of financing the production equipment leasing at 5% for 7 years (with 6 months of the grace period).
Activity 1.1.3 Relocation of enterprises to safe areas of Ukraine: compensation of transportation costs, priority settlement of employees, preferential lending at the expense of the state, local and regional budgets, grant assistance.
Activity 1.1.4 Abolition of critical import restrictions: abolition of currency restrictions on critical imports with simultaneous return of customs taxes to pre-war status
Activity 1.1.5 Implementation of the policy for the procurement of goods, works and services for recovery through Prozorro: ● All procurements for the recovery, including at the expense of donor funds, shall be made through the Prozorro system; ● In procurements at the expense of donors, it is recommended to apply a preferential correction of 15% to the bid price of Ukrainian bidders
Activity 1.1.6 Creation of the Prozorro.Aid platform for direct assistance to businesses from companies/entrepreneurs to restart business (similar to the peer2peer lending system).
Activity 1.1.7 State production order and preferential crediting for procurement of critical engineering products (construction equipment, agricultural, transport engineering, school buses, etc.), state order for production of light industry goods to meet the needs of the AFU.
Activity 1.1.8 Cancellation of import duties on raw materials and inventories that are not produced in Ukraine or are produced in quantities significantly smaller than needed by industries, according to the list defined by the CMU.
Activity 1.1.9 Provision of tax and customs privileges for the recovery of destroyed/damaged industrial enterprises, similar to the privileges for industrial park members: channeling the income tax to rehabilitation projects (for 10 years), cancellation of VAT and import duty on new foreign equipment and components,

reducing the cost of external financing through the provision of state guarantees; covering of a part of the interest paid on loans.

Activity 1.1.10 Extending the moratorium on the application of trade protection measures to the trade in Ukrainian products (including metal products) by reaching agreements with trading partners.

Activity 1.1.11 Organization of transparent work on the timber market: finalization (in view of the proposals made by specialized associations) and adoption of the draft Law of Ukraine on Timber Market in order to prioritize the provision of raw materials to domestic wood processors.

Activity 1.1.12 Confirmation of compliance of the logging in Ukraine with the EUTR regulations:

- negotiations with the European Commission (to guarantee that logging complies with the approved forest management plans, all logging processes are supervised, logging tickets are issued, etc.);
- development of a mechanism under which the State Forestry Agency will provide access to classified data for third parties (auditing organizations/company auditors) at the official request without the possibility of further dissemination of such data.

Activity 1.1.13 State guarantee and/or war risk insurance.

- The enterprise restoring the destroyed production facilities shall receive a state guarantee to cover expenses in the case of repeated destruction as a result of military operations. It is detailed in the section of the "Financial system operation, reform and development" group in paragraph 2.1.1.

Activity 1.1.14 Increased supply on the road freight transportation market. Increase Ukrposhta's own fleet by 700 trucks to overcome the shortage of supply in the intercity freight transportation market.

Activity 1.1.15 Introducing a rule on the sale of certain types of raw materials by extraction companies exclusively on organized commodity markets (exchanges) in Ukraine.

- Amending the Resolution of the Cabinet of Ministers of Ukraine on approval of the list of goods to be sold exclusively on organized commodity markets as appropriate

Activity 1.1.16 Setting quotas and banning the export of scarce raw materials from Ukraine, in particular:

- Introduction of a complete moratorium on the export of scrap metal from Ukraine (in all directions without exception for the duration of martial law in Ukraine) and for six months after its official termination
- Amending the Law of Ukraine on Peculiarities of State Regulation of Activities of Entrepreneurial Entities Related to the Sale and Export of Timber to prohibit the export of untreated timber (industrial timber (IT) and non-industrial timber (NIT) in the form of logs, cord woods) outside the customs territory of Ukraine in the customs export regime during martial law and for one year after its end or cancellation.

Activity 1.1.17 Reducing the market power of retail operators through the state regulation of retail sales by adopting a relevant law (in order to reduce the market power of retail chains in relation to suppliers). Regulation of the deadlines of payment for delivered products and basic delivery terms and conditions.

Activity 1.1.18 Preparation for privatization of state non-strategic assets. Approval of the list of state strategic assets. Simplification and acceleration of the procedure for transferring enterprise assets from the management bodies to the SPFU, based on clear criteria excluding ambiguous interpretations. Adoption of a quick procedure for selling all other assets with an obligation to resume the company's operations (with a 3-5 year commitment regarding the commodity output).
Activity 1.1.19 Centralized function of the owner of state strategic assets and consolidation of such assets to improve the efficiency of their management. Establishment of a business asset management company, which will be created in line with OECD requirements and will centralize the management of assets in accordance with individual industries/divisions. Depriving ministries and agencies of business management functions inappropriate to them by the end of 2022. Termination of the legal form of state-owned enterprise.
Activity 1.1.21 Introduction of the management of public sector entities in accordance with the OECD guidelines for corporate governance at enterprises where the state is a shareholder (founder, member). Adoption of amendments to the laws on management of state-owned property and improved corporate governance of legal entities where the state is a shareholder (founder, member).
Task 1.2 To simplify regulatory environment, expand business support programs focused on small and medium-sized businesses
Activity 1.2.1 Introduction of efficient regulation through deregulation based on the principles of a risk-oriented approach**:** ● Promotion of declaratory principle of business startup ● Introduction of a moratorium upon inspections, replacement of inspection activities with insurance and audit ● Transition to inspections based on risk-oriented approach only, with the usage of risk analysis program methods ● Launching a large-scale deregulation ● Establishing the foundation for business self-regulation development
Activity 1.2.2 Additional content for Diia.Business portal regarding support for businesses, increase of specialized consultation on activity licensing, supervision/control, disclosure of relevant information on the existing support from the government and international partners.
Activity 1.2.3 Introduction of the declaratory principle regarding permits for all types of construction works at production sites within their territory, as well as for construction of agricultural processing companies on agricultural lands.
Activity 1.2.4 Development of financial instruments upon demand: ● Affordable mortgage 7-10-20 (7% per annum with the 10% first deposit for 20 years), including mortgages aimed to stimulate hired workforce to return. ● Affordable financing to purchase commercial real estate (financial leasing)
Activity 1.2.5 Development of cross-interaction (twinning) between clusters, communities, and regions (inside Ukraine and with allied countries) via a cross-platform.
Activity 1.2.6 Provision of banking guarantees to Ukrainian manufacturers to participate in international procurements. Details in section of "Financial System Operation, Its Reformation and Development" group, clause 2.1.6.

Activity 1.2.7 Introduction of a micro grant program for small and medium-sized-businesses (nonrepayable) in two tranches:
- *first* – to cover urgent needs for business operation;
- *second* – in case of creating new jobs.

Activity 1.2.8 Expansion of the 5-7-9% program for small and medium-sized businesses:
- program to access cheap debt capital;
- long-term lending;
- simplified access for small and medium-sized businesses to governmental support through expansion of the list of business entities not restricted in governmental support provision;
- improvement of mechanisms to provide state guarantees to small and medium-sized businesses.

Activity 1.2.9 Introduction of a declaratory principle to register individual entrepreneurs through a special mode where an entrepreneur is registered under a declaratory principle and pays a fixed amount per month for patent only (taxi drivers, refurbishment services, caregivers etc.).

Task 1.3 To support businesses in preservation and increase of employment, stimulate citizens to return from abroad

Activity 1.3.1 e-Booking project
- Online application for booking
- Ministry of Defense approval within 24 hours
- Tacit consent principle
- Uniform database of booked employees
- Marginal conscription percentage per company
- Booking deficit military professions for managing positions (no more than 10% of the company staff)
- Booking option for individual entrepreneurs who paid taxes and single social tax in the last 6 months
- Expansion of the list of booking options to book legal entity employees regardless of form of ownership, not limited by mobilization task only (Article 25 of the Law of Ukraine "On Mobilizational Preparation and Mobilization")

Activity 1.3.2 e-Business Trip project
- Uniform database of individuals liable for military service who go on business trips abroad + online upload of business trip orders and other documents
- Fixed duration of business trips
- Cash collateral for an employee on a business trip (30 minimal salaries)
- Disqualification of company directors from executing business trip orders abroad in case of non-return
- Business trip duration no more than 14 days
- Number of employees on business trips – no more than 10% of the average-level company staff in the last 3 months (no more than 20 persons)

Activity 1.3.3 e-Job Vacancy Marketplace project
- Joint project of the State Employment Service and private employment agencies
- Fast staff selection by the State Employment Service
- Automated CV creation
- Mandatory publication of CVs for IDPs and other social beneficiaries

Activity 1.3.4 Liberalization of labor legislation through transition to contractual regulation of relations between employers and employees:
- For enterprises with up to 250 workers – on permanent basis;
- For enterprises with over 250 workers – for the period of post-war renovation.

Activity 1.3.5 Compensation for employer's labor costs in employing IDPs as a result of combat operations during martial law in Ukraine *(payment of compensation to employer in the amount of UAH 6,500 per month for 2 months of IDP employment).*

Activity 1.3.6 Introduction of short-term reskilling programs for IDPs, matching IDP work profile with vacancies available on the market.

Activity 1.3.7 Update of the state education process principles starting from 2023, considering the challenges of martial law economy. Approval of the Procedure of qualification certification and awarding qualification to persons acquiring professional (technical) education.

Activity 1.3.8 Introduction of grants for temporary accommodation rent for citizens with children who temporarily moved abroad due to military aggression, and who list housing in Ukraine, or whose housing requires major overhaul.

Activity 1.3.9 Introduction of paid public and community service works for unemployed, including those who returned from abroad.

Activity 1.3.10 Development of fast reskilling programs for employees to change occupation and forward talent to sectors with larger demand as a part of solution to ease unemployment caused by war.

Activity 1.3.11 Application of superficies to rebuild property of housing and non-housing fund, social infrastructure etc. with imperative conditions of land use, fast transfer of ownership rights to the whole work results of unscrupulous real estate developers.

Activity 1.3.12 Improvement of interaction between the State and IDPs through the Diia portal, including those remaining in the occupied territories and active combat zones.

- Improved registration procedure for unemployed and improved procedure of unemployment benefit payments.
- Change of approaches towards selection of suitable job for unemployed by considering commuting, accessibility, and salary depending on the unemployment duration.
- Introduction of the Career Guidance Institute, including career consulting, specialized career consulting, and employer advisers at the State Employment Service.
- Change of approaches in the work with employers, filling available vacancy data base based on the new modern form of information submission convenient for employers.
- Introduction of a uniform vacancy portal on the State Employment Service resources through expansion of permanent cooperation and vacancy exchange with private employment agencies.

Activity 1.3.13 Improvement of the system of collective contractual regulation of social and labor relations. Introduction of the system of promotion of branch (interbranch) contracts and its individual provisions to cover all employers regardless of their form of ownership, who operate in the respective branch(es) (type(s) of economic activity).

Activity 1.3.14 Reduction of load upon employers, including investors, through establishment of equal requirements to wages and simplified procedure to obtain permits to use foreign workforce.

Strategic task: EUROPE

Task 1.4 To initiate negotiation process regarding Ukraine's EU membership and continue integration of Ukraine in the EU economic space.

Activity 1.4.1 Special consultations with the European Commission (a special session of the Ukraine-EU Parliamentary Association Committee for trade) to define the amount of coverage within the frameworks of the future negotiation process in the following focus areas:

- Public procurement
- Free movement of goods

• Right of establishment and freedom to provide services • Corporate rights • Intellectual property rights • Competition policy
Activity 1.4.2 Special consultations with the European Commission and EU Member States (or the Presidency of the Czech Republic in the Council of the EU) regarding the future negotiation process in the following focus areas: ● Free movement of labor ● Economic and monetary policy ● Social policy and employment (in terms of employment) ● Entrepreneurship and industrial policy
Activity 1.4.3 Implementation of the economic part of the EU-Ukraine Association Agreement: ● Organization of Special Meeting of Ukraine-EU High Level Dialogue on horizontal matters and individual industrial sectors (Industrial Dialogue) to coordinate focus areas of EU support in re-launching relocated companies within a relocation program, remaining in the territory controlled by Ukraine. ● Commencement of negotiations on ACAA Agreement. Work with the European Commission to obtain positive opinion on implementation of Public Procurement Roadmap Phases I and II (recommendation of the Ukraine-EU Association Committee for trade).

2.2. Medium-term tasks and activities of the stage "Recovery, Restart of Economy and Institutions", 2023–2025.

Task 2.1. To reduce regulatory and administrative load upon businesses and introduce new instruments of support for small and medium-sized businesses.

Task 2.2. To rebuild destroyed and damaged production facilities, build new production facilities, particularly for local raw materials processing, thus expanding added value chains in Ukraine.

Task 2.3. To facilitate full effective employment and maximizing personal potential in labor activities.

Task 2.4. To expand access to markets for high added value products, particularly to ensure full access to G7 and EU markets.

Task 2.5. To host pre-membership negotiations, deepen economic integration in the EU and sign a membership agreement in December 2024.

Task 2.6 To review the level of market concentration in key economic branches with consideration of actual control structure.

Task/Objectives/Activities
Strategic task: RECOVERY
Task 2.1. To reduce regulatory and administrative load upon businesses and introduce new instruments of support for small and medium-sized businesses

Activity 2.1.1 Effective regulation of access to markets:
- Ensuring practical implementation of business self-regulation processes, delegation of state functions to self-regulating organizations.
- Introduction of an exclusive list of regulation tools for market access based on risk-oriented approach, unification and digitalization of tools.
- Complete digitalization of permit and license issuance procedures.
- Uniform mechanisms of regulatory activities, including by means of experimental AI application to create regulatory effect acts.

Activity 2.1.2 Transformation of state supervision:
- Refocusing the state supervision (control) system from punishment to service approach (consulting, prevention, voluntary insurance).
- Improvement of the uniform electronic interaction system – introduction of a new functionality of the Informational Automated System for State Supervision and Control.

Activity 2.1.3 Improvement of mechanism to protect businesses from the state:
- Institutionalization of the Business Ombudsperson Council
- Renewal of Annual Business Cost Assessment, polling by Regional State Administrations (Regional Military Administrations) and territorial communities on business development, needs and support programs, preparation of research of entrepreneurship and export development
- Ensuring equal tender conditions for VAT payers and non-payers

Activity 2.1.4 Expansion of business support programs:
- Extending the practice of supply chain financing (factoring, reverse factoring, loans against stock etc.).
- Development and adoption of legislative framework to create conditions for operation of alternative business financing sources (peer-to-peer, crowdfunding).
- Launching a program for banking institutions to finance exporters including through the mechanism of export credit agency.

Details in section "Financial System Operation, Its Reformation and Development", clauses 2.1.6, 2.1.7

Activity 2.1.5 Reduction of tax load upon businesses:
- Replacement of vast fiscalization (payment operations register and electronic payment operations register) with fiscalization by the criterion of limit excess risk-taking.

Strategic task: GROWTH

Task 2.2. To rebuild destroyed and damaged production facilities, build new production facilities, particularly for local raw materials processing, thus expanding added value chains in Ukraine.

Activity 2.2.1 Rapid development of new private industrial production facilities on the basis of investment menu offered by the State, within the frameworks of economic indicative planning. Planning demands, available production capacities and raw materials, calculation of the necessary new capacities and raw materials, shaping a set of incentives and

guarantees for investors[1] to transform the energy of growth of some branches into the development and emergence of new ones.

Activity 2.2.2 Development of industrial park networks, including:
- Design of production facilities in the territory of industrial parks.
- Extension of the list of features of entities where industrial parks could be established, including facilities of existing industrial sites (brownfield).
- Introduction of an option to register industrial parks by not only newly-founded legal entities but also those already in operation, on condition of establishing new production facilities to obtain a legal status of an industrial park.

Activity 2.2.3 Creating conditions for inflow of tech companies to Ukraine and cooperation of foreign customers with domestic entities:
- Proactive engagement of investments from international companies to establish R&D departments and offshoring of IT departments in Ukraine.
- Establishment of R&D tech parks that will provide a space for cooperation/collaboration and a supporting infrastructure for entrepreneurs.

Activity 2.2.4 Creating a national economy structural transformation fund (Reconstruction and Development Bank) to provide financial and credit support for new highly productive manufacturing facilities/modernization of existing facilities in processing industry.

Activity 2.2.5 Launching a program to support machine-building companies (railcar building, ship building, instrument engineering, car building etc.) to establish production of critical assembly branch of the machine-building (railcar building, ship building, instrument engineering, car building) industry, inter alia, to replace imported components produced in the Russian Federation.

Activity 2.2.6 Creating conditions for post-war renovation of steel industry:
- Increasing the share of "green production" of steel industry (focus on production of high-quality steel and metal to be exported to foreign markets).
- Extension of liberalization of metal and metal products trading with the G7 and EU countries for 10 years (specifically in the part of moratorium to apply anti-dumping duty and other trade protection measures).

Activity 2.2.7 Active integration of domestic software products in economic sectors and public administration:
- Implementation of smart technologies to restore and upgrade infrastructure branches.
- Grants and loans to stimulate introduction of digital technologies in public administration at community level.
- Creation of state sponsorship to develop innovative IT products (focused on military-tech and aggrotech)).

Activity 2.2.8 Reduction of fiscal load upon businesses and population to the level that stimulates economic growth, namely no more than 30% of GDP

[1] ***Tasks and measures of state policy aimed to stimulate and create favorable conditions for structural transformations and development of agricultural and industrial complex, construction, power engineering, mining industry, creative industries, as defined in the respective sections of this document***.

Activity 2.2.9 Ensuring individual companies from TOP 15 of state enterprises go public (non-controlling stock, no more than 49% of authorized capital)
Activity 2.2.10 Privatization of all state non-strategic assets
Activity 2.2.11 Completion of centralization of ownership role and consolidation of state strategic assets by increasing efficiency of management for such assets
Task 2.3. To facilitate full effective employment and maximizing personal potential in labor activities.
Activity 2.3.1 Introduction of new active employment programs and monitoring of their effective implementation as a tool to prevent job cutting and unemployment in case of production decline.
Activity 2.3.2 Introduction of a mobility program by providing support in moving to a job in another region. Extension of contractual frameworks with the EU Member States on mutual recognition of qualification and social security for mutual recognition of periods of insurance.
Activity 2.3.3 Opening of a national labor market for highly qualified foreign specialists.
Activity 2.3.4 Introduction of new instruments in the operation of the State Employment Service to stimulate (expand) cooperation with employers through the application of individual approaches and IT: ● Provision of employment online for the unemployed. ● Tracking the employment of unemployed for 2 years after hiring. ● Change of approaches in the operation and structure of the State Employment Service aimed at providing high-quality customer-oriented services (maximal digitalization of services provided by the State Employment Service).
Activity 2.3.5 Introduction of an economic reintegration program for citizens of Ukraine who worked abroad for a long time. Establishing an interactive informational resource to inform Ukrainian labor migrants on employment conditions, activities of private employment agencies, opportunities to return and find jobs, providing links to official foreign web resources in the respective subjects.
Activity 2.3.6 Establishment of a modern informational and analytical system of the State Labor Service of Ukraine. Automation of processes based on data of hosted control measures and review of applications from citizens and employers, preparation and automation of electronic document processing between departments of the State Labor Service of Ukraine and its territorial agencies, as well as digitalization of administrative service provision.
Activity 2.3.7 Settlement of operation of private employment agencies, introduction of international standards (transition from licensing to certification of all private employment agencies) by adoption of a respective draft law. Establishing a register of employment agencies (providing employment in Ukraine and abroad, and also providing out staffing services).

Activity 2.3.8 Development of a system of education and training for adults, provision for further development of informal education and professional qualification confirmation:

- Introduction of training in partial occupational qualifications.
- Development and introduction of occupational standards.
- Development of National Classifier DK 003 "Classifier of Occupations" according to the International Standard Classification of Occupations (ISCO-08).
- Revision of the list of occupations and specializations where a training voucher may be issued to maintain competitiveness on the labor market in conditions of post-war economy recovery.
- Introduction of remote and dual forms of occupational training for the unemployed.
- Introduction and implementation of an experimental project for using an informational labor market system in Ukraine to monitor the labor market development indicators.

Task 2.3.9 Regulation of household economic activities through development and approval of respective draft law.

Task 2.4 To increase access to the task markets for products with high added value, in particular, to provide for full access to the G7 and EU markets.

Activity 2.4.1 Enhancement of the innovative activity of the producers. Financial stimulation of cooperation with research institutions and higher education establishments, introduction of the research tax credit, support of participation in the EU programs, export crediting and insurance programs expansion. Detailed in the group section "Financing of the financial system, its reforming and development", items 2.1.6, 2.1.7

Activity 2.4.2 Carrying out of the "Trade with Ukraine" communication campaign, organization and financing of joint stands at the priority international exhibitions with branding of the "Trade with Ukraine".

Activity 2.4.3 Providing for transition to innovative economy with the use of digital technologies:

- development of innovation priorities for providing for transition to innovative economy;
- creation of conditions for development of export of products and innovative economy technologies;
- development of an innovative economy recovery stimulation system (realization of the relevant incentives in the budget and tax as well as monetary and credit policy, tasked (concessional) crediting of the innovative lines of development according to the innovation priorities, fiscal stimulation of the startups, innovative and pilot enterprises;
- improvement of the intellectual property protection system.

Activity 2.4.4 Improvement of export promotion services for Ukrainian producers through the SE (state enterprise) "Entrepreneurship and Export Development Office", in particular, in respect of carrying out export readiness assessment, foreign markets analysis, consulting for development of the export potential, looking for partners on the foreign markets, consultations in respect of participation in international public procurement etc.

Activity 2.4.5 Provision of exporters with financial resources:

- In the sphere of provision of services: partial state financing of the IT startups oriented towards foreign markets, through the Innovations Development Fund;
- In the sphere of production of goods: through the Export-Credit Agency which shall provide for financing through the mechanism of a quasi-state guarantee for realization of short-term and long-term projects.

Detailed in the group section " Financing of the financial system, its reforming and development", item 2.1.6

Activity 2.4.6 Providing for access to the product markets, in particular, full access to the G7 and EU markets:

- complete opening of the G7 and EU markets for Ukrainian goods;
- state support in goods certification abroad;
- filling with Ukrainian products of the G7 and EU market niches which were held by the products from RF (Russian Federation) and RB (Republic of Belarus);
- structured dialogue with the EU in respect of using an individual approach to the Ukrainian producers within the framework of implementation in the future of the Carbon Border Adjustment Mechanism (CBAM);
- removal of any technical barriers to integration of Ukrainian producers into the Single European Green Market, in particular, by expansion of the relevant certification and conformity confirmation procedures, improvement of the level of awareness of the producers in this sphere, support of the producers of more environmentally friendly products, improvement of the ability of the Ukrainian producers to take part in the green (power-efficient, sustainable) public procurement.

Activity 2.4.7 Improvement of the investment environment. Ratification of the Convention on Recognition and Enforcement of Foreign Court Judgments in Ukraine.

Activity 2.4.8 Stimulation of transition to biotechnological industrial methods and products. Carrying out monitoring and stimulation of enterprises using the biotechnologies and biochemical production.

Activity 2.4.9 Development of the Ukrainian forestry, reduction of the raw materials cost price:

- renewal of the State forests management strategy for up to 2035;
- implementation of the mechanism of transfer of forests title from communal property to public domain and approval of the unified rules of forestry management for all users of forests;
- development and implementation of the program of upgrading and reforming of the sector of forestry (with involvement of international financial aid) which will be aimed at: planting of new forests and their maintenance, reforming of the sphere of wood procurement, 100% wood certification, purchase of new equipment and machinery for planting, maintenance of forests and procurement of wood;
- change of approaches in the sphere of state regulation of the activity of the forestry enterprises for directing more of their own resources to sustainable forestry management and reduction of the wood cost price by: revision of the forestry activity taxation systems, cancellation of some tax and rent types, direction of 50% of the profit of the forestry enterprises to upgrading of the equipment, forests multiplication (planting).

Activity 2.4.11 Organization of transparent work of the wood market and providing for the cascade principle of wood sales:

- development of the Law of Ukraine "On wood market" in respect of support of the Ukrainian wood processors and furniture manufacturers;
- providing for finalization of the electronic wood stocktaking and its recognition by the EU monitoring companies in Ukraine (as the basis for confirmation of the "due bona fide system" EUTR);

- introduction of the Wood Sales Regulations in respect of implementation of open and transparent procedures of sales on the basis of Prozorro.Sales.

Activity 2.4.12 Development of the Ukrainian production of critical components required for woodworking and furniture manufacturing industries (chemical raw materials for the plates manufacturing industry, production of decorative paper, furniture fittings, packing materials, mirrors, furniture glues and other components not produced in Ukraine), also by development and approval of the bill "On support of woodworking and furniture manufacturing industries in Ukraine" as well as tasked financial support programs.

Activity 2.4.13 Creation of conditions for development of talents and export in the sphere of creative industries: implementation of creative industries support activities that will provide for enhancement of the export and production capacity of the creative industries, creation of favorable law and tax regime for the sphere of creative industries (under the Diia.City model), support of infrastructure projects in the sphere of creative industries.

Strategic task: EUROPE

Task 2.5 To conduct pre-joining negotiations, extend economic integration with the EU and sign the membership agreement in December of 2024

2.5.1 Initiation and conducting of the negotiation process in respect of the EU membership of Ukraine. Work within the framework of the structured negotiation process and conducting of the pre-joining negotiations along the following lines:
"Basic provisions" cluster
Chapter 5 – Public purchases
"Domestic market" cluster
Chapter 1 – Free movement of goods;
Chapter 2 – Freedom of workforce movement;
Chapter 3 – Right of establishment and freedom of provision of services;
Chapter 6 – Corporation law;
Chapter 7 – Intellectual property rights;
Chapter 8 – Competition policy;
"Competitiveness and inclusive growth" cluster
Chapter 17 – Economic and monetary policy;
Chapter 19 – Social policy and employment (in respect of employment);
Chapter 20 – Entrepreneurship and industrial policy.

2.5.2 Implementation of the economic part of the Association Agreement between Ukraine and EU:
- harmonization of the technical regulation system, mutual recognition of the conformity certificates (visa-free regime for the industry);
- creation of a mutually open public purchases market for Ukraine and EU.

2.5.3 Creation of a multi-cluster mechanism of economic Ukraine – EU partnership:
- conducting of the updated High level Ukraine – EU dialogue in respect of horizontal issues and separate sectors of industry;
- implementation of strategic partnership in the sphere of raw materials;
- Ukraine's joining the Accumulator and Hydrogen alliances of the EU.

Task 2.6 To carry out review of concentration level of the markets in the key sectors of economy taking into account the actual control structure

2.6.1 Development of the National strategy of development and protection of economic competitiveness in Ukraine
2.6.2 Improvement of the legislation on protection of economic competitiveness taking into account the standards and best European practices
2.6.3 Introduction of the system of dynamic indices and monitoring of the preconditions and the state of competitiveness environment in the national economy.

2.3. Strategic tasks and activities of the stage "Structural Upgrading and Comprehensive Integration into the EU" 2026–2032.

Task 3.1. To increase significantly export of processing industry products with a higher added value part

Task 3.2. To provide for transition of the economy to new innovative development trends

Task 3.3. To provide for functioning of a flexible and business-oriented regulatory system

Task 3.4. To provide for adaptation of the economy of Ukraine to the criteria required for integration with the EU, to gain full-fledged membership in the EU

Task/Objectives/Activities
Strategic task: GROWTH
Task 3.1 To increase significantly the export of processing industry products with higher added value part
Activity 3.1.1 Giving additional impetus for accelerated development of the processing industry: ● introduction of export duties for the critical raw materials gradually within 3 years for enhancement of processing capacity; ● cancellation of the VAT reimbursement for raw stock goods; ● introduction of an export promotion regime for the processing industry products depending on the stage of processing.
Activity 3.1.2 Building of a full cycle of furniture manufacturing. Upgrading and creation of enterprises engaged in production of components for woodworking and furniture manufacturing industries with deep raw materials processing and building of production chains for all components required for the industry. Simplification of the export of the Ukrainian woodworking industry products and furniture and systemic cooperation of the Government and the businesses with the key players on the furniture retail market (IKEA, JYSK etc.) for sustainable furniture manufacturing contacting growth in Ukraine.
Task 3.2 To provide for functioning of a flexible and business-oriented regulatory system
Activity 3.2.1 Introduction of efficient regulation on the basis of the risk-oriented approach and the principles of the Small Business Act for Europe in respect of regulation and support of the SMB (small and medium businesses): ● introduction of systemic monitoring of the efficiency of regulatory acts; ● review on the basis of the results of monitoring of the normative and legal acts, market access instruments on an on-going basis.

Task 3.3 To provide for transition of the economy to new innovative development trends
Activity 3.3.1 Increasing of the level of innovativeness of domestic products. Definition of the sectoral SMART-specialization in each region according to the EC methodology. Introduction of the mechanisms of realization of innovative industry and inter-industry priorities in the regions, also through a promotion system, in particular, on the 3S platform, and creation of the corresponding incentives
Activity 3.3.2 Building of the 4.0 industry ecosystem and clusterization. State support of the 4.0 industry sector development, acceleration of introduction of the 4.0 industry concept, support of development of cluster production chains and internationalization
Activity 3.3.3 Prioritization of the environmentally neutral production enterprises and closed cycle production enterprises. Development of mechanisms of stimulation of producers belonging to the "green" sector of export to the EU, stimulation of reconstruction of ruined industrial enterprises/infrastructure using environmentally neutral technical solutions
Activity 3.3.4 Full harmonization of the rules on the labor market with the EU standards ● introduction of analysis and forecasting of the need for workforce in the medium-term perspective; ● introduction of a system of analysis and forecasting of qualifications on the labor market on the basis of the BIGDATA program product; ● introduction of the National DK 003 "Classifier of professions" classifier according to the International standard classification of occupations (ISCO-08); ● harmonization of the occupational and education standards of Ukraine with the EU standards.
Activity 3.3.5 Creation of capabilities and building of cooperation of the SES (State Employment Service) with the employment services of the EU countries (exchange of information on labor migrants, access to vacancies, selection of workers for foreign employers on the basis of bilateral agreements between employment services).
Activity 3.3.6 Reduction of the number of permits, issue of a single document entitling foreigners and stateless persons to working and temporary residence in Ukraine.
Activity 3.3.7 Lessening of the state participation in the social dialogue ● non-interference of the state in the dialogue between the trade unions and the employers, departure from overregulation in the matter of regulation of collective labor contracts, lessening of involvement of the state; ● the state performs consulting on the issues of labor remuneration and labor relations exclusively in the budgetary sector.
Activity 3.3.8 Conclusion of agreements on mutual recognition of qualifications with all EU member-states as well as on social security for mutual acceptance of the insurance period.
Activity 3.3.9 Launching of a requalification (reskilling) program. Creation of a public-private marketplace platform for the labor market which will help to solve the main problems of the unemployed: ● finding a vacancy/profession corresponding to the skills or experience;

● understanding of the demand and supply trends and forecasts on the labor market; ● getting personalized vacancies; ● requalification for some other profession and, potentially, getting state financial aid for requalification training.
Strategic task: EUROPE
Task 3.4 To provide for adaptation of the economy of Ukraine to the criteria required for integration with the EU, to gain full-fledged EU membership
Activity 3.4.1 Realization of the pre-joining economic program taking into account the provisions of the Stability and Growth Pact as well as the EU economic management system which will be in effect during the period of preparation of the program of development/execution of the macroeconomic matrix. Preparation of the report on the progress in realization of the program.

3. Main expected results and key indicators of their measurement

3.1. Short-term expected results

"Wartime economy: Anything for victory!" stage, June – December of 2022.

- stopping the drop in goods production and provision of services
- urgent reconstruction of the partially or fully ruined industrial/infrastructure facilities
- restoration of the disrupted product supply chains
- maintenance of the control over inflationary processes
- transparency and openness of the process of purchases for the account of the donors in case of restoration projects
- prompt simplification of the existing regulatory environment
- better access of the persons remaining in the occupied territory and persons staying in the territory of military action to the services of the SESIDP (state employment service for internally displaced persons)
- preserving jobs

3.2. Medium-term expected results

"Recovery, restarting of the economy and institutions" stage, 2023-2025.

- increasing of the volumes of goods production (in the processing industry in the first place) and services, construction of new innovative enterprises
- development of the raw material base
- enhancement of the logistics capacity
- export development
- carrying out upgrading of the production facilities
- increasing of the science intensiveness of production
- employment growth
- foreign investments growth
- improvement of access to the "cheap and long" money for the SMB
- legalization of labor relations
- implementation of the norms of the European legislation in the sphere of economy
- fulfillment of all economic prerequisites for opening of the four freedoms for Ukraine in respect of free movement of goods, free movement of services, free movement of capitals, free movement of workforce and signing of the agreement on Ukraine's joining the EU (December of 2024).

3.3 Strategic expected results

"Structural Upgrading and Comprehensive Integration into the EU" 2026–2032

- jump from transition economy to developing economy
- full-fledged EU membership of Ukraine and completion of the European economic integration of Ukraine
- entry to the top-10 world metal, agricultural products and IT services exporters
- reduction of the resource intensity of the economy
- innovations development
- import substitution in the sphere of equipment and defense technology
- maximum digitalization of the interaction between the state and the economic entities
- completion of the Green Transition by Ukraine
- creation of a developed small and medium business ecosystem
- achievement of full employment of population
- improvement of the population welfare level
- reduction of the shadow economy down to an economically safe level

3.4. Key strategic target tasks accomplishment efficiency indices (by the task accomplishment periods)

Strategic targets/task	Task accomplishment periods			Key efficiency indices
	07.2022-12.2022	*2023-2025*	*2026-2032*	
Strategic task 1. RESTORATION				
To restore as promptly as possible the activities of enterprises providing for increase of proposition on the market				● Number of enterprises that were transferred and resumed activity in the safe regions ● Industrial production index ● Rate of change in the GDP volume ● Business activity index ● CPI
To simplify the regulatory environment, extend the existing business support programs with the focus on the SMB				● Additional volume of financial resources accessible for the SMB, billion UAH
To support the businesses in the issues of jobs preservation and employment growth, stimulate the return of citizens from abroad				● Number of persons employed through the SES ● Number of IDPs (internally displaced persons) employed with the use of the program of compensation to the employer of a part of labor remuneration costs ● Level of satisfaction with the SES services ● Positive requalification (reskilling) program conversion factor

To lessen the regulatory and administrative load on the business and to implement new support instruments for small and medium businesses				● Average level of competitiveness in the purchases relating to restoration ● Total estimated economy calculated according to the costs monetization method (economy for the business)
Strategic task 2. GROWTH				
To reconstruct the ruined and damaged facilities, construct new production enterprises, in particular, for processing of local raw materials, expansion of the added value creation chains in Ukraine				● Processing industry production index, including: production indices in the mechanical engineering industry; metallurgical production, finished metallic articles production apart from machinery and equipment; foodstuffs, drinks and tobacco products; wood processing and production of articles from wood and cork apart from furniture; production of articles from straw and vegetable materials for weaving, manufacturing of furniture ● GAV ICT index (gross added value in the information and communication technologies) ● Share of the GAV ICT in the GDP ● Share of the processing industry in the GDP ● Share of the GFAA (gross fixed assets accumulation) in the GDP ● Fixed assets depreciation ● Complexity Index
To provide for full employment in production, realization of the individual abilities in the labor activity				● Informally employed population by the end of the period ● Level of unemployment ● Number of employed aged 15-70 ● Level of participation in the workforce of population aged 15-70

To improve the access to the markets of products with high added value, in particular, to provide for full access to the G7 and EU markets				● Rate of change in the goods export volumes ● Share of the foodstuffs, drinks and tobacco products in the export. Share of the mechanical engineering industry products in the goods export ● Share of the metallurgy products in the goods export ● Share of the furniture manufacturing industry products in the goods export ● Share of the ICT services in the export ● Volume of direct foreign investments ● Share of the scientific research and development costs in the GDP ● Share of the number of industrial enterprises that implemented innovations (products and/or technological processes) in the total number of industrial enterprises
To increase significantly the export of processing industry products with higher added value part				● Place in the world producers rating (agro/metallurgy/furniture industry, ICT, DIS (defense-industrial sector)
To provide for transition of the economy to new innovative development trends				● GDP per capita (in fixed prices), US dollar ● Share of the import in interim consumption ● Level of the DGP digitalization ● Place of Ukraine in the rating according to the Global innovation index ● Work productivity in the industry ● Human development index
To provide for functioning of a flexible and business-oriented regulatory system				● Share of the SME in the export ● Percentage of the surviving enterprises established 5 years ago
Strategic task 3. EUROPE				

To initiate the negotiation process in respect of EU membership of Ukraine and continue the integration of Ukraine with the economic space of the EU (or to provide for the most efficient implementation of the Association Agreement between Ukraine and the EU)				
To conduct pre-joining negotiations, extend economic integration with the EU and sign the membership agreement in December of 2024				● Official notification of the EU party about the progress in negotiations [Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on EU Enlargement Policy regarding Ukraine]
To provide for adaptation of the economy of Ukraine to the criteria required for integration with the EU, to gain full-fledged EU membership				● Decision of the European Commission, recommendations of the EP and the EU Council in respect of conclusion of the European Agreement with Ukraine (decision that will cover compliance with all Copenhagen criteria is beyond the limits of this subgroup) ● Share of the EU countries in the goods and services export

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Education and science” working group

July 2022

UKRAINE'S RECOVERY NATIONAL PLAN
Working group "Education and Science"

Supervisors	**Facilitators**	**Key areas**	**Key groups of problems (challenges)**
Serhii Babak, Member of Parliament of Ukraine Olha Budnyk, Adviser, Commissioner of the President of Ukraine Oleksii Dniprov, Deputy Head of the Office of the President of Ukraine Serhii Koleboshyn, Member of Parliament of Ukraine Serhii Shkarlet, Minister of Education and Science of Ukraine	Zoya Lytvyn, Osvitoriia NGO Oksen Lisovyi, Junior Academy of Sciences of Ukraine National Centre Iryna Tuliakova, Fund of the President of Ukraine for Support of Education, Science and Sports Olena Kolesnikova, Federation of Metallurgists of Ukraine Oleksii Kolezhuk, National Council of Ukraine on Science and Technology Development Yuliia Bezvershenko, Stanford University	▪ Early Childhood Preschool education ▪ Secondary education ▪ Out-of-school education ▪ VET ▪ Higher education ▪ Adult education ▪ Science	▪ Infrastructure ▪ Content ▪ Funding ▪ European integration ▪ Staffing issues ▪ Network ▪ Public-private partnership
Secretary	**Coordinator**		
Yevhen Kudriavets, Deputy Director of the Junior Academy of Sciences of Ukraine National Centre	Anastasiia Lisova, Director of the Reform Support Team (RST) at the Ministry of Education and Science of Ukraine		

Key challenges "Education and science"

Infrastructure challenges	Staffing challenges	Content challenges	Funding challenges
• Ruined/damaged infrastructure of the educational institutions; • Imperfect security infrastructure of the existing educational institutions; • Lack of access to computer equipment, software and high-quality Internet for many participants in the educational process, which hinders access to distance learning; • Lack of a network of qualification/certification centres, and underdevelopment of the network of adult education institutions; • Ruined/damaged research infrastructure, loss of scientific and technical information and data and collections and archives; threat to the operation of strategically important research infrastructure facilities.	• Human victims among employees of educational institutions, scientific institutions • Drain (migration abroad, movement within the country) of teaching and scientific personnel, shortage of qualified teaching staff; • Low level of personnel's conformity to the needs of the labour market, difficulties in employment for certain strata of the population; • A decrease in the number of people acquiring Vocational Education and Training as well as a dramatic change in the population's demographic composition because of to the war, with a simultaneous increase in the needs for qualified workers on the labour market; • Substantial changes in the contingent of students and teaching staff, caused by the war (IDPs, refugees, persons staying in the temporarily occupied territories).	• Outdated curricula; • The content of early childhood and preschool education and the educational environment do not comply with the European quality framework for ECEC, and the principles of inclusion; • Insufficient conformity of the competencies of graduates of VET institutions to the requirements of the modern labour market; • Loss of established, or lack of, partnerships with businesses in VET and higher education; • Lack of synchronisation of efforts and programmes of ministries and institutions involved in training/retraining of war veterans.	• Limited funding of the education system at all levels and inefficient use of budget funds; • Inefficient governance system and financing of educational institutions; • Too large an expensive network of educational institutions that needs optimisation. • Critically low research intensity as part of GDP due to limited financing of scientific, technical and innovative activities.

Key opportunities “Education and science”		
Possibilities of the system	Funding opportunities	Synergy and partnership opportunities
• Use of science and innovation as a driver of economic development; • Creating prerequisites for integration into the European Education Area by synchronising educational policies and practices; • Full integration into the European and global research space; • Development of flexible and alternative forms and models of training and grading systems; • Creation of a safe and comfortable environment for participants in the educational process, including the digital environment; • Children’s access to a wider range of higher-quality out-of-school education services/updating the content of education; • Use of early childhood and preschool education as a long-term investment in the country's human capital; • Public attitudes towards significant reforms and changes at all levels of education, as well as the introduction of life-long learning; • Retraining of people who have lost their jobs; • Use of the potential for renewal and modernisation of the field, together with the implementation of a scientific and evidence-based approach and European values and principles of continuous education.	• Improvement of the education financing system with a view to increase the efficiency of the use of funds; • Optimisation of the system of remuneration for teaching, scientific and pedagogical and scientific personnel; • Attracting additional international funds to finance the reconstruction and modernisation of educational institutions and research infrastructure; • Improving the quality of provision of educational services through more efficient use of budget funds; • Improving of the system of funding early childhood and preschool education; • Creation of preconditions for educational entrepreneurship; • Creation of tools and conditions for increasing the GDP research intensity at the expense of business funds and international cooperation.	• Strengthening capacity to respond to needs in war/post-war times; • Establishing a partnership between public institutions, non-governmental associations and business with a view to the development of a modern model of education; • Establishing communication and cooperation between science, businesses, government and public.

Key restrictions “Education and science”

System restrictions	Funding restrictions	Staffing restrictions
• War in Ukraine; • The lack of the opportunities to predict the development of events in the conditions of war; • Continued martial law in Ukraine for a long time; • Lack of quality data in the field of education and science or digital tools for their collection and analysis, which are necessary for making reasonable management decisions; • Unstable communication with the general secondary education institutions in the occupied territories and in the zones of active hostilities; • Lack of synergy between public authorities and local self-governments, and between authorities and businesses; • Reduction of the share of youth aged 15–24 in the total permanent population; lack of prestige as regards obtaining professional (vocational and technical) education; • Absence of a government strategy for the development of science, which would determine the role of science in the national economic strategy, and its expected contribution to the creation of innovations and technologies, and provide for resource, institutional and regulatory support corresponding to this place and contribution; • The low-tech structure of the economy has a limited need for science, and it results in low	• Limited public financing; • Low priority as regards financing out-of-school education in wartime; • Non-optimal and wasteful network of general secondary education institutions; • Inadequacy of the available tools for competitive funding of science and grant support for scientific research and their low share in the total amounts of funding; • Insufficient use of budget funds allocated to research activities (only a small part of these funds is actually spent on research itself; lack of a system for evaluating the effectiveness of financial instruments of public funding of science); • The status of a budgetary institution does not provide an adequate financial flexibility for scientific institutions and fails to stimulate the mobilisation of extra-budgetary funds • No observed dependence between the basic funding of research institutions and higher education institutions, nor dependence between the level of remuneration of their employees and their performance.	• Low attractiveness of the teachers’ work of in the system of out-of-school education; • Limited human potential due to war and evacuation; • Insufficient staffing of educational institutions; • Lack of state support for professional development and professional training of adults through retraining and advanced training. • Personnel training at all levels is insufficient to meet the demand in the field in quantitative and qualitative terms; • The lack of qualified personnel leads to the insufficient capacity of the public administration bodies in the scientific field prior to development and implementation of policies; • There are no conditions in place for attracting or retaining researchers from Ukraine and from the foreign markets, or for returning or attracting people from abroad; • A large number of displaced persons among scientists, the impossibility for them of continuing their scientific and R&D activities due to the lack of support for academic mobility and relocation; • Increased drain of older scientific personnel, and suspension of replenishment with young researchers during the war; increasing risks of non-return of scientists from abroad. • Low level of training of highly qualified scientific personnel (doctors of philosophy and doctors of

innovative activity of manufacturing enterprises and businesses; which encompasses the purchase of standard ready-made solutions instead of demand for research products, lack of significant financing of the scientific sphere by the private sector, and a low level of commercialisation of R&D ● Low efficiency of the state science management system (outdated, contradictory regulatory framework, inadequacy of available management tools, financing, assessment of the science's conformity to its goals, lack of a quality system for determining national priorities in scientific and innovative activities, lack of a favourable scientific and innovative climate in the country); ● Lack of the inter-agency coordination; ● Outdated and insufficient research and innovation infrastructure (from buildings up to equipment) whose modernisation requires significant funding; lack of infrastructure development strategy supported by the necessary resources.		sciences), imperfect system of academic certification of researchers. ● Violation of academic integrity as a systemic and common phenomenon. ● There is no systematic work with the academic diaspora; its potential is not used to influence the development of cooperation ● Low level of English language proficiency; English is not the main language relevant for obtaining and spreading knowledge among Ukrainian researchers.

Strategic steps to improve the quality of education and synchronisation with the educational area of the European Union

Early Childhood and Preschool Education	General secondary education	Professional education	Out-of-school education + Adult education
• Increasing the coverage of children with early childhood and preschool education • Promoting the development of private and alternative early development settings through a mechanism to compensate of part of the cost of one child's education to private providers (money follows the child) • Development of digital systems for preschool education institutions • Creation of simplified types of preschool educational institutions to reduce barriers to market entry • Ensuring the rights to pr-school education of internally displaced children by introducing compensation from the State Budget for part of the costs of institutions that provide services for preschool	• Acceleration of the NUS reform: transition to the 12-year general education programme with simultaneous implementation of the transitional/ orientation school year (10th grade) • Reform of the professional development system for education professionals (voucher = creating the market of such services) • Streamlining of the network of general secondary education institutions • Implementation of the State Final Examination in the form of EIA after the 9th (10th) grade • Improvement of the quality of education management (headmasters) • Changing the remuneration system (higher basic salary, less fringe benefits, higher	• Minimum period of training in the professional education sector is 1 to 1.5 years • Implementation of the mechanism for financing of training of professionals from the State Budget and retraining of adults for the recovery of Ukraine (response to the war challenge, the draft Law No. 7294) • Establishment of qualification centres for the recognition of non-formal qualifications and external evaluation of learning outcomes • Aligning post-school education with the EU education legislation standards and the needs of the economy of Ukraine • Training of professionals in the synergy with employers (preparation of the order, dual training, in-service training) • Potential corporatisation of professional education institutions,	• Implementation of the support for out-of-school education and adult education using a voucher for all children aged 6 to 18 and adults (on a selective basis) based on the "the money follows the person" principle • Establishment of educational and cultural hubs as centres of out-of-school education and adult education (especially in the premises vacated after lowering the school's grade) • Response to the war challenge: construction of educational and cultural hubs in the place of destroyed out-of-school education institutions • Recognition of non-formal qualifications in qualification centres • Establishment of mobile out-of-school education centres

education of IDPs (response to the war)	flexibility for school administrations) ● Review of the content of the educational and upbringing process (safety of living, defence of the fatherland, patriotic component, psychological and mental health, STEM education)	development of public-private partnerships	

Higher education	**Science**
● Transition to the 3-year bachelor's programme + the 2-year master's programme ● Uniting universities into powerful regional higher education centres ● Corporatisation and possible further selective privatisation of universities ● Creating of the endowment fund mechanism for educational institutions ● Changing the governance system and providing financial autonomy ● Aligning the tuition fee with the actual value coupled with implementation of interest-free loans (it is important to launch loans for fee-paying students now as a response to the war challenge) ● Establishment of the Europe's best Military University with practicing teaching staff for training of officers for the whole world (may be an extension of the Presidential University) ● Reset of the work with foreign students	● Establishment of the Defence and Security Research Agency (the DARPA equivalent) ● Separation of the policy development and implementation functions in the science and innovation sector ● Implementation of a multichannel target science funding system with gradual increase in the R&D/GDP intensity ● Establishment of the incentive system for the synergy in the development of science and economy ● Launching state target research funding programmes based on the priorities of science and technology development ● Full integration of Ukraine into the European research space

NATIONAL TOP PROJECTS “EDUCATION AND SCIENCE” 2032

1. TOTAL DIGITALISATION — SINGLE EDUCATION DATABASE Elimination of paperwork for education professionals Up-to-date information on the education in Ukraine for the State Education measurement and forecasting system Evidence-based policymaking	**2. EDID — ELECTRONIC EDUCATION ID CARD** Information on a full cycle of person’s education in the smartphone Your educational LinkedIn with verified information	**3. SUN — SCHOOL FOR THE UKRAINIAN NATION** Public distance education school in Uber format Real individual 24/7-trajectory for each student from the best teachers of Ukraine Categories: IDPs, expatriate community, TOT, professional education (school component), additional education for children, rural areas Expected number of full-time students: 100 thousand students. Number of attendees: unlimited.

NATIONAL PROJECTS "EDUCATION AND SCIENCE" 2032 BY AREAS

EARLY CHILDHOOD AND PRESCHOOL EDUCATION	SECONDARY EDUCATION
1. Creating a system for collecting and updating data on preschool children, teachers in the context of the country, regions, communities Operationally relevant and reliable data will provide quality solutions to expand access to early childhood and preschool education **2. Effective early childhood and preschool system** Introduction of mobile beds (instead of separate bedrooms in group rooms) and other innovative solutions for the educational environment to optimise space and expand the capacity of early childhood and preschool educational institutions to provide services **3. Early childhood and preschool education in an alternative form** (home-based centre) Grant support for the start of the first wave of home-based centres, which will provide access to preschool education, especially in rural areas and communities with a large number of IDPs **4. Installation of prefabricated temporary structures in areas with a large number of displaced children**	**1. SUN. School for the Ukrainian Nation** Public distance school in Uber format. There are no teachers in the schools at this rate. In this school, the teacher works with the student when the student needs it. Any child from anywhere in the world can study at this school. Peer-to-peer education - this is what the world is waiting for **2. Mobile Schools** Establishment of a network of mobile schools to ensure access to secondary education for children in cities where educational institutions have been destroyed (also relevant with a high number of IDPs and a lack of secondary education institutions) **3. Levelling schools** Targeted programme of transformation of schools with the lowest efficiency indicators **4. Transformation of libraries** Modernisation of school libraries and other vacated as a result of optimisation of premises, and creation on their basis of open spaces (hubs) for independent study

5. Educational and cultural hubs. Establishment of multifunctional centres where you can provide several types of services - early childhood and preschool education, out-of-school education, library, social services **6. Communication campaign** to raise awareness of the importance of preschool education **7. New Ukrainian Kindergarten** Updating the content of preschool education and approaches to the organisation of the educational environment **8. "Providing Educators of Ukraine with European level education"** Involvement of top foreign teachers to pilot a new programme of training educators in 3 universities (selected by competition), including completely new courses curriculum development, play-based learning, learning environment design etc. **9. Preschool online** Access to quality preschool education is part of the humanitarian response in crisis situations (pandemic, war, etc.) **10. Project of psychological support of children, educators and parents** **11. Hotline of psychological support of pedagogical workers** **12. Safety Education Programme** for civil and fire safety in preschool institutions	**5. New leaders for the New Ukrainian school** Creating a new progressive system of training and development of educational managers, their election to office and support in office **6. Digital educational passport.** Creating a digital educational ecosystem for collecting, processing and transmitting information on the individual educational trajectory of the learner. **7. Digital school** Ensuring continuous access to education by equipping all schools with the necessary digital tools - high-speed Internet, mobile digital classrooms and all teachers with laptops

13. Compensation from the state budget for part of the costs of IDPs that accept IDP children for education (response to the call for war)	

OUT-OF-SCHOOL EDUCATION	VOCATIONAL EDUCATION AND TRAINING
1. "Moving science" Construction of 75 mobile educational modules that will act as educational spaces, the filling of which will be formed at the request of educational institutions / teachers in the region in accordance with the needs of students. Mobile studio modules can be placed in each area for a period of 10-14 days and offer intensive educational programmes for teachers and students **2. "Spark! Lab" Innovative Space** An interactive space with a unique programme that encourages children and adolescents to create, develop their own inventions, acquire and disseminate knowledge about inventors, scientists and artists. **3. "Science in the classroom"** is a comprehensive scientific program on STEM education for grades 1-5 and kindergartens already developed and tested. The program builds on the latest results and best practices of research in the field of education with proven results **4. Museum of Mathematics** The third in Europe (the fourth in the world) interactive museum of mathematics. The first museum of mathematics, which aims to completely change the system of teaching mathematics and its use in social life. The first museum of mathematics, which is being built both as a stationary educational centre in the capital and a travelling exhibition that covers all regions and even the smallest settlements.	**1. Real financial autonomy of institutions of professional pre-higher education** Change of the status of institutions of professional pre-higher education from a budgetary institution to a business entity and their removal from the sphere of management of ministries **2. Creation of qualitatively new educational programmes on a modular basis** **3. Assignment of professional qualification through the qualification centre** A procedure for assigning professional qualifications through a network of qualification centres accredited by the National Agency of Qualifications has been introduced. **4. VET digital platform** Projects in the field of digital content **5. Creating a real register of VET qualifications** **6. An unified system of VET** Unification of vocational and professional pre-higher education **7. Improving economic and energy efficiency and reliability of heat supply systems of VET institutions** Carrying out a complex of measures for increase of energy efficiency of buildings of VET institutions.

5. "Innovative entrepreneurship" for young people Development and implementation of an educational programme of the interdisciplinary course "Innovative Entrepreneurship" to prevent the outflow of enterprising economically active youth abroad **6. "Psychological rehabilitation in the Nature"** Creation of centres on the basis of existing out-of-school establishments, public organisations for realisation of programs "Psychological rehabilitation in the Nature" **7. "Out-of-School"** Increasing the capacity of training participants (teachers, heads of institutions, centers, public figures, representatives of local self-government) to participate in grant programmes and projects	**8. Training of 700 VET teachers techniques for the formation of "soft" skills** **9. Training of 700 VET teachers of economic disciplines formation of entrepreneurship in students according to the method of business planning Start and Improve Your Business** **10. "Barometer of professions" - the creation of expert centres and their training** **11. Support for the return of young people to Ukraine** International academic mobility; opportunity to complete studies and internship abroad with a Ukrainian diploma; scholarship programs for those who may be employed in the nearest future **12. Integration of vocational guidance to primary and secondary school. Vocational guidance is introduced at the level of basic and profile education.** Introduction of holistic professional orientation in secondary education institutions consisting of 3 elements: 1) through professional orientation (5-9 classes) through subjects or integrated courses (in particular "Health, safety and well-being", "Entrepreneurship and financial literacy"), 2) separate career guidance course (grades 8-9 and 10-12), 3) practice and volunteering (particularly at the community level). **13. "VET weeks"** Creating career guidance programmes including WSU **14. Training of teachers in career guidance work** **15. Digital management of educational institutions and learning platforms;**

	electronic educational passport **16. An effective network of VET institutions** for the post-war needs of the individual, society, economy **17. Labour Market Observatory** Creating a platform equidistant from the main consumers of the data for accumulation the information on the labour market state for the analysis of national and regional labour markets based on the analysis of large data sets

HIGHER EDUCATION	ADULT EDUCATION	SCIENCE
1. Training laboratories updating Obtaining quality higher education is impossible without the necessary conditions, including the renewal of training laboratories. There will be 1,000 laboratories and classrooms, which will help train in-demand specialists for the real sector of the economy, increase the percentage of employed people with higher education **2. Creating appropriate living conditions for students in the higher schools dormitories** Implementation of the Concept of the State Targeted Social Programme for the Restoration and Development of a Network of Dormitories for Accommodation of Applicants for Higher Education Institutions for 2022-2026	**1. Creating a network of adult education** Project of building a network of educational institutions (state, communal, private forms of ownership) for the elderly: creating and promoting the expansion of the network, implementation of new relevant programs and approaches to learning 2. Implementation of a pilot **project on professional and social adaptation of veterans** and victims of armed aggression of russia, in particular in adult education centres " **3. Adult Education Platform** Creation of a single platform at the Ministry of Education and Science of Ukraine "Adult Education".	1. **Restoration and modernization of scientific infrastructure of Ukraine** is aimed at overcoming not only the problem of destruction of a significant part of scientific infrastructure, but also at its modernization to modern standards of world science **2. Establishment and maintenance of the body that will coordinate and finance scientific R&D in the interests of defence and security of the state and the development of strategic sectors of the economy.** The need for significant expansion of research in the interests of defence and security of the state and the development of strategic sectors of the economy. The aim of the project is the coordinated development and implementation of R&D focused on the needs of defence and security, as well as strategic sectors of the economy, with the provision of further commercialization of dual-use technologies.

3. Improving the energy efficiency of educational buildings and dormitories of higher education institutions Rising energy prices stimulate the optimization of expenditures for the maintenance of the material and technical base of higher education institutions without deteriorating the conditions of study, work and living. The project will reduce the energy costs of higher education institutions by 30% **4. New educational space - reconstruction of educational buildings of higher education institutions** Due to the destruction and damage of the infrastructure facilities of higher education institutions located on the territory of active military (combat) operations, the question of resumption of activity of these institutions after deoccupation arises. Renovation and construction of at least 10 educational buildings will increase the number of students and jobs		It is advisable to create such a body according to the DARPA model.

INTRODUCTION: Promoting the development of human resources, science and innovation

Situation before the full-scale war: The strategic priorities of the development of education and science systems before the full-scale war with the russian federation were:

- development of an inclusive, innovative and educated society in which citizens have equal rights and opportunities to develop their talent throughout life;

- increasing the share of science-intensive GDP, increasing the level of commercialization of developments and research results, full integration into the European Research Area.

Public policy in the field was aimed at solving a number of problems, including: (1) limited access to preschool education due to a lack of places in preschool education institutions; (2) the inability of school education to provide students with knowledge, skills and competencies essential for their further successful professional and personal development; (3) non-compliance of the content and quality of VET with the requirements of the labour market; (4) outdated infrastructure of educational institutions; systemic problems with the quality of higher education and limited opportunities for graduates to realise themselves in the Ukrainian labour market; (5) low knowledge intensity of GDP; (6) low level of commercialization of the results of scientific and technical developments and technology transfers.

The government had been systematically transforming the field to ensure a new quality of education at all levels: from early childhood and preschool education to higher education and adult education. In the field of science, the reform processes had been designed to stop the isolation and stagnation in research activities, reduce the gap between research publications and their implementation, integrate science of Ukraine into the European Research Area.

While implementing public policies in the pre-war period:

- **the network of early childhood and preschool institutions was expanded** in accordance with the needs of communities. In 2021 more than 15,000 additional places in preschool education institutions were created;
- during 2018-2021 **the reform of the "New Ukrainian School" was implemented** at the level of primary education; the content of basic secondary education was updated. **157 general secondary education institutions** were involved in piloting the new State Standard on Basic Secondary Education. In 2020 the program "Able school for better results" was introduced to update the educational environment and build new schools. By 2022, the number of children with special educational needs provided with quality education had increased. **648 inclusive resource centres** were established;

- **competency-based content of VET and higher education was updated; 156 new educational and practical centres** were established in 3 years; dual VET programs were introduced; VET schools network was decentralised**;**
- **licensing (at diverse levels) was simplified and e-licensing was introduced;** the best applicants received more opportunities to obtain higher education at the public expense at any higher education institution of Ukraine, including private ones; a dual form of education and a formula for funding universities based on their performance indicators were introduced;
- In order to develop instruments for grant science funding the National Research Foundation of Ukraine began its activities in 2018; Action plan for the implementation of the Strategy for the Innovation Development to 2030 and the Roadmap for Ukraine's Integration into the European Research Area were approved. **The introduction of innovations, their commercialization, development of innovation infrastructure contributed to the improvement of Ukraine's positions in the ranking "Global Innovation Index 2020".** Ukraine showed an overall increase in the innovation index and sub-indices and gained +10 in R&D. According to Bloomberg, Ukraine ranked 58th among the world's technologically advanced countries.

What are the consequences and challenges of the war? The large-scale aggression of the russian federation against Ukraine has caused a number of pressing issues in the field of education and science, including:

- **reduced number of students with possibilities for lifelong learning,** reduced availability of quality education and, as a consequence, reduced quality of education in general;
- **forced migration of participants of the educational process** to the regions of Ukraine and countries with a better security situation. According to the Office of the United Nations High Commissioner for Refugees, as of June 16, 2022, the number of Ukrainians who have crossed the border with EU countries since February 24, 2022 amounted to more than 7.70 million people. As of June 23, 2022, **670 133 students and 22.6 thousand** pedagogical workers went abroad. 2029 children with special educational needs were evacuated outside Ukraine, including **1 072** orphans and children deprived of parental care. **More than 130 professional and pre-higher education institutions and their units** were temporarily relocated.
- **threat to mental health of children and adults because of the war**. Under hostilities a significant number of students and teachers had traumatic experiences resulted in posttraumatic stress disorders;
- **damage and destruction of educational and scientific infrastructure**. As of June 23, 2022, as a result of shelling and bombing, **1 844** educational institutions were damaged, **212** institutions were completely destroyed, and about **15%** of the research infrastructure of higher education institutions and research institutions was significantly damaged. Some buildings need long-term renovation or complete reconstruction. Thousands of educational institutions are in urgent need of cosmetic repairs due to the placement of internally displaced persons, units of Territorial Defence Forces of Ukraine and the Armed Forces of Ukraine.

Equipment was destroyed, damaged or stolen at almost all educational institutions situated in the temporally occupied territories. Namely, in the classrooms of the New Ukrainian School - computers, laptops, projectors, as well as facilities of specialised classrooms and laboratories.

As of February 24, 2022, the school bus fleet amounted to **7 027** vehicles. As a result of the armed aggression of the russian federation, a significant number of school buses were lost; **488 school buses** were damaged, **1 624 buses** were used for special needs under martial law. This makes it impossible to transport rural students, and, accordingly, to ensure a full-fledged educational process in rural areas;

- significant **loss of links between VET schools and business** due to the suspension (termination) of enterprise activities;
- **the impossibility of carrying out scientific and innovative activities at a high level** both fully (in the temporarily occupied or affected by active hostilities regions) and partially (in other regions of Ukraine);
- **violation of the conditions for scientific activities of scientific and scientific-pedagogical workers**. The number of scientific and scientific-pedagogical workers who have left the country since the beginning of the war and moved to other countries is **1392**, **1026** of them continue to carry out scientific, technical, organisational, scientific-pedagogical activities.

What do we plan to do in the recovery process? Adult education, development and improvement of citizens' skills and abilities are key drivers of economic success, individual well-being and social cohesion.

Throughout the recovery period, it is vital to continue the ongoing reforms of education and science aimed at promoting the country's human resources (continuing the reform of the New Ukrainian School; building a modern, accessible and safe network of educational institutions; implementing the Strategy for Higher Education Development, etc). Setting favourable conditions for scientists and innovators will catalyse the development of the country's innovation economics.

The war provided new opportunities to accelerate Ukraine's membership in the European Union. Given the current EU support of Ukraine at the political, expert and institutional levels, it is possible to receive assistance both to ensure the sustainability of Ukrainian education and science during the war and in the post-war recovery period, and to promote implementation of European principles, approaches, practices and tools in the field of education and science.

Therefore, the policy of recovery and development of education, science and innovation in the post-war period will be aimed at **improving the quality and accessibility of education, science development, their synchronisation with the educational and research EU areas** through achieving strategic goals in the following priority areas:

Early childhood and Preschool education

- **Adoption of the new Law of Ukraine "On Early childhood and Preschool Education"** to improve legislation in the field of early childhood and preschool education, particularly in terms of identifying the basic requirements to ensure the quality preschool education, mechanisms to ensure its accessibility, introduction of financial autonomy of preschool education institutions, etc.
- **Support for private early childhood and preschool education institutions by partial compensation of the costs of early childhood and preschool education services provided to a child.** The introduction of compensation payments to private early childhood and preschool education institutions will provide additional opportunities for their development.
- **Development of digital systems for early childhood and preschool education institutions**: created conditions for the introduction of digital technologies in the management and educational process of early childhood and preschool education institutions, the organisation of teacher training on digital technologies, encouraging better results in order to summarise and promote the experience.
- **Ensured equal access to quality early childhood and preschool education for all children aged between 1 and 6 (7)** Through expanding the existing network of preschool education institutions (expanding the network of early development institutions, opening educational institutions on adapted premises, implementing a project to create a network of temporary buildings in regions with significant concentration of internally displaced children), introduction of alternative forms of preschool education (adaptation of international alternative services in the field of education and development of children aged between 1 and 6, implementation of the project on establishing multifunctional centres providing preschool, extracurricular education services, library and social services) and reducing barriers to entry of private preschool education institutions on the market.
- **A part compensation of the costs of early childhood and preschool education institutions (from the state budget)** that accept internally displaced children (response to the war challenge). Ensuring the timely meeting of the needs of internally displaced children for preschool education is the prerequisite to the effective integration of internally displaced persons into communities. Under martial law and in the post-war period, a part compensation of the costs of providing preschool education services to internally displaced children to territorial communities will provide an opportunity to develop a network of preschool education institutions in the community, to improve the infrastructure of existing preschool education institutions.
- **Provide early childhood and preschool education with a sufficient number of highly qualified and motivated teachers.** Through aligning the system of training, retraining and advanced training of pedagogical workers with European standards; development of mechanisms of social and financial motivation of pedagogical workers; development of digital systems for methodological support of preschool education institutions: created conditions for the introduction of digital technologies in the management and educational process of preschool education institutions, the organisation of teacher trainings on digital technologies, encouraging better results in order to summarise and promote the experience.
- **Update the content and system of scientific and methodological support of early childhood and preschool education in accordance with the European framework for the quality of preschool education.** Through the implementation of the project "New Ukrainian preschool education institution", which provides for the audit and updating of the content and system of scientific and

methodological support of preschool education in accordance with the European framework for the quality of preschool education; standardisation and provision of access, if needed, to a quality distance preschool education.

- **Ensure the effective functioning of the system of monitoring and evaluation of the quality of early childhood and preschool education and educational policy.** By developing tools for the internal education quality system in preschool education institutions based on evidence-based approach; development of tools for monitoring the quality of education in preschool education institutions of any type and form of ownership.
- **Ensure an effective system of management and funding of early childhood and preschool education at both regional and state levels.** By developing algorithms for inter-agency cooperation, reducing the bureaucratism and improving the professional training of educational managers at all levels**.**

General secondary education

- **Accelerate the reform of the New Ukrainian School.** The introduction of a transitional/indicative year of study in the 10th grade and the early transition to 12-year general secondary education will facilitate the conscious student choice of further educational trajectory, creating the basis required for continuing professional education. It will enable to achieve goals defined by the Concept of the New Ukrainian School aimed at creating quality, modern, accessible education ahead of schedule, given the new challenges related to the consequences of the war and the prospective integration into the European educational area.
- **Reform the system of professional development of teachers (vouchers and creation of the service market).** The voucher programme enables teachers to choose where and to what extent to improve their professional qualifications through signing individual training agreements indicating the required level of knowledge, and prepares teachers, heads of institutions to implement the reform of the New Ukrainian School and to work with children with special educational needs.
- **Development, recovery and modernization of an effective network of general secondary education institutions to ensure the quality of education.** The destroyed/damaged network of educational institutions is restored and provides equal access to quality education, systematic and continuous provision of educational services, efficient use of resources (human, infrastructure, financial, etc.). Access to quality education for people with special educational needs is provided. Educational institutions are provided with computer equipment and high-speed Internet access, as well as the necessary facilities, including laboratories for effective training in the digital professions of the future.
- **Introduction of external independent evaluation after 9th (10th) grade,** as a component of ensuring the quality of education and continuing the reform of general secondary education. The introduction of external independent evaluation after the completion of

the basic education **will contribute to the motivated choice of the educational trajectory of the student (**study in an academic/professional lyceum).

- **Functioning of a comprehensive system for assessing the quality of education** at all levels of general secondary education and an electronic system for collecting data on the quality of education and educational activities, which provides stakeholders with objective information for evidence-based management decisions and allows feedback for improving the quality of education and educational activities.
- **Modern educational management. Head of the education institution as a leader of educational change.** The reform of general secondary education defines a new understanding of the role of the head in school management and requires obtaining new knowledge and competencies. The establishment of the National School of Educational Managers will improve the professional qualifications of heads of general secondary education institutions.
- **Changing the remuneration system (higher base rate, less surcharges, more flexibility for school administration).** Transition to a new system of remuneration from a clearly standardised to a personalised within the autonomy of the educational institution and a flexible work schedule of teachers, namely in the organisation of distance learning - providing a fair reward for the teacher activities.
- **Review the content of the educational process.** Update of educational programmes, integration of health culture and national and patriotic component into the curriculum of educational subjects; introduction of STEM-education, implementation of projects aimed at psychological and mental health, and safety of life will allow students to develop necessary life competencies, including civic ones. The development and implementation of combined educational programmes will support students who are abroad.
- **Psychological support of participants of the educational process.** Implementation of programmes to provide psychological and emotional support, rehabilitation and adaptation under the war and the post-war period. Developing a training system for psychologists.

Vocational education and training

- **Reduction of VET periods to 1-1.5 years, and for partial qualifications - to a few weeks/6 months.**
- **Changing approaches to funding VET schools.** Adoption of the Law of Ukraine (7294 - amendments to the Budget Code of Ukraine), which will enable to co-finance the training of professionals and retraining of the adult population from the state budget (response to the war challenges).
- **Establishment of qualification centres for external evaluation and recognition of learning outcomes.** Such centres will assess the learning outcomes of people (including outcomes of non-formal and informal education), assign and validate professional qualifications, and recognize relevant professional qualifications obtained in other countries.
- **Alignment of post-school education with the standards of European educational legislation and the requirements of Ukraine's economics:** modernised national VET and professional education given the experience of the EU VET systems.
- **Training of specialists in cooperation with employers** (formation of state/regional order, dual training, internship programmes, on-the-job training). Introduction of a systematic analysis of labour market needs. Improving the efficiency of education through the active participation of enterprises in the educational process will contribute to quality educational services provided to students and ensure their mobility in the national labour market.
- **Possible corporatization of VET schools,** development of public-private partnership and social dialogue in the field of VET, economic incentives for businesses that invest in VET.
- **A radical change in the system of professional orientation** (comprehensive integration of professional orientation activities in educational programmes of diverse levels, from primary to general secondary education, mass dissemination of professional orientation testing, annual communication campaign to promote VET) will increase the number of school graduates choosing VET to **55%.**

Higher education

- **The transition to a 3-year bachelor's degree and a 2-year master's degree** will help reduce the average age of entry into the labour market for professionals with higher education.
- **Merging universities into powerful regional centres of higher education** will increase the institutional capacity of higher education institutions and the ability to conduct world-class research.
- **Corporatization and possible further privatisation of universities** to create opportunities to attract private investment in higher education and, as a result, to ensure its effective development.
- **Establishment of a mechanism of endowment funds for educational institutions** in order to strengthen the financial capacity and provide more opportunities for the development of HEIs, including by strengthening links with graduates and industry.
- **Changing the management system and providing financial autonomy** to create conditions for effective development of universities through the ability to manage funds and determine their own mechanisms to improve the quality of higher education.

- **Introduction of real tuition fees** for the provision of quality educational services with the **introduction of support in the form of interest-free loans for studies** (lending contract students as a response to the challenges of war).
- **Creation of the best Military University in Europe** with professors-practitioners for the training of officers for the whole world (development of the Presidential University project).
- **Restart work with foreign students** to ensure the attractiveness and competitiveness of Ukrainian higher education institutions in the global market of educational services. Convenient and transparent admissions of foreign citizens to higher education institutions, development of English-language educational programmes: **200 thousand foreign students** obtain higher education in Ukraine.

Out-of-school and adult education

- **Legislative support of the new architecture of out-of-school and adult education:** adoption of the laws of Ukraine "On Adult Education" and "On Amendments to the Law of Ukraine" On Out-of-school Education ", Regulations on Out-of-school Educational Institution (new edition) will enable lifelong learning as an important factor of personal and professional development.
- **Deepening the financial and organisational autonomy of out-of-school educational institutions** will allow expanding a list of extracurricular educational services and will increase the number of school-age children attending out-of-school educational institutions by up to 90%.
- **Modern management of state and municipal out-of-school educational institutions:** training on introduction to marketing and financial management for proper readiness to compete with private educational entities.
- **Changing approaches to the remuneration of teachers** with coefficients to the salary depending on the ability of the founder (territorial community, etc.).
- **Introduction of vouchers for out-of-school activities (6-18 years) and adult education (selectively) -** money follows the person - 1-2 thousand UAH per year (4-10 billion UAH).
- **Establishment of educational and cultural hubs** on the premises of out-of-school educational institutions as out-of-school and adult education centres (especially on free premises after institution demotion) as a response to the challenges of war: construction of educational and cultural hubs on the premises of destroyed educational institutions. Creation of flexible centres of extracurricular education**.**
- **Recognition of learning outcomes acquired through non-formal and informal education,** which will create favourable conditions for personal and professional development of each person, useful social activities, adaptation.

Science

- **Establishment of an agency based on the DARPA model,** which will be responsible for the formation of state orders for scientific developments in the field of defence and security, as well as for the formation of executing teams.
- **Separation of the function of policy development and implementation in the field of science and innovation** - MoES - policy development with enhanced analytical capacity; NRFU, other funds, agencies – funding allocation and evaluation of activities; public and private scientific institutions, HEIs, science-intensive enterprises - implementation.
- **Introduction of a multi-channel target system of science funding with a gradual increase in the science intensity of GDP** - basic - distribution according to the formula based on the evaluation results; competitive - initiative (NRFU, other funds, field competitions), thematic (state target programmes, key laboratories), individual (National system of researchers, scholarships / awards for scientists at different career stages); state order (defence, security, other strategic issues); co-financing with business; international funding for the development of joint research infrastructure.
- **Creating a system of incentives for the synergy of science and economics -** incentives for investors and beneficiaries; tax conditions for "scientific outsourcing" based on the experiences of IT field; increasing the financial autonomy of research institutions, new organisational forms (non-budget institution, flexibility in the use of funds), attractiveness for business.
- **Full integration of Ukraine into the European Research Area.**

Digital Transformation of education

The war demonstrated the urgent need for the use of digital technologies in the education system enabling sustainable access to education. The need for a high level of digital potential and professional training of employees in the field of education and science has become a challenge for Ukraine. Therefore, the system of education and science needs radical digital changes to meet global trends and contribute to the successful realisation of each person's potential.

The following national projects will be implemented during the recovery period:

- **Electronic educational passport (EDID) -** information about the educational trajectory and educational documents in a smartphone; educational LinkedIn with verified information. The main accounting systems are connected to the educational passport: "E-journal" and "E-documentation", E-extracurricular education, E-preschool education PAC AIKOM; VET module; platforms of sports competitions and achievements; E-student ticket in DIIA App; Unified State Electronic Database on Education (for the transformation of the process of ordering educational documents). **Display on the DIIA portal all information about the student** (achievements, performance, history of study).
- **Unified database of educational data -** reliable and up-to-date data in the field of education and educational analytics are used for policy development in certain areas at all levels of decision-making (data-based policy); all the educational and scientific data is

collected through key information and communication systems in the field of education and science, between which information interaction is established. The system will significantly **reduce the bureaucratic burden on the education system, simplify management processes and increase their efficiency.**

- **State Distance School - School for the Ukrainian Nation (SUN) -** students and pedagogical, scientific and pedagogical workers have **continuous access to quality education and work regardless of location and external circumstances**, including in rural areas and in the temporarily occupied territories (real individual trajectory for each student provided by the best teachers in the country 24/7. Categories: internally displaced persons, diaspora representatives, population of temporarily occupied territories, VET (school component), extracurricular education for children, rural children; number of students: unlimited).

The National Council for the Recovery of Ukraine from the Consequences of the War

Ukraine Recovery Plan: Energy

July 2022

UKRAINE RECOVERY PLAN: ENERGY

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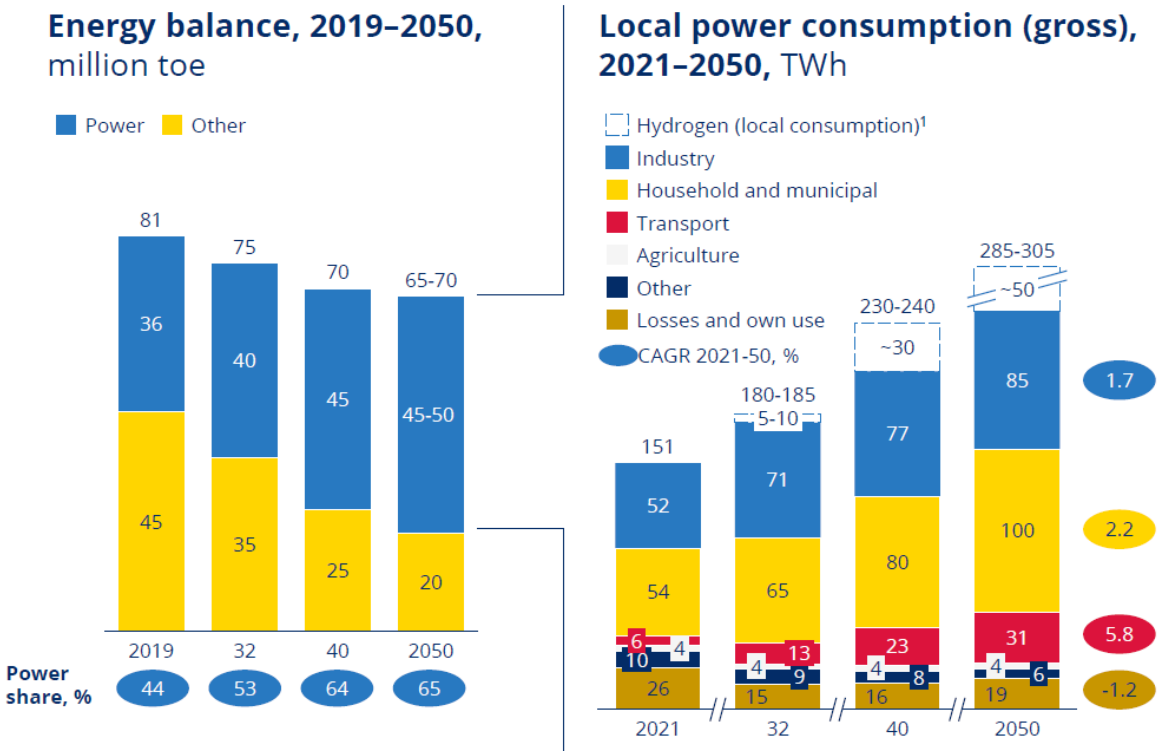
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Executive summary: what kind of energy sector are we building in Ukraine?

This Recovery Plan is ambitious. For Ukraine to achieve its goals in the energy sector, the following pre-conditions are needed:

- Ukraine wins the war within the next 1–2 years, no major parts of the energy sector are lost or severely damaged
- Business environment and macro-financial stability that allow for major investments and healthy returns are restored within 2–4 years, „red tape“ and other barriers for swift realization of investment projects are removed
- There is a major funding and investment flow into Ukraine, both public and private

The main trend for the recovery of Ukraine in the energy sector is the rapid electrification of the economy due to the energy transition, as well as a significant increase in energy efficiency.

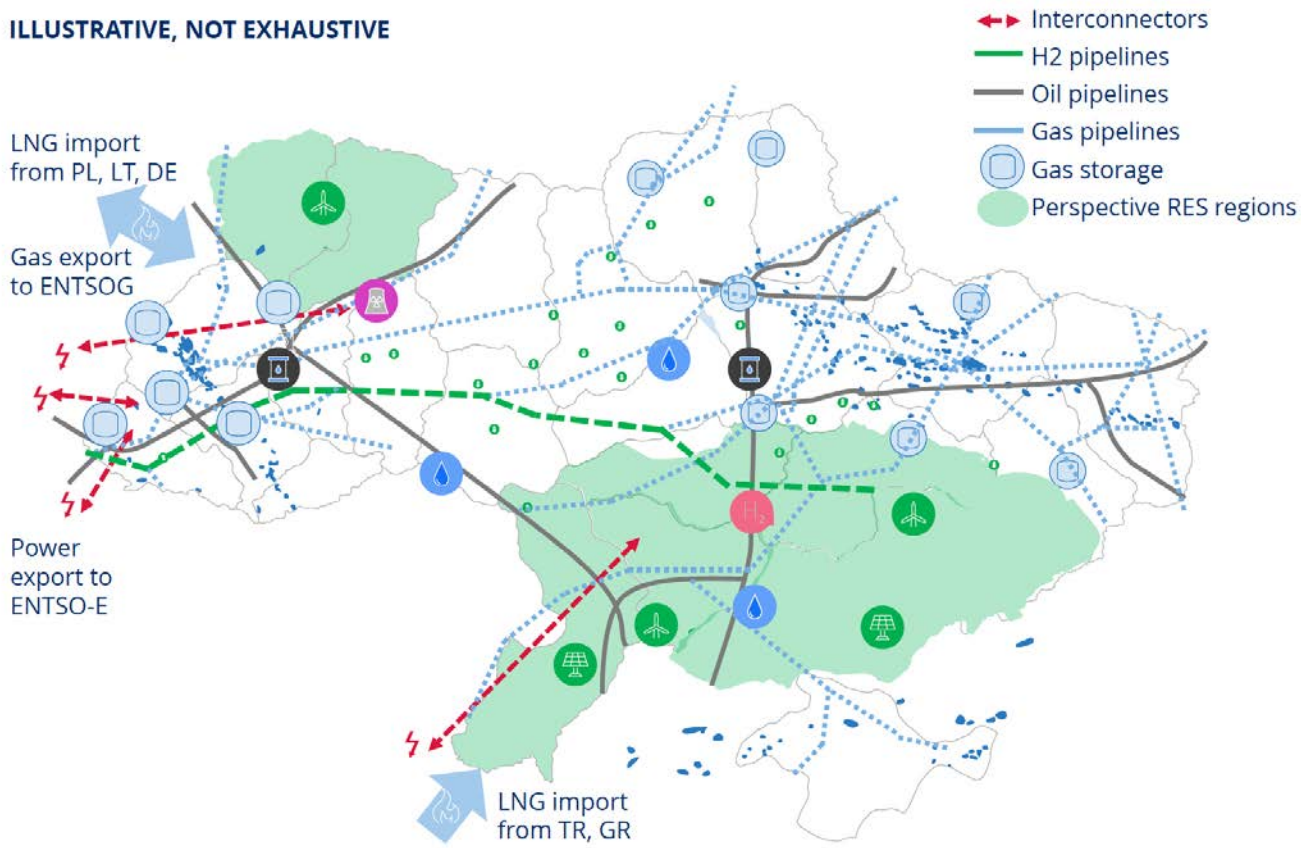


[1]Hydrogen produced for export is expected at the level of 1.5+ Mt by 2032.

Key assumptions by sector

Hydrogen	H2 domestic consumption of ~0.1–0.2 Mt in 2032, ~0.5+ Mt by 2050
Industry	Electrification of core sectors (e.g.metallurgy)
Housing	>50% of buildings thermo modernized by 2032, ~100% by 2050 Partial electrification of heating (electric boilers, heat pumps) ~90% of refugees return by 2024, stable population by 2050 1% CAGR of housing area per person
Transport	Railway transport electrification to 95+% Increase in share of EV cars to ~15% by 2032, ~80% by 2050 Municipal transport electrification/H2 to ~5% by 2032 and ~100% by 2050
Losses	Losses decrease to 8% by 2032 (as per National Economic Strategy)

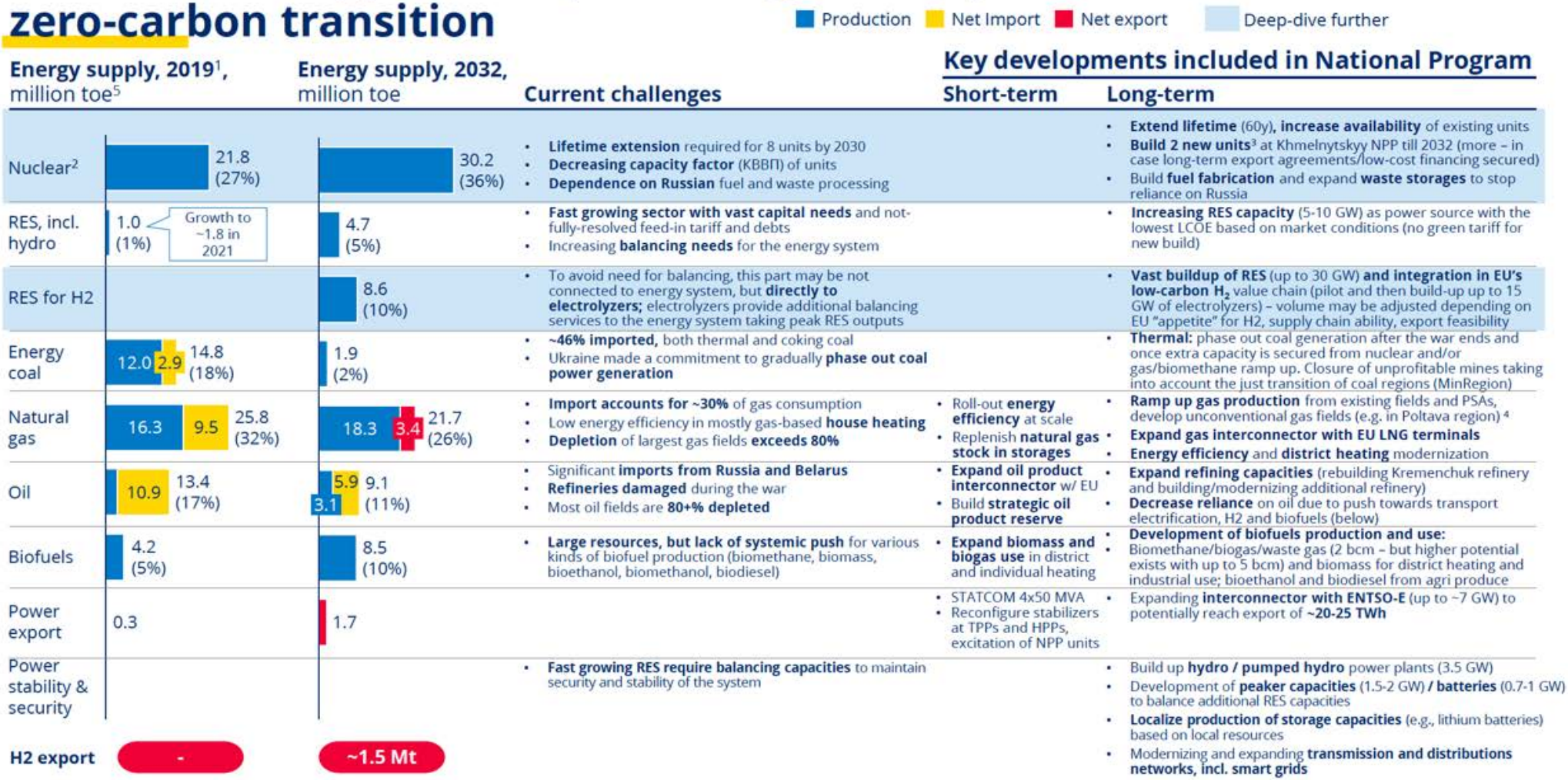
Ukraine will support Europe's energy security and zero-carbon transition



Key catalytic projects:

	Expanding interconnectors with ENTSO-E to ~6 GW
	Increasing nuclear capacity (2 new units at Khmelnytskyi NPP, safety and prolongation, higher utilization)
	Build 30+ GW wind and solar
	Build ~3.5 GW pumped/reservoir hydro
	Build ~15 GW electrolyzer capacities and develop H2 infrastructure
	Natural gas: increase production from existing fields, develop unconventional gas fields
	EU natural gas hub: strategic stock replenishment and securing connection to EU/Turkish LNG supplies; modernizing gas transmission and distribution network
	Developing biofuels production (bioethanol, biodiesel, biogas/biomethane)
	Expanding oil refining capacity post war (rebuild, build or modernize 2 refinery facilities, build Brody-Adamova Zastava pipeline)

Ukraine will support Europe's energy security and zero-carbon transition



1. Base year is 2019, in order to conduct analysis without consideration of COVID lock-down disruptions
2. Nuclear energy is produced domestically; however, nuclear fuel is imported. Power output is 33% of input fuel
3. Extra units (up to 7) require additional cost-benefit consideration due to significant CAPEX, limited baseload requirements, and potential new units in CE countries
4. Extra upside (not included in base scenario): Black Sea shelf development
5. Conversion: 1 million toe = 11.6 TWh = 1.1 bcm of natural gas

Source: Ukrenergo, Ukrstat, Powering Past Coal, Ukrgasvydobuvannya, A-95

List of national projects*

			CapEx, USD bln	**Time horizon for project start**
Low-carbon energy	Nuclear	Increasing nuclear capacity (prolongation, higher utilization of existing capacities, and 2 GW new units at KhmelnytskyiNPP)	~14	2023-25
		Localizing nuclear value chain (uranium mining, plant for fuel production, waste storage)	1,3	2023-25
	RES	Build out 5-10+ GW RES (depends on the export capacity)	~11,5	2026-32
	Balancing	Build out of 3.5 GW hydro and pumped hydro capacities	~3,5	2023-32
		Build 1.5–2 GW peaker and 0.7–1 GW of storage	~2,8	2023-25
	Supporting supply chain	Localize RES equipment production (towers, transformers, cables, solar panels, electrolyzers, Li batteries, etc.)	~2+	2026-32
	Biofuels	Developing biofuels (bioethanol, biodiesel, biomethane, biomass) production from agroproduce, residues and waste	~4,2	2022
	Infrastructure	Expanding interconnectors with ENTSO-E to ~7 GW (multiple projects)	0,6	2022
		Smart grids	~5-10	2026-32
		Re-build damaged / destroyed energy objects (CHPs, networks)	~0,4	2022-25
H2	RES	Build 30+ GW RES for H2 production	~38	2026-32
	Infrastructure	Build out ~15 GW electrolyzer capacities	~7	2026-32
		Test and develop H2 transport infrastructure	~2	2026-32
Gas	Production	Increase gas production from existing fields, develop unconventional gas fields (not including Black Sea shelf development~$11 bn)	~18	2023-32
	Infrastructure	Modernize gas transmission and distribution networks	~2,5	2023-32
		Securing gas supplies/storage for EU and Ukraine (e.g.,extension of Świnoujście/Gdansk LNG and/or interconnect or import from Turkey/Italy/Germany)	0,7	2023-27
	Stock	Natural gas stock replenishment	~5	2022
Oil	Infrastructure	Expanding oil refining capacity post-war (rebuild, build or modernize 2 facilities) + oil pipeline Brody-Adamova Zastava	~2,5	2023-25
		Expanding oil products interconnectors with EU refineries and ports	0,7	2022
	Stock	Oil, oil products emergency stock for 30+ days (protected storages)	1,2+	2022
Total			**>128**	

Full list of submitted projects can be accessed here https://bit.ly/3xQg4KB

* The list and terms of implementation of the projects significantly depends on security, regulatory and financial preconditions

1 Recovery and development of Ukraine's energy sector: objectives, challenges, opportunities

Energy security plays an important role in ensuring the economic functioning and growth of the state. It is also an integral component of the citizens' quality of life and one of the crucial criteria for returning temporarily displaced persons to their homes.

Moreover, in the process of Ukraine's recovery, energy should become one of the key sectors that provides export revenues and supports the state's financial stability.

An intelligent approach to the modernization of the Ukrainian energy sector will allow Ukraine to make a significant contribution to ensuring the strategic autonomy of the EU and reducing the dependence of the bloc on external energy resources. This mutually beneficial approach will speed Ukraine's integration into the EU.

The Energy Recovery and Development Plan aims to:

(A) identify the overall strategic directions for the renewal and modernization of the energy sector of Ukraine, taking into account the existing international commitments of the state, as well as new challenges and opportunities that have emerged in the energy markets of Ukraine and the EU as a result of the Russian aggression;

(B) define the list of reforms, legislative and regulatory initiatives necessary to ensure energy security of Ukrainian consumers and Ukraine's role as a reliable energy partner of the EU;

(C) form a list of key national projects that are most important for achieving the strategic goals of the renewal and modernization of the Ukrainian energy sector.

Given the security considerations and the NSDC (National Security and Defense Council of Ukraine) decisions, certain urgent actions and decisions, which are implemented by the government and market participants for the preparation for the heating season 2022/23 are not reflected in this plan.

1.1 Current state of the sector та impact of the war

Powerful generation and transport infrastructure

As of February 2022, the Ukrainian energy sector was one of the most powerful in Europe, and remains so now, despite the significant damage caused by the Russian invasion. Ukraine has one of the largest electricity generation capacities in Europe, it is also among the top-3 gas producers and has the largest underground gas storage in Europe.

Branched and reliable transmission systems of gas, oil, petroleum products and electricity connect Ukraine with neighbouring EU member states and Moldova.

Ukraine has one of the highest parts of the coal-neutral generation in Europe. About 70% of electricity is produced by nuclear, hydro and renewable generation.

Energy security: diversification of one energy type and dependence on it

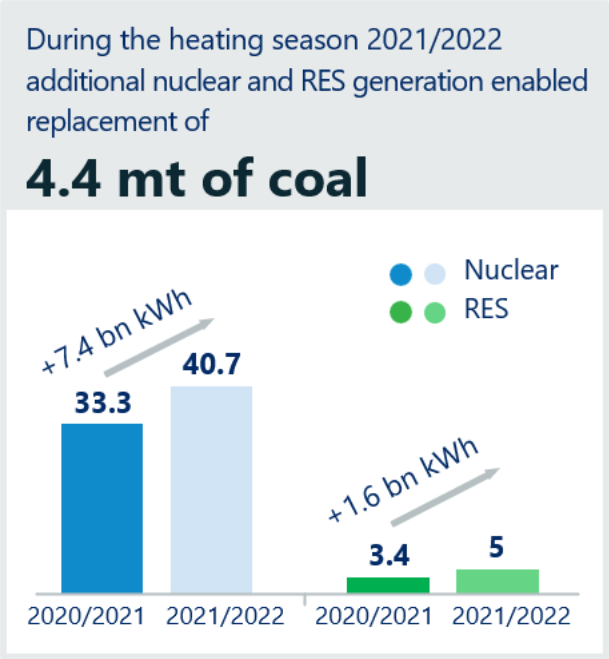
Compared to 2014, Ukraine has cut its dependence on Russian gas, but has maintained partial or full dependence on imports og most types of fuel.

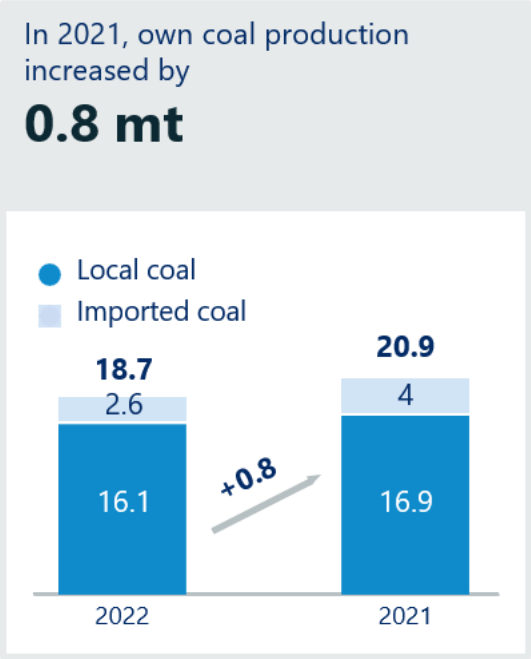
By the beginning of the full-scale invasion in February 2022, Ukraine provided its own coal resources by 75%. Imports of the remaining volumes were done on competitive terms in a diversified range of suppliers.

Despite the blockade of the supply of thermal coal by the russian federation, the heating period 2021/2022 passed steadily without any restrictions and disconnection of consumers. Ukraine diversified its coal supply sources as follows: 1,4 million tons of coal were delivered by sea (18 boats), while another 8 boats were expected from 0,6 million tons of coal (50% of all imports). As of 23.02.2022, there were

701 thousand tons of coal in the warehouses, which twice exceeded the volumes of 2021 as of the same date (330 thousand tons).

In addition, measures have been implemented to save coal by building up domestic coal production and using other fuels (NPP and RES). In 2021, 1,2 GW of new facilities were built from the VDE, which significantly reduced the need for coal.

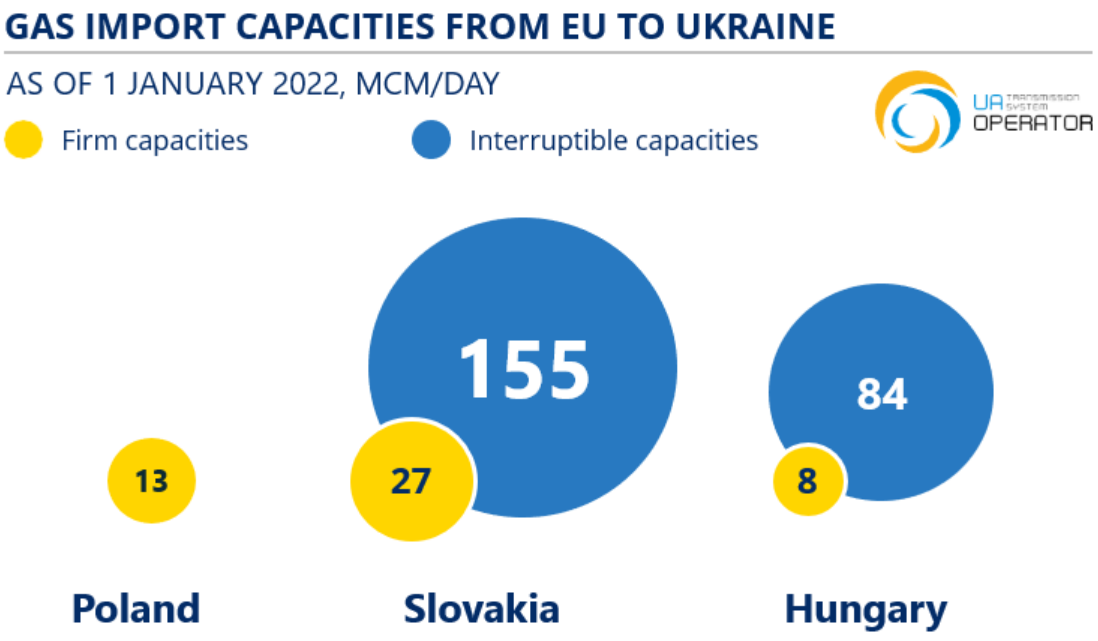




As for the gas market, Ukraine provided its own resource by 67%, while the rest was imported from the EU from diversified suppliers.

Ukraine's energy security is significantly enhanced by large underground gas storage facilities. As of 23.02.2022, they had 10,2 billion cubic meters of gas – which at that time was enough to meet the needs of the Ukrainian market before the end of the heating season, even in the absence of imports.

At the same time, the operator of Ukraine's gas transportation system (GTS) provided sufficient capacity for gas imports from the EU.



As of the beginning of the invasion, the Ukrainian energy market largly depended on the imports of Russian and Belarusian oil products. These two countries accounted for the largest volume of imports, and Ukraine provided its own resources by only 30%.

At the beginning of June 2022, Energoatom, the national company engaged in nuclear generation in Ukraine, signed agreements on nuclear fuel supply for all nuclear power plants of the country with the American company, Westinghouse Electric Company. Previously, fuel for Ukrainian NPPs was supplied from Russia.

Ukraine and Moldova have been disconnected from the energy systems of Russia and Belarus shortly before the invasion. Within a few weeks, the Ukrainian and Moldovan power systems were synchronized with the EU networks, and since the end of June 2022, Ukraine has started commercial electricity trade with the EU.

Progress in the energy sector reform

Ukraine has made significant progress in reforming the energy sector in line with EU legislation. In 2019-2021 Ukraine has successfully completed the unbundling of gas and electricity transmission system operators, which is proven by their certification.

Key structural changes in the gas and electricity markets were introduced. Corporate governance reform in the energy sector is also ongoing.

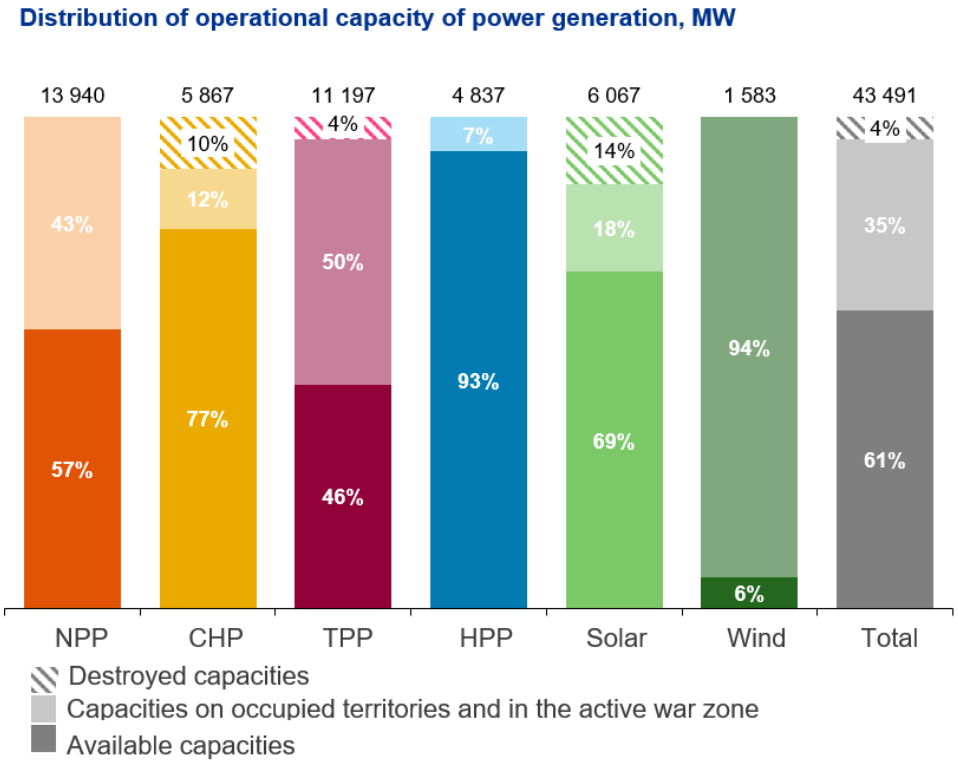
As a Ukrainian transfer system operator (TSO), Ukrenergo, has been carrying out activities to prepare our energy system for synchronization with ENTSO-E since 2017, when the Agreement on conditions of the future merger was signed.

During this time, the power units of Ukrainian NPPs, TPPs, TPPs and HPPs have been tested and a mathematical model of the power systems of Ukraine and Moldova has been developed, on the basis of which the ENTSO-E Consortium conducted a study of the static and dynamic stability of the energy systems of Ukraine and Moldova in the network of continental Europe. The results of the study proved the technical possibility of synchronization.

Ukraine joined the United energy system of continental Europe ENTSO-E a year earlier than planned. The energy systems of Ukraine and Moldova are fully synchronized with the energy network of continental Europe ENTSO-E.

Impact of the war on the sector

The war has a significant negative impact on the work of the Ukrainian energy sector. Because of its economic, humanitarian and geopolitical importance, energy infrastructure facilities are particularly frequent targets of Russian aggression. Nevertheless, the Ukrainian energy system shows high stability, and the workers of the energy sector show extraordinary professionalism in ensuring stable operation of the industry even in the conditions of war.



Source: Ukrenergo, working group analysis

Around 4 percent of generation capacities are destroyed due to combat operations, and 35 percent of capacities are located in the occupied territories. In particular, the largest in Europe NPP (Zaporizhzhia NPP) operates within the Ukrainian energy system, but it is under continuous pressure from the Russian occupants.

The production capacity of this plant is 6000 MW, or 43% of the total capacity of all Ukrainian nuclear power plants.

Overall, Over 50 percent of thermal generation facilities, 30 percent of solar generation facilities and 90 percent of wind generation facilities are either destroyed or under Russian occupation.

Gas production reduced by approximately 10-12 percent.

None of oil refineries is in operation (domestic production provided approximately 30 percent of petroleum products); there are logistics difficulties with petroleum products supplies.

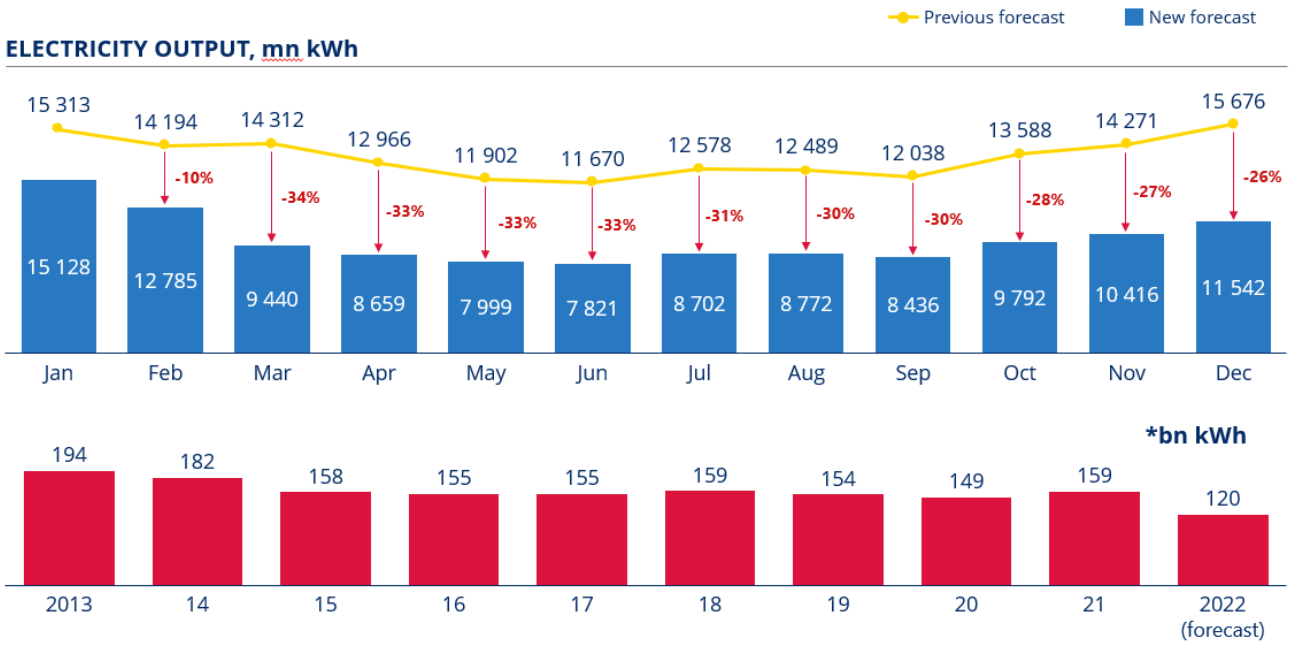
Preliminary, as of mid-June 2022, the direct losses caused to the infrastructure of the Ukrainian energy, oil and gas sector, amount to 47 billion UAH or 1,7 billion dollars.

Total indirect losses in the electricity sector since the beginning of the war are estimated at 341.8 billion UAH. In the sector of gas production, transit and distribution, the estimated losses amount to UAH 61 billion. For the oil production and oil refining sector – UAH 66 billion.

Contraction of internal market and payments

As a result of the military operations, demand decreased significantly (by 30-35 per cent compared to consumption in 2021), and consumption patterns changed significantly due to the movement of consumers to the western regions.

As of the end of June, almost 600 thousand consumers and about 180 thousand consumers are without electricity supply.



A significant rise in energy and fuel prices makes it difficult to supply demand and/or prepare for the autumn-winter season.

Energy prices and heat and transmission tariffs for a large part of consumers remain unchanged, increasing financial imbalances in the energy system. Thus, as of June 1, 2022, the expected deficit of funds in the electricity market is about 35 billion UAH. Because of Russian aggression, there is a high level of systemic restrictions on the generation of the RES, with its sources of compensation being currently uncertain.

The fall in the level of calculations and the aggravation of the debt problem, even at fixed prices, indicates a threat to energy poverty.

Loss of labor resources through military actions and departure from the country of the working population has a significant negative impact on the industry.

The impact of the war on the EU market

Russian military aggression against Ukraine is also accompanied by aggressive actions of russia against buyers of its energy resources in the EU. Thus, the Russian monopoly supplier has already stopped gas supply to Poland, Bulgaria, the Netherlands, Denmark, France and has significantly reduced gas supply to German and Italian contractors.

In response to energy risks, the EU has developed a RepowerEU plan, the main goal of which is to give up Russian energy resources by increasing energy efficiency, diversifying fuel supplies, creating a mechanism for joint gas purchase and accelerating the transition to renewable energy sources. The EU has also imposed sanctions on Russian coal and oil.

Some EU countries have announced anti-crisis measures such as the restoration of coal generation, increased investment in nuclear power, and stimulation of gas economy. In addition, Germany is discussing the possibility of extending the life of nuclear power units and allowing shale gas production.

These external changes significantly affect Ukraine’s energy security, but also create new opportunities for Ukrainian energy companies in the European market. Ukraine aims to use its significant capabilities in low-carbon electricity generation and a strong infrastructure in transportation and storage of gas to support the EU in reducing its dependence on external energy sources.

1.2 Key challenges for the Ukrainian energy sector:

Damage/occupation and risk of further destruction or loss of control

- Uncertainty of the war's duration
- Need for prompt elimination of damage to energy system facilities territorial imbalance regarding production and consumption of energy (especially thermal) as a result of military actions
- Regional increase on energy grids

Current approach to pricing and financing of the industry

- Energy prices in Ukraine do not include all expenditures in connection with state regulation and PSAs, this will have an additional negative impact in the conditions of armed aggression and loss of some production facilities
- Nuclear power is damaged by the imperfect PSA model and a number of regulatory obligations to sell electricity at fixed prices below market prices
- the Nuclear Safety Action Plan and the Nuclear Safety Decommissioning Foundation are underfunded, lack of funds for handling spent nuclear fuel and radioactive waste
- changes in the legislation governing the work of the industry, due to the introduction of the military situation, are unpredictable, which complicates long-term planning

Difficulty in attracting financial resources and non-payment

- limited financial resources of the state budget and Ukrainian companies
- rising cost of capital
- the problem of debt accumulation and consumer solvency reduction
- the problem of repayment of debts formed on the wholesale electricity market of Ukraine has not been solved

Dependence of the power system on coal generation

- highly-commanded thermal generation is critical for the balance of the Ukrainian energy system.
- the main share of TPPs has physically worn out and outdated equipment (83% of TPPs have worked for more than 200 thousand hours).
- due to low environmental indicators, Ukraine is among the top 15 countries in the world in terms of SO2 emissions and is responsible for almost 75% of PM10 emissions in Europe.

Technological, technical and resource limitations

- stopping oil and oil imports from aggressor countries and blocked sea routes require the transition to supply from other sources, which requires time and resources to expand narrow places of logistics
- there is no possibility of rapid restoration of exploration and production in the oil and gas industry due to significant amount of landmines on the territories
- Reduction of gas and oil transit level, which increases the cost of the unit of transported products
- significant level of signs of long-term use of electrical and gas distribution networks
- the exhaustion level of gas deposits is more than 75%.

- the new gas deposits are difficult to develop because of significant depth of deposits and complicated geology; deposits on the shelf are blocked
- Integration of a large number of RES into the energy system, the need for balancing using peak capacities and energy storage systems
- Unexplored full infrastructural potential of Ukraine for transporting "green" hydrogen to the EU
- The need to provide the industry with qualified personnel
- The scientific and technical potential of energy enterprises and research centers in oil and gas production does not meet the challenges that face the industry

1.3 Key opportunities for Ukraine's energy sector

Integration with energy systems of EU countries

- The possibility of using the underground gas storage system by European companies
- Accelerated integration of the energy sector into European markets and use of the export potential of the electric power industry
- Significant scientific potential in nuclear energy and the possibility of providing scientific services to other countries

Decarbonization

- A significant share of renewable and carbon-neutral energy sources
- The potential for further development of renewable energy sources, with a multiplier effect on the economy due to the involvement of the national engineering sector in the production of equipment for RES facilities
- Considerable potential for the development of offshore wind energy in the Black Sea, provided security risks are resolved
- The potential to create a hydrogen ecosystem – from production to storage and transportation of hydrogen produced from renewable energy sources
- Replacement of natural gas with sustainable bioenergy, waste heat and low-potential energy of the external environment
- Developed regulatory framework for further large-scale development of distributed generation based on renewable energy sources
- Replacement of petroleum products with synthetic fuel

Optimizing the energy mix and balancing the energy system

- Optimizing the energy mix, taking into account decarbonization and cost minimization
- Powerful nuclear energy with the potential for development and the creation of a multiplier effect on the economy
- The possibility of balancing the energy system through the construction of hybrid RES stations and the development of distributed generation
- Additional opportunities for balancing energy networks in the case of using cogeneration plants based on sustainable bioenergetics, waste heat and low-potential energy of the external environment
- A significant resource base of the main types of energy resources with the potential to increase, especially in the oil and gas industry and nuclear energy

- Possibility of creating an incomplete fuel cycle (except for enrichment) in nuclear energy
- Possibility of creating a full production cycle of energy storage systems (due to significant lithium deposits)
- Possibility of production and export of hydrogen

Energy efficiency

- Stimulation of domestic enterprises to an efficient use of energy resources and production of energy-efficient equipment, accounting of energy resources
- Implementation and provision of continuous improvement of the energy management system at the state and municipal level, as well as at enterprises, in particular in accordance with the requirements of standards and international agreements.
- Stimulating the use of eco-transport (increasing the number of high-speed electric charging stations, increasing the use of biofuel in transport) and ensuring electrification for the development of the use of electric transport at both the national and regional levels, including urban transport.

Other

- Commercially attractive investment projects
- Potential for further privatization and increased competition in the industry
- Possibility of attracting foreign expertise, technologies and financing for exploration and development of hard-to-produce and offshore hydrocarbons

1.4 Key assumptions and framework of the plan

Security assumptions

- The calculations regarding the medium- and long-term development of the energy system given in this plan are based on data and forecasts that were relevant for the controlled territories as of February 23, 2022.
- Short-term forecasts, as well as demand estimates, consider the existing damage to energy facilities and large industrial consumers, as well as the current situation at the frontline as of the end of June 2022.
- Significant changes in these indicators are possible and may materially affect the given calculations. In case of significant changes, the plan will be revised accordingly.

In addition, this plan is designed with consideration of the following framework assumptions in mind:

- European integration is a strategic priority for the development of Ukraine and the Ukrainian energy industry
- The restoration and modernization of the energy industry will require significant funding, and Ukraine will create favorable conditions for attracting investment
- Ukrainian consumers should be provided with reliable access to energy resources, and vulnerable consumers should be protected from energy poverty
- Ukrainian energy industry should ensure the rapid recovery and development of the existing economy and the formation of a new economy
- Ukraine refuses to import any energy resources and components from the Russian Federation and seeks to increase the use of domestic resources

Accordingly, priority is given to initiatives which:

- speed up the European integration of Ukraine and the fulfillment of requirements for a candidate country for EU membership
- meet the requirements of the European Green Course, contribute to the fulfillment of Ukraine's international energy obligations, increase the share of carbon-neutral energy resources in the energy mix
- improve Ukrainian consumers' access to energy resources and facilitate the return of temporarily displaced citizens, including due to the creation of new jobs
- contribute to reducing the need for energy resources, do not require non-market approaches to pricing and contribute to reducing the need for budget expenditures to support vulnerable consumers
- are commercially attractive, contribute to investment attraction, export of goods and services and increase revenues to the state budget
- allow to replace Russian fuel/components and improve security of supply, increase the share of local energy resources in the energy mix and/or reduce dependence on imports

Taking into account the situation with the provision of the Ukrainian market with various types of fuel and other resource limitations, the following is also taken into account:

- The priority direction is the improvement of power system balancing capabilities (due to the opening of new highly maneuverable capacities, energy storage systems, electricity export to the EU market, demand management measures and incentives for balancing on the part of consumers), which paves the way for increasing RES production;
- It is expedient from the point of view of energy security to shift the demand from oil products in transport to gas and electricity, as well as in heating from gas to electricity, which requires, in particular, the corresponding renewal of networks;
- It is expedient to reduce the need for scarce types of energy resources through the improvement of energy efficiency;
- The maximum priority is given to the market solution excluding issues of energy security (creation of fuel reserves, reserve capacities);
- The choice between alternative market solutions and/or the share of each solution is determined based on economic feasibility and speed of implementation.

2 Electricity Sector

This section of the plan uses analytical data prepared by the operator of the Unified Energy System of Ukraine PJSC Ukrenergo as part of the Report on the Assessment of the Compliance (Sufficiency) of Generating Capacities to Cover the Forecast Demand for Electric Energy and Ensure the Necessary Reserve in 2021. The report is based on data on energy facilities in controlled territories as of the full-scale invasion.



As of the end of June 2022, Zaporizhzhia NPP and TPP, Kakhovka HPP and Kherson TPP are occupied by Russian invaders. In addition, the Luhansk and Kryvorizka TPPs, as well as Severodonetsk, Okhtyrska, Kremenchuk and Chernihiv TPPs suffered significant damage.

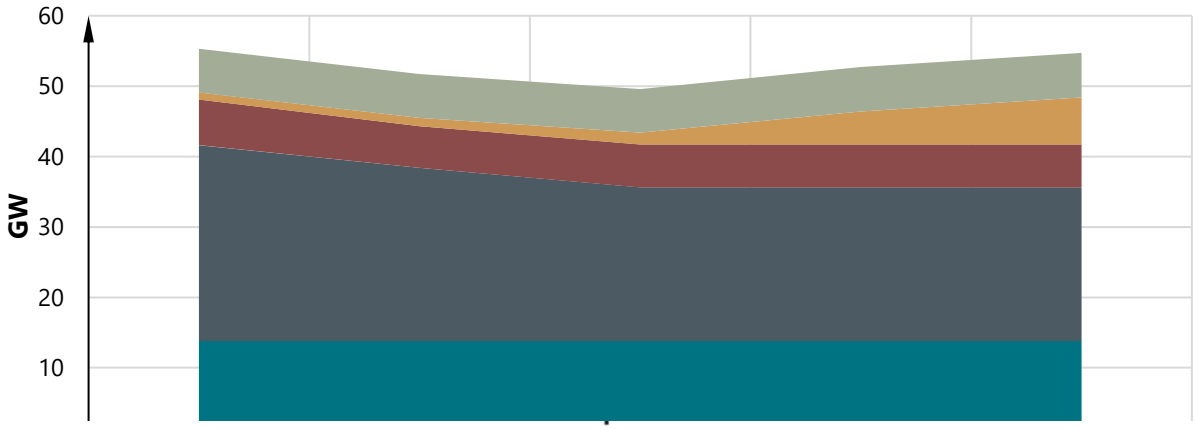
The plan for recovery and development of the energy sector will be regularly updated taking into account the current security situation.

2.1 Analysis of the state of generating capacities of the IPS of Ukraine

Generating capacities in the IPS of Ukraine

Total installed capacity of power plants in the IPS of Ukraine) as of 31.12.2021 (excluding energy generating units of the Crimean power system and temporarily uncontrolled territories of Donetsk and Luhansk regions) is 56.247 GW, of which 49.7% is taken by thermal power plants (in particular, TPPs, CHPs, modular plants), 24.6% – by nuclear power plants, 11.2% – by hydropower and pumped storage power plants, 14.5% – by power plants running on renewable energy sources – WPPs, SPPs, BioPPs.

Dynamics of the installed capacity mix of power plants in the IPS of Ukraine*



	2016	2017	2018	2019	2020	2021
HPP/PSP	6,2	6,2	6,2	6,3	6,3	6,3
RES	1	1,2	1,7	4,7	6,7	8,1
CHP	6,5	5,9	6,1	6,1	6,1	6,1
TPP GC	24,6	24,6	21,8	21,8	21,8	21,8
NPP	13,8	13,8	13,8	13,8	13,8	13,8
Total	52,1	51,7	49,6	52,7	54,7	56,2

*Note. *Excluding TNCT of AR of Crimea, Donetsk and Luhansk regions*

Major generating capacities of the IPS of Ukraine (as of 31.12.2021) are concentrated at:

- four nuclear power plants (15 power units, of which 13 units with capacity of 1,000 MW and 2 units with capacity of 415 MW and 420 MW, respectively);
- 10 hydro power plants on the Dnieper, Dniester and Pivdennyi Buh Rivers, as well as on the Tereblia and Rika Rivers (Tereble-Ritska hydropower plant) with the total installed capacity of about 4,729.5 MW, a total number of 101 units. As well as 3 pumped storage plants having the capacity of 1,487.8 MW and including 11 units (with unit capacity ranging from 33 MW to 324 MW);
- 12 TPPs with units having the unit capacity of 150, 200, 300 and 800 MW (75 power units, including: 150 MW – 6 units, 200 MW – 31 units, 300 MW – 32 units, 800 MW – 6 units) and 3 turbogenerators, as well as 3 large CHPs with 100 (120) MW – 4 units, and 250 (300) MW – 5 units;
- RES plants (including power plants running on bio fuels) with total capacity of 8,148 MW, including the largest in terms of installed capacity Syvaska WPP (245.7 MW but for a number of reasons its actual capacity is much lower), Pokrovska SPP (240 MW), Solar Pharm-1 (200 MW), Botievska WPP phases 1-65 (199,875 MW), Myrnenska WPP phases 1–6 (163 MW), as well as a number of power plants with lower capacity.

Nuclear power

Most NPP power units are equipped with WWER-1000 series reactors (Model B-320), which are similar in technical characteristics to foreign PWR reactors. As of the end of 2021, 12 power units have already used up their 30-year design life, the service life of 11 of them has already been extended for another 10–20 years, with a decision pending about extending the service life of one more power unit. The standard service life of 3 more nuclear power units will expire (ZNPP-6 in 2026, RNPP-4 and KhNPP-2 in 2035) in the medium term.

Service life of NPPs in Ukraine

Power plant	Unit No.	Capacity, MW	Type of reactor unit	Date of commissioning	Expiry date of design service life	Status of unit service life extension
Rivnenska NPP	1	420	B-213	22.12.1980	22.12.2010	Service life extended to 22.12.2030
	2	415	B-213	22.12.1981	22.12.2011	Service life extended to 22.12.2031
	3	1,000	B-320	21.12.1986	11.12.2017	Service life extended to 11.12.2037
	4	1,000	B-320	10.10.2004	07.06.2035	Planned
Yuzhno-Ukrainska NPP	1	1,000	B-302	31.12.1982	02.12.2013	Service life extended to 02.12.2023
	2	1,000	B-338	09.01.1985	12.05.2015	Service life extended to 31.12.2025
	3	1,000	B-320	20.09.1989	10.02.2020	Service life extended to 10.02.2030
Zaporizka NPP	1	1,000	B-320	10.12.1984	23.12.2015	Service life extended to 23.12.2025
	2	1,000	B-320	22.07.1985	19.02.2016	Service life extended to 19.02.2026
	3	1,000	B-320	10.12.1986	05.03.2017	Service life extended to 05.03.2027
	4	1,000	B-320	18.12.1987	04.04.2018	Service life extended to 04.04.2028
	5	1,000	B-320	14.08.1989	27.05.2020	Service life extended to 27.05.2030
	6	1,000	B-320	19.10.1995	21.10.2026	Planned
Khmelnytska NPP	1	1,000	B-320	22.12.1987	13.12.2018	Service life extended to 13.12.2028

Power plant	Unit No.	Capacity, MW	Type of reactor unit	Date of commissioning	Expiry date of design service life	Status of unit service life extension
	2	1,000	B-320	07.08.2004	07.09.2035	Planned

One of the priority tasks of the NPP operator—NNEGC Energoatom—is to extend the service life of existing power units. The extra service life of NPP units extended by the current licenses issued by the Regulating Agency is from 10 to 20 years and is determined in each case individually based on results of safety reassessment.

Hydro power

Hydropower plays an extremely important role in the functioning of the Ukrainian power system, as HPPs and PSPs are in fact the only source of its peaking capacity, besides, pumped storage power plants make a significant contribution to smoothing the night "gaps" of electricity consumption.

The largest hydropower generating company in Ukraine is PJSC Ukrhydroenergo. The company consists of nine power plants on the Dnieper River – Kyivska HPP (440 MW), Kanivska HPP (500 MW), Kremenchutska HPP (687.4 MW), Seredniodniprovska HPP (388 MW), Dniprovska HPP (1,563.1 MW), Kakhovska HPP (343.2 MW), Kyivska PSP (213.8 MW) and on the Dniester River – Dnistrovska HPP (702 MW) and Dnistrovska PSP (1,296 MW), the first (972 MW) and second (324 MW) phases of which have been commissioned and the third (972 MW) phase is planned for commissioning. Also the IPS of Ukraine includes Tashlytska PSP (302 MW, operated by NNEGC Energoatom). This power plant is under construction (it is expected that the second phase consisting of the third power unit having the capacity of 151 MW will be completed, and the power plant total capacity will reach 906 MW) and belongs to the South-Ukrainian power complex. Other HPPs operating as part of the IPS of Ukraine have a total installed capacity of 193 MW.

Thermal power

The technological basis of generating capacities in thermal power is formed by pulverized coal power units of critical steam parameters (13 Mpa, 545 °C) with a capacity of 150–200 MW and pulverized coal and gas-oil power units of supercritical parameters (24 Mpa, 545 °C) with a capacity of 300 MW and 800 MW at condensing power plants. Most power plants with 150 MW power units were built and put into operation in 1959–1964, units with capacity 200 MW – in 1960–1975, units with capacity 300 MW – in 1963–1988, and units with capacity 800 MW – in 1967–1977.

As of 31.12.2021, TPPs include 75 power units with a total installed capacity of 21,562 MW, of which (see retrospective dynamics of development of generating capacities of Ukraine's TPPs):

68 coal-fired units with a capacity of 16,962 MW, including: 6 mothballed units and 1 unit under reconstruction (below is a breakdown taking into account the conversion of units to GD-brend coal):

23 units firing A-brend and P-brend coal with a capacity of 6,439 MW (5 units with a capacity of 1,280 MW are mothballed);

45 units operating on GD-brend coal with a capacity of 10,523 MW (4 units with a capacity of 935 MW are mothballed);

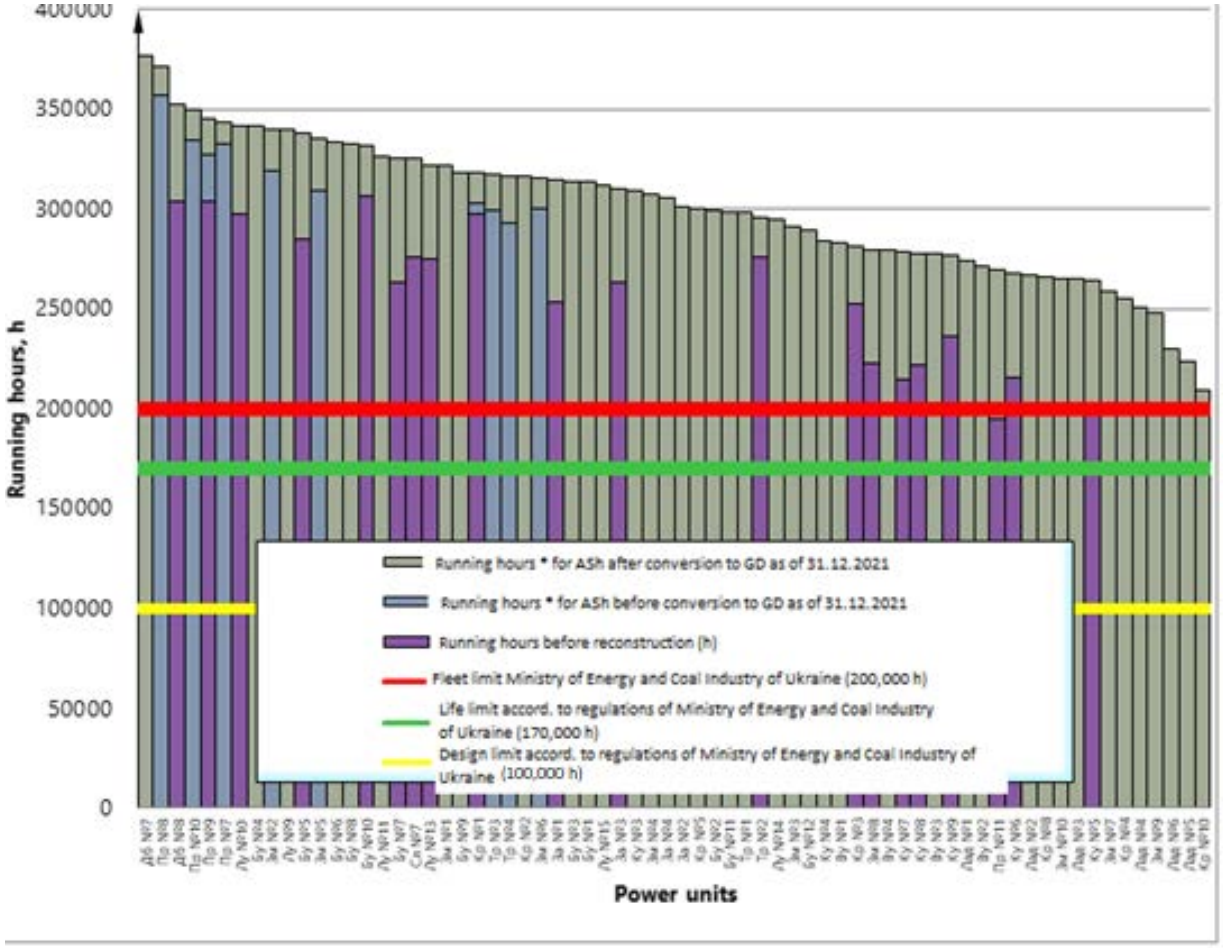
7 gas-oil units with a capacity of 4,600 MW (1 unit of 800 MW is mothballed).

Over the last four years, gas-oil power plants have not been engaged in operation in the IPS of Ukraine (except for one unit of 300 MW at Trypilska TPP).

As of late 2021, about 20% of thermal power plants have been reconstructed, but the issue of bringing their environmental characteristics to modern requirements remains unresolved, and flexibility characteristics though slightly improved still remain inadequate for the current needs of the IPS of Ukraine. The absence of defined financing mechanisms for sustainable modernization set out by the NERP will in the short term lead to a significant reduction in the available capacity of TPPs.

The remainning units are maintained in working condition due to overhauls and current repairs, but their wear is constantly increasing and reaches the threatening limit in terms of the possibility of their further operation without reconstruction.

Running hours of TPP units in Ukraine (as of 31.12.2021)



CHP and cogeneration units

Ukraine's modular CHPs are represented by three power plants (Kyivska CHP-5, Kyivska CHP-6 and Kharkivska CHP-5), which are equipped with power units with cogeneration turbines T-100/120-130, T-110/120-130 and T-250/300-240 with a total capacity of 1,670 MW in the heating mode and 1,980 MW in the condensing mode.

The share of installed capacity of CHPs, 6,070 MW, is significant in Ukraine and most of it comes from CHPs running on natural gas.

Largest CHPs and cogeneration units in the IPS of Ukraine

CHPs and cogeneration units	Type of fuel	Installed capacity, MW
Kyivska CHP-5	Natural gas	700
Kyivska CHP-6	Natural gas	500
Kharkivska CHP-5	Natural gas	470
Myronivska TPP	Coal ranks Ash and P / G and D	275
Severodonetska CHP	Natural gas	260
Kremenchutska CHP	Natural gas	255
Chernihivska CHP	Coal ranks Ash and P/ Natural gas	210
Cherkaska CHP	Coal ranks G and D/ Natural gas	200
Kaluska CHP	Coal ranks G and D/ Natural gas	200
Darnytska CHP	Coal ranks Ash and P/ Natural gas	160
Kharkivska CHP-2 (ESHAR)	Coal ranks Ash and P/ Natural gas	150
Kramatorska CHP	Coal ranks Ash and P/ Natural gas	150
Bilotserkivska CHP	Natural gas	120
Shostkinska CHP	Natural gas	115
Khersonska CHP	Natural gas	80
Odeska CHP	Natural gas	68
Kharkivska CHP-3	Natural gas	62
Dniprovska CHP	Natural gas	61.6
Novorozdilska CHP	Natural gas	44
Novoyarivska CHP	Natural gas	42.69
Lvivska CHP-1	Natural gas	41.3
Sumska CHP	Coal ranks Ash and P/ Natural gas	40
Mykolayivska CHP	Natural gas	40
Kirovohradska CHP	Natural gas	15
Okhtyrkska CHP	Natural gas	12.75
Lokachi GTI	Natural gas	8.8
CHP of Uman Greenhouse Plant	Natural gas	6
CHP of Cherkasyteplokomunenergo	Natural gas	5.32
CHP of Pervukhinsky Sugar Factory	Natural gas	5

Most CHPs have physically worn out and obsolete equipment. Due to the loss of heat loads, in many cases CHP electricity output is not optimal in terms of the actual needs of consumers in thermal energy, which leads to high fuel costs for the production of electrical and thermal energy in the cogeneration mode.

RES

In recent years, trends in the development of renewable energy are going upward (the peak of investment in the construction of renewable energy facilities fell on 2019). According to available information, the capacity of power facilities that use renewable energy sources for electricity production in 2019 reached 4,722 GW. During 2020, renewable energy facilities with a capacity of 1.95 GW were additionally put into operation, and in 2021 – another 1.45 GW. However, because of quarantine restrictions due to the spread of COVID-19 pandemic and for a number of economic reasons, not all facilities scheduled for commissioning during the year were put into operation. As expected, renewable energy facilities with a total capacity of about 1.54 GW or more will be additionally put into operation in 2022.

The development of renewable energy shows a stable upward trend. In recent years, there has been a steady increase in the number of commissioned renewable energy facilities. This dynamics of renewable energy development leads to an increase in the forecast electricity output in the IPS of Ukraine from renewable energy sources (in 2019, electricity generation from RES in the overall production mix reached 3.6% or 5.5 billion kWh, and the overall export of electricity to countries of Eastern Europe from the IPS of Ukraine in 2019 made up close to 5.8 billion kWh; in 2020 generation reached 10.1 billion kWh or 6.8%, in 2021 – 12.5 billion kWh or 8%, and it is expected that in 2022 generation will reach about 14 billion kWh, which will make at least 9% of the total electricity output by all power plants in the IPS of Ukraine).

The steadily growing number of renewable energy facilities aggravates the price burden on Ukraine's electricity consumers, as well as exacerbates the problem of ensuring the operational security of Ukraine's IPS.

Dynamics of commissioning of RES generating capacities

RES technology	RES growth compared to the previous year for the period 2016-2021, MW					
	years					
	2016	2017	2016	2019	2016	2021
WPP	10.9	WPP	10.9	WPP	10.9	WPP
SPP	98.9	SPP	98.9	SPP	98.9	SPP
BioPP	10.2	BioPP	10.2	BioPP	10.2	BioPP
Micro-, mini- and small HPP	n/a	Micro-, mini- and small HPP	n/a	Micro-, mini- and small HPP	n/a	Micro-, mini- and small HPP

As of 31.12.2021, the installed capacity of RES plants in the IPS of Ukraine, which are directly connected to the grid and deliver electricity, is [50]:

- WPP – 1,529 MW;
- SPPs– 6,365.3 MW (including 1,205.3 MW of household SPP);
- BioPP – 254.2 MW;

Micro-, mini- and small HPP – 192.9 MW.

2.2 Analysis of operating modes of generating capacities in the IPS of Ukraine

The electricity production mix during 2016–2021 underwent significant changes.

Electricity production mix and volumes in the IPS of Ukraine* in 2016–2021, billion kWh

Year	Total	NPP	%	TPP	%	CHP and modular plants	%	HPP and PSP	%	WPP, SPP and BioPP	%
2016	154.8	80.9	52.3	49.9	32.2	13.3	8.6	9.1	5.9	1.5	1
2017	155.4	85.6	55.1	45	29	12.4	8	10.6	6.8	1.9	1.2
2018	159.3	84.4	53	47.8	30	12.5	7.8	12	7.5	2.6	1.6
2019	153.96	83	53.9	44.9	29.2	12.6	8.2	7.9	5.1	5.5	3.6
2020	148.85	76.2	51.2	39.6	26.6	14.6	9.8	7.6	5.1	10.9	7.3
2021	156.6	86.2	55.0	37.2	23.8	8.6	5.5	10.45	6.7	12.5	8.0

*Note. *Excluding TNCT of AR of Crimea, Donetsk and Luhansk regions.*

This production mix is predicated on the specifics of generating capacities of Ukraine's energy sector, which is overloaded with baseload capacities (NPPs and most of the thermal generation units) and characterized by an acute shortage of flexible capacities.

As a result, TPP power units designed for operation in baseload modes are used instead for flexibility, and many of them operate in non-design peaking and load following modes.

Under such conditions, the main capacities for load coverage are coal fired TPP units of 150–200–300 MW. Due to the unfavourable capacity structure (low specific weight of flexible capacity, limited regulation range of TPP), the power system practices daily stops of 7–10 units for the period of night offpeaks with their subsequent starts for morning peaks, stops in the daytime zone (to compensate for the increased production by SPPs) and starts during evening peaks. Such modes lead to additional exhaustion of equipment service life, more accidents and higher fuel consumption, which directly affects the adequacy of generating capacities, as well as the increase in fixed and variable costs and, consequently, a higher price bid.

Taking into account the above factors, as well as the base mode of HPPs during floods, more and more TPP units are engaged in daily stops/starts during the spring/summer season.

The total number of starts/stops of TPP power units (unit groups) of 150–300 MW remains at a fairly high level, and for 12 months in 2017 amounted to 1,943, for 12 months in 2018 – 2,255, for 12 months in 2019 – 2,478, for 12 months in 2020 – 2,622, and in 2021 – 2,900 [50].

It should be noted separately that following the events of 2014, when nearly all Ukrainian coalmines that supplied anthracite and lean coal (A-brend and P-brend) ended up in TNCTs, the country's energy sector faced a new problem — a permanent shortage of coal of these brends. To reduce dependence on coal imports, the generating companies converted TPP units running on anthracite coal to gas/steam coal (10 units having a total capacity of 2,060 MW were converted in 2016–2019).

For this reason the use of anthracite coal has decreased significantly in Ukraine over the last years: from 9.2 million tons in 2016 to 1.62 million tons in 2021 (for information: 4.9 million tons in 2017, 4.1 million tons in 2018, 3.4 million tons in 2019, 3.0 million tons in 2020) and was replaced with domestic coal of gas/steam coal. Power units running on coal of G and D brends managed though to maintain fairly high levels of their available operating capacity to cover the electricity load of Ukraine's IPS.

At the same time, the costs borne by TPPs to keep their power units operational are increasing, given further worsening of their operating conditions. In such circumstances, of special importance for TPPs are repairs aimed at retrofitting (improvement) of technical and economic performance of their power units compared to the actual values.

During 2021, as in some preceding years, NPPs experienced balancing curtailments, which caused the reduction of NPP capacities in the daily ELC coverage. Such curtailments were stemming, in particular, from the post-effects of the spread of the COVID-19 pandemic, which caused a reduction in electricity consumption and, as a consequence, other technologies of electricity production forced out certain share of nuclear energy from the daily curve. It all points to the need to engage NPP units to the weekly and daily load control, which in turn would increase the flexibility of the entire power system but requires in-depth studies, tests and modernization, if such option proves to be viable.

Analysis of operating modes of domestic CHPs shows that due to heat load loss most of them have a very low ICUF, which on average in Ukraine in recent years has not exceeded 24% (and shows the downward trend), and maximum capacity during the period of maximum electricity production does not exceed 50% of the installed capacity.

At the same time, electricity produced even by the most efficient gas fired CHPs operating on steam parameters of 13 Mpa and 24 Mpa, given the high cost of natural gas, is uncompetitive relative to electricity produced by TPPs, the same applies to electricity produced by coal fired CHPs with steam parameters of 9 Mpa and less.

Thus, domestic CHPs should be considered primarily as a source of thermal energy, as there is no other alternative to cover heat loads, especially in periods of very low temperatures, when their power output to cover electric load curves can reach 3 GW.

The most mobile peaking producers of electricity are HPPs and PSPs. However, their installed capacity is not covered by hydro resources to control daily load curves to the full extent, especially in recent low-water years. In particular, electricity generation by HPPs in 2020 was the lowest across the study horizon, nevertheless, in 2021, HPP generation returned to the normal average level compared to recent years. This being said, weather conditions in autumn and winter are characterised by abnormally high temperatures and low precipitation affecting the availability of hydro resources and operating modes of HPPs (as observed in late 2019 – early 2020). In addition, the constraints of the existing grid infrastructure affect the normal operation of Dnistrovska PSP (operation of power units in the pumping mode). Constraints are also present in the operation of Tashlytska PSP, which can operate at the downstream water levels of 15.50–16.50 m and upstream water levels of 92–101.50 m in turbine mode with one power unit only for 3 hours 33 minutes or with two power units for 1 hour 47 minutes. And in

the pumping mode with one power unit – up to 3 hours 51 minutes or with two power units for 1 hour 56 minutes.

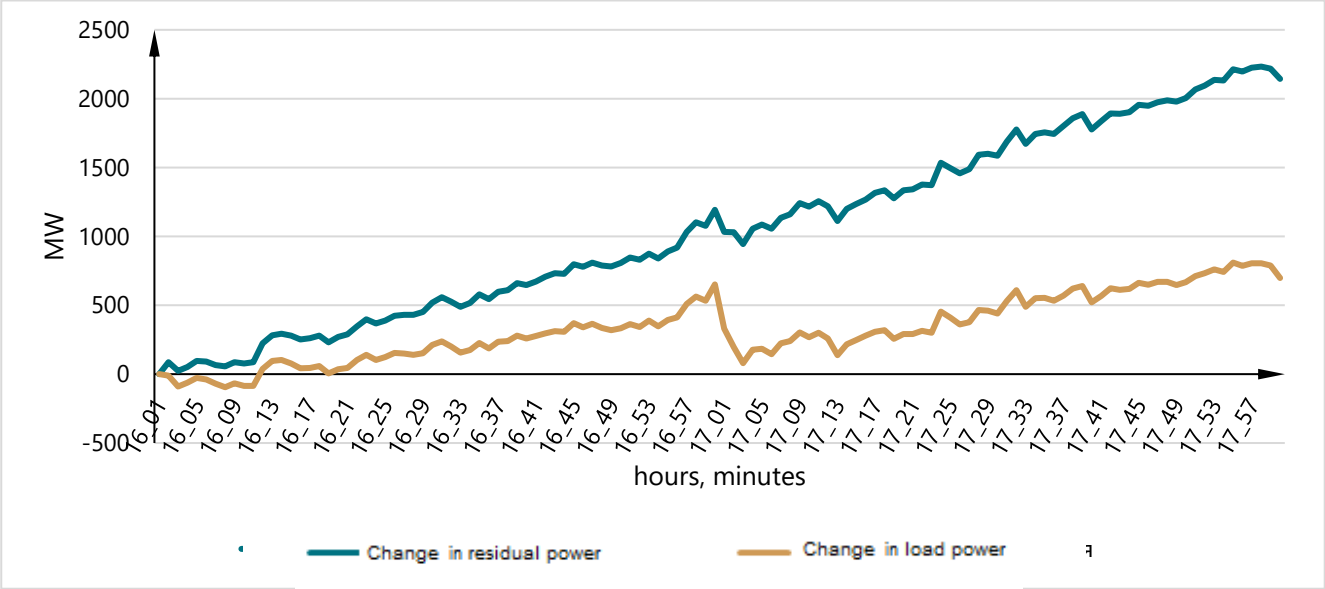
When the downstream water level drops from 15.5 m to 14.5 m (the main factor is the dry microclimate in the vicinity of the basin of the Pivdennyi Buh River) the duration of Tashlytska PSP operation in the pumping and turbine mode will drop by 20%. Operating conditions of the Tashlytska PSP are also affected by upstream water conditions, when at water levels of 93–94.5 m it is partially prohibited to start power units in turbine mode (not more than once a week), and at 94.5-110.5 m it is prohibited to start power units in the pump mode too.

Commissioning the third power unit at Tashlytska PSP under the above listed conditions, indicators and constraints caused by downstream and upstream water levels (there are no new projects presented to increase them) de facto has no influence on the operating modes of the power system.

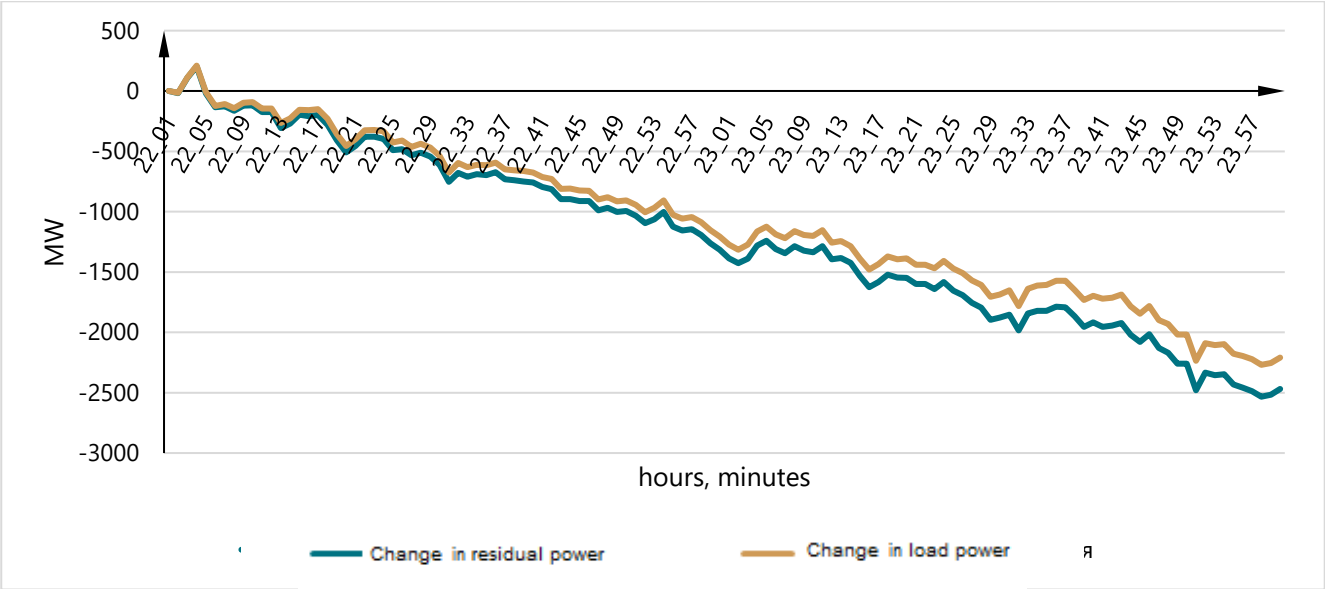
Under such conditions the third power unit will be used as a backup unit when the first and second power units are under repair, which is factored in this Report.

With the start of the new electricity market, the new model practically all the time is experiencing significant discrepancies between trading schedules and physical units commitment schedules (which has almost never happened in the previous model) affecting most the operating modes of HPPs and PSPs. In addition, the operation of most PSPs is focused mainly on the segment of the balancing market. Accordingly, there are more dispatch instructions for HPPs and PSPs to change capacity in order to maintain balance in the power system. At the same time, HPPs continue to participate in automatic and manual load and frequency control, as well as in voltage and reactive power control, ensuring balancing of the IPS of Ukraine, including to compensate for imbalances created by IPPs - Intermittent Power Plant.

Change in the load of consumers excluding the impact of IPP necessitating the change of conventional generation capacity, and including such impact (data for the hour from 16:00 to 17:00 on 16.08.2020)

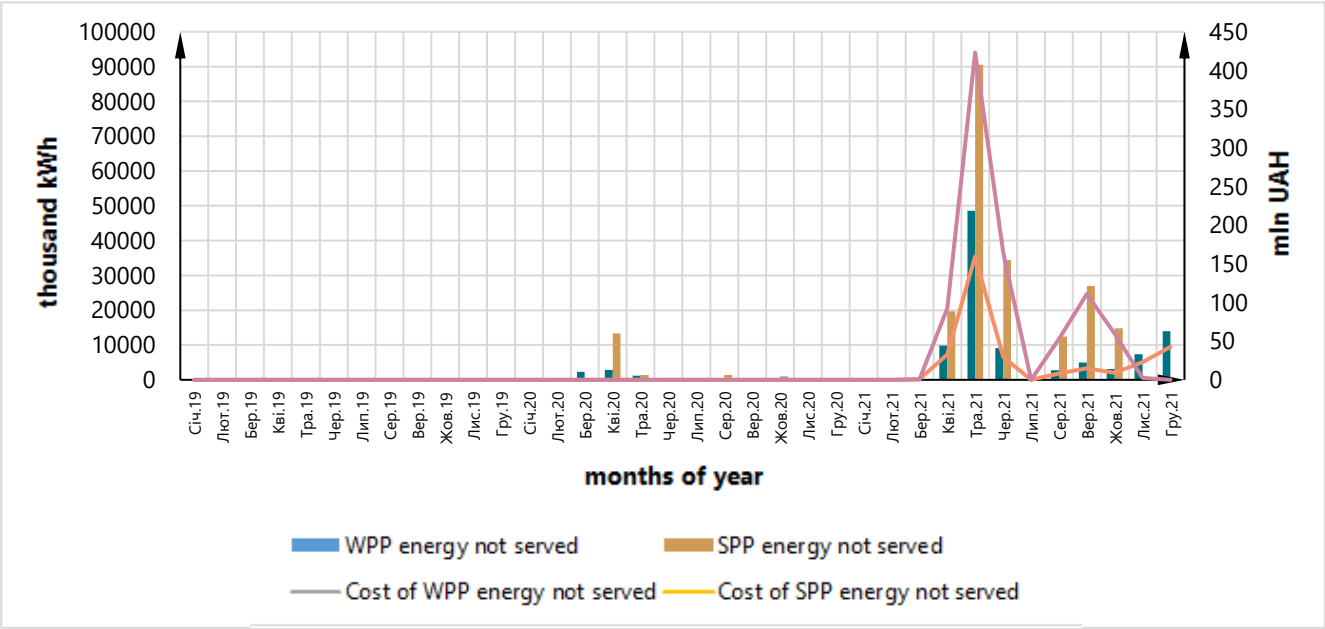


Change in the load of consumers excluding the impact of IPP necessitating the change of conventional generation capacity, and including such impact (data for the hour from 22:00 to 23:00 on 16.08.2020)



Per instructions of NPC Ukrenergo's dispatchers (mainly in periods when generating units running on RES are provided with primary energy sources to the fullest extent), after all balancing options have been exhausted, in 2021 (see Figure 3.7) there were 90 curtailments on RES generation (having the capacity from 365 to 2,385 MW), while in 2020 and 2019 there were 20 curtailments (212 MW to 1,656 MW) and only two curtailments (250–300 MW), respectively. In the coming years, until shortages of flexibility and/or demand-side management are resolved, this tendency will continue.

Dynamics of volumes and cost of curtailments on RES generation in 2019–2021



Analysis of operating modes of the generating capacities indicates that the power system has insufficient level of generating capacities to cover its own peak loads, as a major part of generating capacities cannot be used for intended purposes. For example, during the period of peak loads (based on the results of statistical observations):

- 1-1.5 GW of coal fired generation capacities are unavailable due to scheduled repairs/maintenances;

- 3.5-4 GW of NPP capacities are unavailable due to scheduled repairs/maintenances;
- about 1 GW (and in some periods up to 3 GW) of coal fired generation capacities are unavailable due to unscheduled emergency repairs/outages;
- 2.2 GW of coal fired generation capacities are unavailable because the units are mothballed (pending decommissioning);
- 4.6 GW of gas-oil TPP units are unavailable due to the shortage and/or high cost of natural gas, and power units with a unit capacity of 800 MW have not been put in operation for more than 9 years and have no personnel;
- 3.1-3.6 GW of CHP capacities are unavailable due to lacking heat load;
- a number of capacities at HPPs and RES are unavailable due to the absence of sufficient volumes of primary energy sources (in particular, water resources);
- 2-2.5 GW of coal fired generation capacities are unavailable due to unsatisfactory fuel supply, which has a cyclic nature (which, obviously, requires a change in the fuel accumulation algorithm and enhancing the responsibility for not ensuring the guaranteed coal reserve).

For these reasons, the available operating installed capacity in the IPS of Ukraine is close to the maximum of electric load in the power system, while over the last 5 years in the periods of maximum load:

1) TPP capacity has not exceeded 7.2 GW (at the installed capacity of 21,842 GW at the end of 2021);
2) NPP capacity has rarely reached 12.6 GW and never exceeded it (at the installed capacity of 13,835 GW at the end of 2021);
3) HPP capacity has not exceeded 3.3 GW and is mostly short-term (at the installed capacity of 4,83 GW at the end of 2021);
4) SPP and WPP capacity sometimes dropped to 0 MW and occasionally reached 4.5 GW (at the installed capacity of 8.15 GW at the end of 2021);
5) capacity of CHP and other cogeneration units has not exceed 2.9 GW (at the installed capacity of 6.1 GW at the end of 2021).

A contingency at electricity generation facilities would be threatening to the security of supply during periods when the available operating capacity in the IPS of Ukraine is close to maximum electrical load, which can be avoided, first of all, by maintaining fuel reserves in the required volume because many thermal generating units (TPP)—which could have compensated for the loss of the operating capacity caused by such a contingency—are unavailable due to inadequate fuel supply.

As illustrated by results of the analysis of the state of generating capacities in Ukraine and their operating conditions, the IPS of Ukraine can be characterized as a system, which technically has adequate level of generating capacities (compared to the total load in the power system) but at the same is inflexible (i.e., characterized as a system in shortage of flexible capacities). The prerequisites for such a situation are as follows:

1) many capacities for a variety of reasons are not available during peak load periods;
2) a number of capacities are baseload and not intended for frequent and rapid change of their operating modes;
3) a number of capacities able to change their operating modes (mainly TPPs) have expired fleet resource.

2.3 Demand development scenarios

Based on the analysis of findings of studies on forecasting the coordinated development of the economy and energy, it was determined that the sustainable economic development with high GDP growth is possible only through the neoprotectionism policy implementation and the energy sector development according to the most effective scenario, which was taken as a basis for SMEE.

At the same time, it reflects the distribution of production as per the theory of globalization of the world economy, which prompted almost all advanced countries to reconsider relocating certain production abroad and manifested itself in the vulnerability of economy during COVID–19 pandemic and in future will only increase competition regarding export opportunities because of return of certain production previously relocated abroad due to the lower cost of production and because of the creation of non-tariff barriers to the possibility of exporting the products that countries can produce themselves, in particular the "tax" on the carbon "footprint" on imports.

So, to achieve the goals set out by the European Green Deal, the Investment Plan provides for attracting at least 1 trillion euros in investment over the next decade, part of which via the Just Transition Mechanism will be allocated to a fair and just "green" transition, which opens up the possibility of attracting at least 100 billion euros of investment in the period from today to the end of 2027 to support workers and residents of the regions most affected by the transition. The European Green Deal Investment Plan (InvestEU or the Just Transition Fund) also provides individual funding for a wide range of projects, including both small projects (such as improving the energy efficiency of households) and larger ones (such as installing a network of electric car charging stations). Significant funds will also be allocated for the implementation of individual projects of pilot technologies, in particular for the use of surplus "green" energy, development of hydrogen technologies etc.

The scenarios formed for the projected coordinated development of economy and energy are used for the implementation of the "Green Transition" concept in Ukraine. Such scenarios , first of all, envisage economically justified modernization of the domestic economy taking into account its existing potential and the use of targeted refinancing by the National Bank of Ukraine for relevant institutions to support economic development on long-term privileged conditions for large-scale national infrastructure projects (energy, transport, housing and utility services, etc.), as well as programmes for adaptation to climate change, with the priority on participation of domestic producers, and the use of existing industrial potential, creating a system of effective support to mortgaging, support to export-oriented domestic producers, and policies to substitute imports with domestic products.

According to these scenarios SMEE sets out the following main drivers of the economic growth and rising electricity demand in the medium term:

climate change, which causes an increase in electricity consumption for air conditioning and cooling, land reclamation, etc.; utilization of existing production capacities of real sectors of Ukraine's economy through the implementation of targeted state investment programmes for the development of infrastructure sectors of the economy (energy, transport, housing and communal services, etc.), support policy for import substitution, and maximum support for exports; development of automated and robotic productions (in particular, under import substitution projects); development of agro-industrial complex and defence industry; electrification of transport; development of information technologies (in particular DATA-centres).

In the future, with the improvement of the socio-economic situation in the country, major contributors to growing electricity consumption in these scenarios will be:

growth of households income (more household appliances, electric cars, etc.);

accelerated pace of development of the services sector.

Main factors reducing the electricity consumption relative to the current level in this scenario are:

- conducting an active policy to reduce energy intensity and increase energy efficiency in all sectors of the economy through their technological and structural retrofitting;
- formation of appropriate incentives for households in order to implement solutions to minimize and optimize electricity consumption (replacement of household appliances, lighting systems, hot water supply and heating running on electricity with more efficient solutions in terms of electricity consumption);
- minimizing consumption at maximum price levels of the electric load curve, and maximizing consumption at minimum price levels of the electric load curve.

It should be noted that with the existing practice of cross-subsidization and maintaining low prices for households at the expense of other consumers, the households are not motivated to respond to price signals of the electricity market in terms of minimizing and optimizing overall electricity consumption in response to the changing price for electricity. On the other hand, such payment distribution under conditions of growing prices promotes the implementation of energy saving technologies as well as the introduction of decentralized power supply systems for consumers in real sectors of economy (industrial enterprises, services, etc..), as well as for a certain category of high-income households), which eventually reduces the need for electricity centralized production (for the IPS of Ukraine it is actually a decrease in consumption).

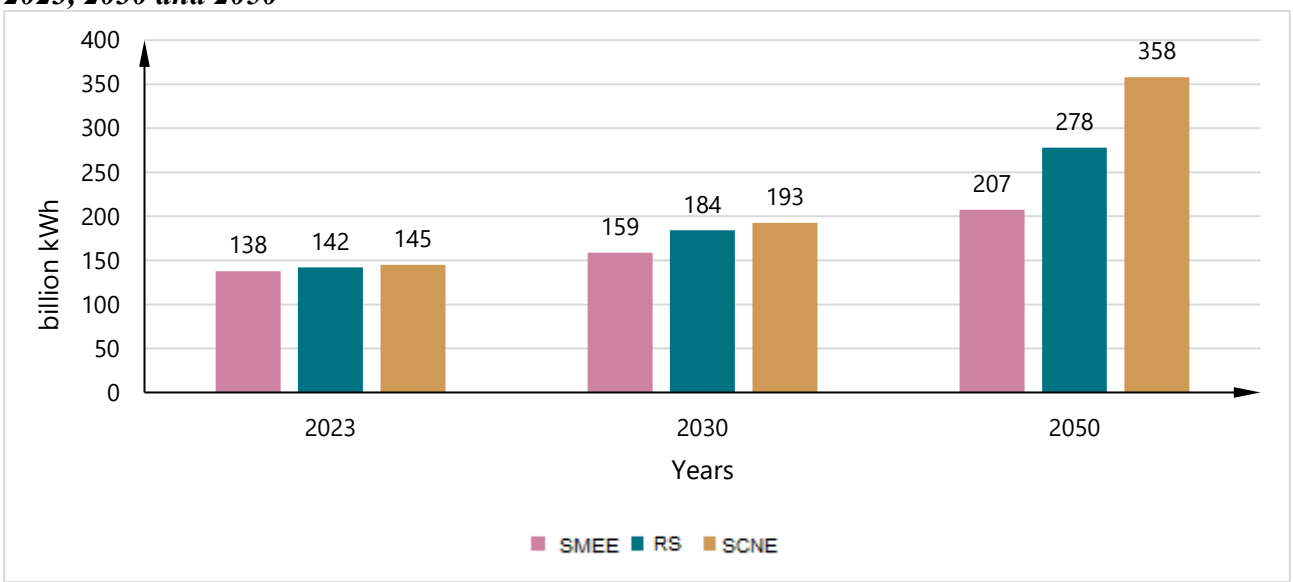
It should also be noted that a higher pace of economic development is accompanied by a higher pace of energy efficiency, which to some extent equalizes the forecast electricity demand.

Also the future demand for electricity is largely affected by its price, which depends on the structure of electricity production and the presence of compensators in the economy in terms of the price impact on the GDP, income of households and the national budget.

The scenarios focused on significant imports of electricity generation technologies, primary energy sources, and technologies ensuring balance reliability and operational security, do not have such compensators, which negatively affects the product demand and services in the domestic market as well as reduces the competitiveness of domestic producers in both domestic and foreign markets. These factors reduce the forecast electricity demand, as they negatively affect the opportunities for economic growth.

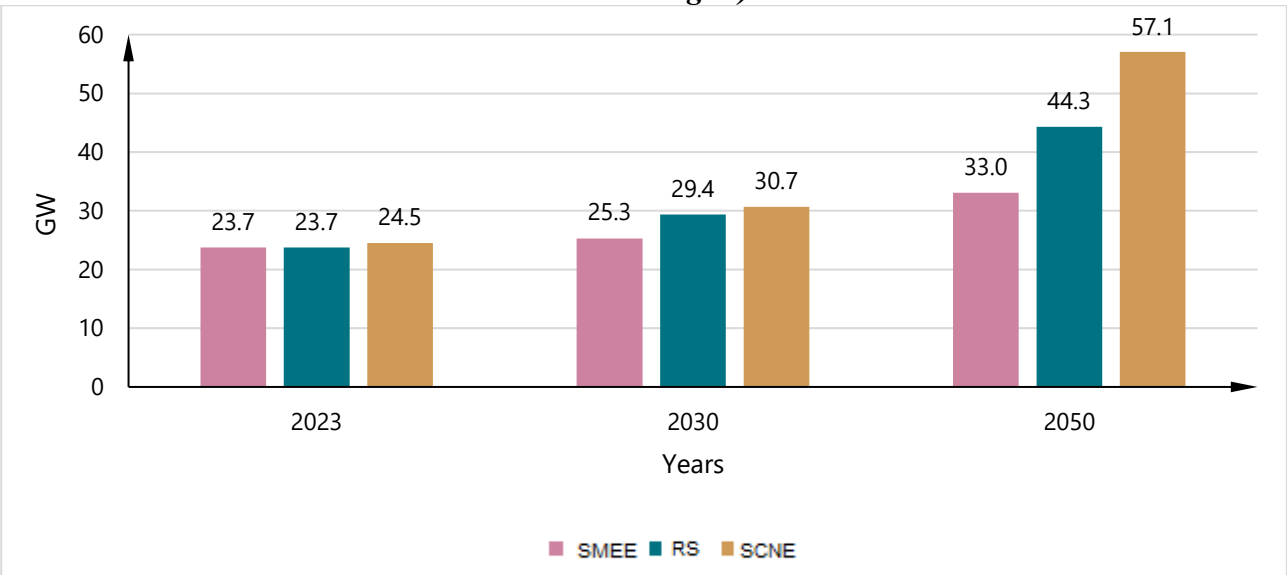
Demand under the low-carbon development scenarios is accepted in accordance with the adjusted levels given in the Modelling Report prepared by the Institute for Economics and Forecasting of the National Academy of Sciences of Ukraine (hereinafter the IEF Report) under the EBRD project "Support to the Government of Ukraine on updating NDC of Ukraine under the Paris Agreement

Electricity demand forecast in the IPS of Ukraine according to SMEE, RS and SCNE scenarios in 2023, 2030 and 2050



Transformations of daily electric load curves under different strategies of economic development have certain specifics, but all strategies have one common feature: density of the electric load curve is rising due to increasing electricity demand at the minimum price levels of the electric load curve and falling at the maximum price levels of the electric load curve, which is compensated in some way by the demand growth in the services sector and households.

Consumer load peak forecasts according to the scenarios (excluding the capacity of Power to X technologies)



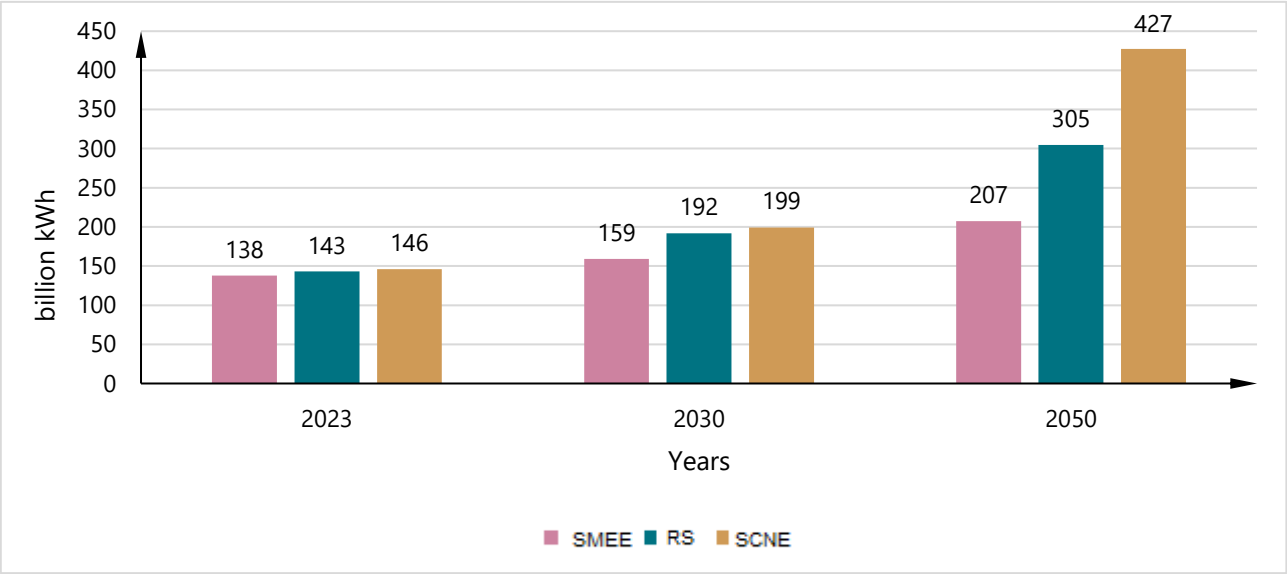
At the same time, one should understand that the growth of IPP capacity to values higher than the demand necessitates the implementation of one of the three options:

1) curtailment of their energy (this possibility is already substantiated at the legislative level);
2) power conversion (occasionally there is a situation it is feasible to use power conversion systems to smooth the electric load curve, i.e. minimise "power fluctuations during a day" within the corresponding electric load curve, and to convert power from the period of its surplus to periods of its shortage);
3) introduction of Power to X technologies for the use of surplus electricity produced by IPPs.

Therefore, if these options are implemented, electricity generation can significantly exceed demand, which is illustrated in detail by the scenarios of low-carbon development.

This is due to the fact that in the preparation of IEF Report the possibility was identified of covering the electricity balances, mainly by power plants operating using RES, primarily WPPs and SPPs, as well as by nuclear power plants operating with high ICUF (85% for existing and at least 90% for new plants). Therefore, based on calculations, the required capacity of WPPs and SPPs is too high due to the fact that they have a low ICUF (36% and 14%, respectively). But this is the ICUF rate averaged for the year, because the profiles of electricity production by wind farms and SPPs, firstly, have very pronounced seasonal features, in particular, the SPP generation in winter is much lower than in summer, and secondly, can vary greatly, even on adjacent days depending on specific weather conditions.

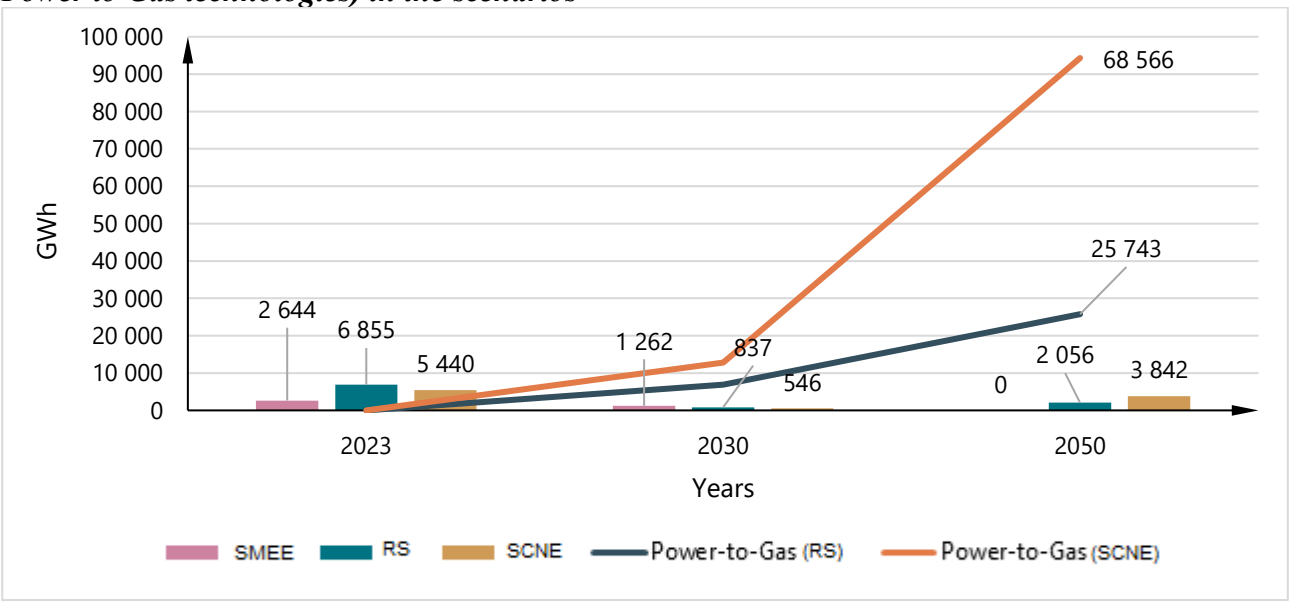
Electricity production forecast according to the scenarios



The transition to simulation using power balances to cover daily electric load curves takes into account annual, seasonal, weekly and daily irregularities of electricity consumption, as well as the impact of weather conditions on the possibility of participation of power plants using RES (primarily WPPs and SPPs) in covering the electric load curves.

At high and typical levels of WPP and SPP generation there is a surplus of power at certain levels of electric load curves, but when they reach the installed capacity (the level is comparable to the average maximum load of consumers in daily electric load curves) the surplus will occur at all levels of electric load curves in most days. This makes it impractical to use Power to Power technologies (technologies such as PSP, Energy Storages and similar), and the only way to eliminate power surpluses is to either curtail RES, or to introduce such technologies as Power to X. Therefore, most of these "surpluses" in these scenarios are used to produce "green" hydrogen (see Figure **Помилка! Джерело посилання не знайдено.**), which, according to accepted assumptions, is used to produce electricity.

Calculated volumes of electricity generation by WPPs and SPPs and use of electricity surplus (using Power to Gas technologies) in the scenarios



It should be noted that according to SMEE it will be necessary to curtail WPPs and SPPs because their capacity has increased considerably in recent years, but electricity surpluses in these cases are significantly lower than in RS and SCNE. At the same time, as the simulation results show, the complete elimination of electricity surpluses in RS and SCNE at the level of 2050 in the volumes of 2,056 GWh and 3,842 GWh would not be economically practical because it would necessitate a

significant increase in capacities of the technologies of "green" hydrogen production, which will entail their price escalation due to a significant reduction in the ICUF of such technologies.

SMEE for the period of 2031–2032 assumes the absence of such surpluses due to the balanced deployment of RES capacities and higher demand.

In RS and SCNE the situation is opposite: surpluses of the capacity are growing. This leads to a situation when with the introduction and operation of Power to X technologies and due to their operation the total maximum capacity of the IPS of Ukraine is shifted to spring, when conditions are most favourable for WPP and SPP but at the same time the electric load curve levels are low.

A specific component of the overall electricity demand is its export. This is the reason why this component is given a lot of attention. Therefore, in accordance with the Transmission Network Development Plan for 2022–2031 approved by the NEURC Resolution (hereinafter TYNDP-UA), this Report sets out the implementation of the following infrastructure projects, which will considerably improve the transfer capacity of domestic and cross-border networks:

- modernization of Mukacheve–Veľké Kapušany (Slovakia) overhead line by retrofitting the existing OHL into a two-circuit line. Construction of a new two-circuit OHL Veľké Kapušany–Mukacheve instead of the existing one-circuit line in the current state of the grid will increase the transit capacity of the 400 kV Mukacheve substation, i.e., the power transfer between countries of Eastern Europe. It is assumed that the 400 kV OHL will be made of AC-400/51 wire and suspension of three wires in phase. As the result, the transfer capacity of each circuit under normal conditions will be 2,500 A;
- construction of the 400 kV "wing" at the 750/400 kV Prymorska substation with a 400 kV Prymorska-Isaccea (Romania) two-circuit line and the installation of a 750/400 kV AT. Implementation of the project will increase the capacity of the interconnector with Romania to 1,000-1,200 MW after 2026.

2.4 Supply development scenarios

Nuclear energy

The nuclear energy development is perceived in many countries today as an essential element of the decarbonization policy. Ukraine also considers the further development of nuclear generation to be an important component of the Fuel and Energy Balance (FEB) formation without the use of fossil fuel.

Today, SE NNEGC Energoatom has very ambitious plans of own development by 2040:

- extend the service life of existing power units to 60 years for most units, with the only exception that 1 unit with WWER-1000 at YUNPP and 2 units with WWER-400 at RNPP may be decommissioned by 2035;
- build 6 new power units having the total capacity of 6.5 GW (1 unit with WWER-1000 and 5 units with AP-1000 reactor).

The company is also considering the possibility of building new capacities at NPPs with 8 power units (having the total capacity of 12 GW) after 2035.

In view of the above, the upper bound restriction was formed in terms of the development and operation of nuclear energy as illustrated in Table 4.8.

The nuclear energy in Ukraine can maintain its position in the electricity market of Ukraine by extending the service life of existing power units and building new power units in the mid-term.

As of today, SE NNEGC Energoatom expects to extend the service life of existing power units at NPPs. Given the possible terms of the service life extension of the power units, this Report reviews two options: the term of 20 years and the term of 25–30 years (considering the experience gained in extending the term of operation).

The mid-term plans (by 2032) include the completion of construction of two power units at Khmelnytska NPP (with WWER-100 reactor at KhNPP Unit 3 and AP-1000 reactor at KhNPP Unit 4).

Given the above, the nuclear energy development was considered under two scenarios:

- optimistic scenario of nuclear energy development assuming that the service life of existing power units will be extended and new power units will be built;
- pessimistic scenario assuming that the service life of existing power units will be extended once they exhaust their extended service life.

In studies on the formation of coordinated forecasts of economy and energy development, the optimistic scenario forms the upper limit of the nuclear energy development and the pessimistic scenario forms the lower limit.

Development options of NPP generating capacities according to the scenarios, GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic	13.8	13.8	13.8	13.8	13.8	13.8
Optimistic	13.8	13.8	≥14.8	≥17	≥20.3	≥20.3
- **new capacities***	0	0	≥ 1	≥ 3.2	≥ 6.5	not limited

*Note. * Cumulatively for the period starting from 2023.*

Large hydropower

Hydropower plays a key role today in the context of ensuring the operational security of IPS of Ukraine's compensating for variable and difficult to predict fluctuations in electricity consumption and generation using RES, so its further development is extremely important, especially given the quick pace of deployment of generating capacities using RES. But when a certain level of capacity at power plants running on RES is exceeded, the reservoir capacity of domestic PSPs (as a technology of power conversion from ELC periods with surplus to ELC periods with shortage) becomes insufficient because big capacities of these RES plants and with their long operation during a year, the surplus volumes (caused by RES generation) will far exceed the possible pumping volumes at PSPs.

Also, when considering the development of hydropower, it was taken into account that the sources of planned investments have not been identified yet and there is significant opposition from the public and environmental organizations to the development of hydropower in Ukraine.

In view of the above, the following two scenarios of hydropower development have been formed:

1) pessimistic scenario (minimum development of hydropower);
2) optimistic scenario (maximum development of hydropower).

According to the optimistic scenario of hydropower development, the supply of electricity generated by large HPPs and PSPs is based on the results of the meeting [60] with adjusted terms of the implementation of capacities at HPPs and PSPs in accordance with the Hydropower Development Programme up to 2026 (given the existing plans and timelines for the necessary development of networks on the basis of proposals and taking into account the progress of the Programme implementation, as noted by PJSC Ukrhydroenergo), as well as the completion of construction of Tashlytska PSP.

According to the baseline scenario of hydropower development, it is assumed that the following projects for its development will be implemented:

1) completing the rehabilitation of HPPs of the Dnieper cascade;
2) increasing the capacity of Dnistrovska PSP due to commissioning of the 4th and 5th units (without constraints on generation and pumping modes);
3) increasing the capacity of Tashlytska PSP due to commissioning of the 3rd unit.

In addition to the above-listed projects, in the longer term (by 2050) it is planned to finish the construction of the third phase at Dnistrovska PSP, build and commission Kanivska PSP, which will

increase significantly the installed capacity of PSPs in Ukraine. These assumptions give grounds to form the optimistic scenario of PSP development.

Development options of generating capacities of large hydropower according to scenarios, GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic, including:	6.75	6.85	6.85	7.25	7.25	7.25
- **HPP**	4.8	4.9	4.9	5.0	5.0	5.0
- **PSP**	1.99	1.99	1.99	2.25	2.25	2.25
Optimistic, including:	6.75	7.15	8.6	9.82	10.24	10.37
- **HPP**	4.8	4.9	5.2	5.45	5.87	6.0
- **PSP**	1.99	2.25	3.4	4.37	4.37	4.37

The optimistic scenario was considered as maximum possible volumes of capacities deployment in the hydropower sector in the studies on the formation of coordinated forecasts of economy and energy development (upper bound), and the baseline scenario – as the scenario in which hydropower capacity will definitely change (lower bound).

Under all scenarios, the HPP development (with different volumes and timelines) requires the construction of Kakhovska HPP-2 and modernization of many existing capacities. PSP development, given the readiness for operation of the 4th unit at Dnistrovska PSP and the 3rd unit at Tashlytska PSP and the plans to commence the third construction phase at Dnistrovska PSP, is based only on the existing power plants, as it has been assumed in these scenarios.

Thus, the hydropower development according to RS and SCNE is very close to the pessimistic scenario of hydropower development (including for PSP). In addition, many scenarios assume that existing HPPs at the Dnieper River and the Dniester River operating since 2024 as part of hybrid systems having the total install power of 212 MW and the electric capacity of 212 MWh serve primarily for expanding the regulation range of existing HPP capacities and rapid response during operation in all segments of the market.

Small hydropower

The development of small hydropower, under conditions of reduced water resources and high investment costs, makes it unlikely that it will have a significant increase in capacity. For this reason, in SMEE and SCNE the scenario of its development is close to optimistic and in RS it is less optimistic and close to pessimistic.

Small hydropower development options according to scenarios, GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic	198	202	212	217	227	237
Optimistic	198	207	227	247	257	297

Thermal energy

The development of electricity supply offer in the market by the existing TPPs will be predicated on the availability, levels and mechanisms of support to the implementation of NERP, the feasibility of keeping in operation the power plants with low ICUF, as well as state energy policy, in particular, mechanisms for limiting GHG emission and their severity, including emission fees, etc.

In this context, the NERP implementation through decommissioning of power units in absence of new peaking and load-following generation will make it impossible to meet the requirements of flexibility, which will entail consumer constraints due to rapidly deteriorating TPP capacities.

In view of the above, the optimal required capacity of TPPs and CHPs was determined by modelling, where maximum levels of their capacity were determined as follows.

RS and SCNE scenarios were based on the following data.

1. Possibility to use some of these capacities in RS during the entire period of modelling. It means that the assumption was that the NERP would be implemented through decommissioning of power units and replacing some of their capacities with new load-following capacities running of natural gas in the volumes sufficient to meet adequacy requirements.
2. SCNE assumed that (due to the NERP fulfilment through power units decommissioning and due to the non-compliance of these power units with ecological standards) most coal fired generation will be decommissioned by 2035 and all coal fired generation will be fully decommissioned by 2050.

SCNE reviewed potential keeping of existing TPP capacities in operation in accordance with proposals on the NERP revision issued by the working group of the Ministry of Energy of Ukraine. Such revision is necessitated by the following factors.

The current version of the NERP provides for major eco-modernization in the period up to 2025 (Annex 3 of the NERP). However, in the absence of funding sources and taking into account the time required for such effort (given that the installation of electrostatic precipitators requires at least 4 years, and sulphur oxide abatement systems – 6 years), implementation of these measures in a timely manner is unrealistic.

Taking into account these factors and the time required for projects preparation, the eco-modernization will not begin before 2024–2025.

Therefore, if the NERP timelines are not revised and reliable sources of funding for eco-modernization are not identified, already in 2025 the capacity of coal-fired power units may drop to a level at which the generation in the IPS of Ukraine will be unable to meet adequacy requirements, i.e., to cover the electrical demand in the reliable and uninterrupted manner.

Since the NERP includes multiple measures, postponed start will lead to postponed completion. At the same time, postponed start of the NERP implementation until 2025 without NERP extension to 2038 with a corresponding change in the slope of the curves for reducing emissions of pollutants into the air, would not resolve the problem of ensuring overall limits on their emissions while keeping the NERP existing deadline. This primarily applies to emissions of sulphur oxides and dust, which in line with Directive 2010/75/EU shall be reduced according to the current version of the NERP by 2028. It means that these limits will be significantly exceeded already in 2025.

Given that the construction of new generation or the introduction of sulphur oxide gas treatment systems requires at least 6–7 years, if the NERP timelines are not adjusted, the security of supply and operational security will have to be ensured through the use of existing TPPs running on natural gas.

That is, practically the only option to be able to fulfil these limits is replacing coal with natural gas, and in this case the volume of electricity production using natural gas will grow quickly. However, given that the cost of electricity generated by steam turbine power units running on natural gas will increase significantly – by at least twice – and the ICUF will be reduced due to non-competitiveness of electricity produced by steam turbine power units relative to its import, which despite the profile constraints has an impact on the price of electricity, the profitability will be unrealistic, and owners will not be interested in keeping these facilities in operation under such conditions.

Without the introduction of mechanisms to finance eco-modernization measures and ensure the profitable operation of power units after such modernization, the development of thermal generation in the optimistic scenario is practically impossible.

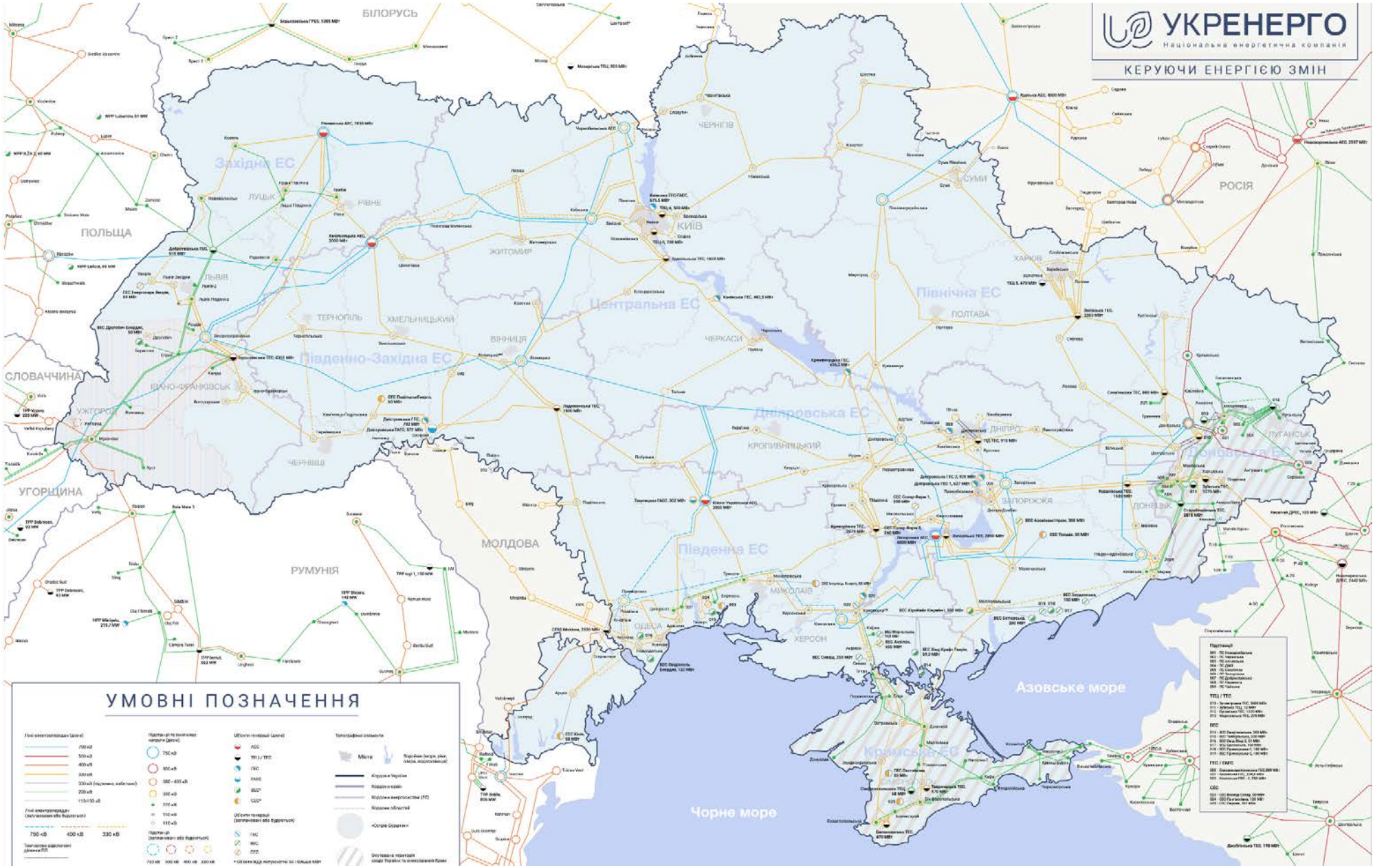
In view of the above, the TPP development in SMEE is predicated on the following:

1. Major ecological modernization activities for a number of power units start in 2024–2025 and should be completed no later than by the end of 2033. It is also foreseen that some existing power units will maintain the sufficient capacity level in the power system by

running on natural gas, which will be a prerequisite for ecological modernization considering that the implementation of emission treatment system will take from 4 to 7 years.

2. Emission permits are set by the new version of the NERP in accordance with the new deadlines for the implementation of measures to reduce emissions of pollutants into the air and the list of power units that must operate for a limited period of time.
3. Restrictions on air pollutant emissions are revised according to changes in the NERP timelines.
4. The expediency of ecological modernization, in relation to alternative options (reconstruction or new construction on the existing places), is determined for each power unit on the basis of the corresponding feasibility study.

Location of the facilities of IPS of Ukraine



Potential use of TPP capacities according to the scenarios, GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic*, including:	16.6	≥15.13	≥12.73	≥13	≥13	≥13
- **available load-following**	16.6	11.3	5.6	2.87	0	0
- **new load-following**	0	≥2.83	≥6.13	≥9.13	≥12	≥12
- **highly maneuverable with quick start**	≥0	≥1	≥1	≥1	≥1	≥1
Optimistic*, including:	17.6	≥17	≥15.1	≥15.1	≥13	≥13
- **available load-following**	17.6	≥13.17	≥4.57	≥2.1	≥0	≥0
- **available reconstructed or new load-following**	0	≥2.83	≥9.53	≥12	≥12	≥12
- **highly maneuverable with quick start**	≥0	≥1	≥1	≥1	≥1	≥1

*Note. * In the context of the coal fired generation development, the pessimistic scenario assumes rapid exit from coal, while the optimistic scenario assumes that the level of thermal generation will be maintained by keeping coal fired generation at the level not exceeding their capabilities as set out in the NERP through decommissioning of power units without their reconstruction and through developing the technologies that run on natural gas*

It should be noted that the scenarios, where one of key assumptions was the NERP implementation through decommissioning of power units, took into account the accelerated depletion of useful life of TPPs, which in the coming years may reach the limit of 20 and 40 thousand hours and will be decommissioned, and the reduced total actual capacity of the units over the years (see the Substantiating Materials).

The optimistic scenario corresponds to SCNE and partly SMEE, where the TPP capacity is approximately by 2 GW lower than in the optimistic scenario at the level of year 2050. The pessimistic scenario corresponds to SCNE where coal generation is quickly decommissioned and replaced with flexible power plants running on gaseous fuel.

CHPs are in special focus when forming long-term development scenarios for thermal power. As noted, CHPs are primarily heat supply facilities, and only the possibility of efficient operation in the cogeneration mode makes it practical to build and keep them in operation for economic reasons.

In this context, the operation of many existing CHPs is inefficient, which necessitates their reconstruction on the basis of highly efficient technologies of combined heat and power with the implementation of measures to ensure their participation in balancing of the IPS of Ukraine, in particular implementation of heat storages or generating capacities enabling quick start-up/shut-down of CHP equipment, the feasibility of which is predicated on the continued policy of stimulating the development of IPPs in Ukraine. Of course, decisions on the construction of new CHPs should be similar.

The feasibility of such vector of the country's energy sector development is predicated on a number of factors, in particular:

- Promoting the development of high-efficiency cogeneration and the creation of energy efficient patterns of district heat supply, one of the elements of which is the combined production of heat and electricity, which is Ukraine's commitment under the Association Agreement with the EU.
- Attracting International Funding Institutions (IFI) loans only for the projects implementing high-efficiency cogeneration and creating energy efficient schemes of district heat supply.
- Introducing high-efficiency cogeneration and creating energy efficient schemes of district heat supply is an important factor of decarbonizing the economy and reducing pollutant emissions into the air.

To date, certain preconditions have been created for the development of CHPs in Ukraine, in particular, regarding the possibility of providing state support for their reconstruction and modernization. Many such projects have been developed and approved in accordance with current legislation by the authorized commission, but the Government has not adopted the decision to provide state support to the reconstruction and modernization of CHPs.

The central executive body responsible for the development of district heat supply in the country (the Ministry of Development of Communities and Territories of Ukraine) supports the development of district heat supply based on the creation of energy efficient schemes, as well as projects for the reconstruction of existing schemes. For the development of high-efficiency cogeneration, the Verkhovna Rada adopted the draft Law on Amendments to the Law of Ukraine "On Combined Heat and Power (Cogeneration) and Use of Waste Energy Potential" for the Development of High-Efficiency Cogeneration).

Although, maintaining the "excess" capacities at the CHPs under the new model of the electricity market is impractical, and it is likely that such capacities will be phased out.

Given the above, SMEE envisages the optimization of the existing capacities at CHPs, their gradual reconstruction based on the latest gaseous fuel technologies and eco-modernization of coal-fired CHPs in accordance with the updated NERP.

According to SCNE, most existing coal-fired CHPs will be decommissioned by 2035. Some gas-oil power plants will be converted to biomethane and/or its equivalents by 2050. According to RS coal-fired CHPs will be gradually decommissioned with full decommissioning (except power plants converted to biomass) at a later date, i.e., by 2050. By 2050, gas-oil CHPs, similarly to SCNE, will be either decommissioned or converted to biomethane and/or its equivalents.

It should be noted when implementing the NERP through decommissioning of CHP power units, the CHPs included in it will also be decommissioned, which will further exacerbate the problem of insufficient capacity in the IPS of Ukraine, as well as in the absence of alternative heat sources will cause a shortage of heat. In this situation, the forced transition of consumers to the use of electricity for heat production will further aggravate the shortage of generating capacities.

Dynamics of CHP development according to scenarios, GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic:	6.04	4.89	2.84	2.09	1.74	0.49
- existing	5.8	4.6	2.5	1.7	1.3	0
- new and existing converted to biofuel	0.24	0.29	0.34	0.39	0.44	0.49
Optimistic:	6.14	4.89	3.89	3.79	3.73	5.23
- existing	5.9	4.6	3.1	2.5	2	2.6
- new and existing converted to biofuel	0.24	0.29	0.79	1.29	1.73	2.63

RES

The development of renewable energy is of key importance in terms of forming a promising mix of generating capacities of the IPS of Ukraine. At the same time, IPPs in Ukraine should be developed taking into account the economic potential of the country, the creation of technological prerequisites for the IPP integration, and natural and climatic resources.

Natural and climatic conditions of Ukraine exclude the practical possibility of implementing strategies to meet the needs of the country through nuclear and renewable energy, as the latter is characterized by unstable production of electricity: days of high generation from RES rarely coincide with days of high consumption, daily peaks of SPP production do not coincide with daily peaks of consumption, during peak hours only wind farms generation partially covers it. But in the conditions of Ukraine, in the days of maximum loads the capacity of wind farms will be minimal, because maximum loads occur in days of heavy frost accompanying anticyclones bringing a windless weather. Of course, in certain years winters will not be accompanied by heavy frosts and the capacity of wind farms during peak periods may reach 10–20% of their available capacity, but in the context of generation adequacy the assessment of load-following generation shall factor in the low capacity of wind farms during the assessment period (up to 2% of the installed capacity).

Therefore, the WPP and SPP development in Ukraine has minor influence on the required available capacity of load-following generation, and increasing the capacity of IPPs would not significantly minimize the need to maintain the available capacity of load-following power plants. At the same time, the low ICUF of conventional energy technologies (given that they are progressively replaced by IPPs in coverage of the electric load curve) causes a high cost of their electricity production, which is paid for by consumers, in order to meet the requirements for sufficiency of generating capacities in Ukraine and ensure reliable electricity supply.

Growing RES capacities lead to more investment needs and higher additional operating costs to meet consumer demand for electricity due to the need to introduce new balancing capacities and transform accordingly the existing structure of generating capacities.

At the same time, the technologies of electricity generation from RES, by the assessment of many international organizations studying this subject, are already quite competitive compared to the conventional generating power plants.

In consideration of the foregoing, the further state support to the development of power plants that use renewable energy sources is not practical. It is more practical if these power plants develop operating in the market environment. In this context, the Law of Ukraine “On the Electricity Market” needs to be amended in terms that only those electricity producers from RES who have obtained the state support should be entitled to priority dispatching.

In RS and SCNE the volume of RES penetration was determined based on the results of the Project modelling (see Annex A to the substantiating materials to the Report). In SMEE it was done at the level of the requirements of the National Economic Strategy up to 2030 (with data on the volume of electricity production).

The development of these energy sources provides for a slight increase in the capacity of IPPs in SMEE, mainly due to their deployment in individual power supply systems or adding them to centralized power supply systems.

Note that depending on the ICUF and power consumption levels the required capacity of SPPs and WPPs is in the range shown in Table, to ensure the volume of their electricity production in accordance with the NEcS-2030.

Renewable energy development options according to the scenarios, GW*

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic:						
- **SPP**	6.8	7.2	8.2	8.2	9.2	13
- **WPP**	2.8	3.3	4.3	4.7	4.4	7
- **BioPP**	0.25	0.3	0.35	0.4	0.45	0.5
Optimistic:						
- **SPP**	8.25	9.2	12	18.5	35.3	58.6
- **WPP**	3.5	5.2	8	11.7	20	32
- **BioPP**	0.3	0.9	2.4	3.9	5.2	7.9

*Note. * Scenarios of potential development of small hydropower, which also belongs to renewables, are provided in next paragraphs of this section.*

It should be noted that data in Table is not intended for the purposes of auctions for the allocation of support quotas within the meaning of the Law of Ukraine "On Alternative Energy Sources" until the removal of restrictions of the daily irregularity in the structure of electricity output created by RES.

Along with this, one of the most pressing problems facing the IPS of Ukraine today, in the context of ensuring real-time balancing, is the need to significantly increase the flexibility of the power system, which has long been described as insufficient. And under the current conditions of operation of the IPS of Ukraine, with the reduction of electricity consumption, the growing non-uniformity of electric load curves and the rapid penetration of renewables (without the introduction of technologies to support their integration), this problem is only aggravated.

The development of bioenergy in the long run will be largely determined by economic factors, as well as the adequacy of biomass that will be used for production to sustainability criteria. At the same time, low efficiency of biomass power plants in the condensing mode makes it potentially feasible to build only CHPs on biomass and operate at maximum ICUF, i.e., in the presence of a sufficient level of heat load during the year. Therefore, it is assumed that their capacities can potentially replace or supplement existing heat sources in regions with available biomass resources and with heat demand, in particular, through the use of organic waste in large cities and in production of the agro-industrial complex.

At the same time, the TPPs running on biogas are less promising in Ukraine compared to the power plants running on biomass because biogas has a wider range of application (it is practically equivalent to natural gas and has the same field of application) and therefore is more competitive, which will affect accordingly the price of this energy carrier, especially considering its insufficiency and high demand. For this reason, from the standpoint of economic feasibility biogas for electricity generation only slightly differs from natural gas. Therefore, the pessimistic scenarios (even notwithstanding amendments to the Law of Ukraine "On Alternative Fuels" for the development of production) consider the BioTPP deployment at a moderate pace and optimistic scenarios – at an accelerated pace, which brings the development of such power plants close to the maximum limit given the scarcity of necessary bioresources.

Technical means to support the integration of RES generating capacities

As noted, one of the most important tasks facing the country's energy sector today is to increase the flexibility of the IPS of Ukraine. The today's world offers a number of technologies providing the flexibility to the power system (including balancing) and enabling further integration of renewables into power systems. Such technologies include:

- highly flexible thermal generation (such as gas turbines or gas piston engines) with quick start-up possibility providing wide opportunities for power regulation and starts-up/shuts-down during a day, season and year;

- highly flexible PSPs and HPPs;

- energy storages for frequency control and containment (ES);

- consumer-controllers based on technologies of thermal energy accumulation;

- small modular nuclear reactors;

- technologies for elimination of surpluses in the power system (Power to X), which in Ukraine today are considered, first of all, as enterprises producing hydrogen on the basis of electrolysis (Power to Gas);

- energy storages for power conversion from surplus to shortage periods ("Power to Power"), which in essence are energy storage power plants;

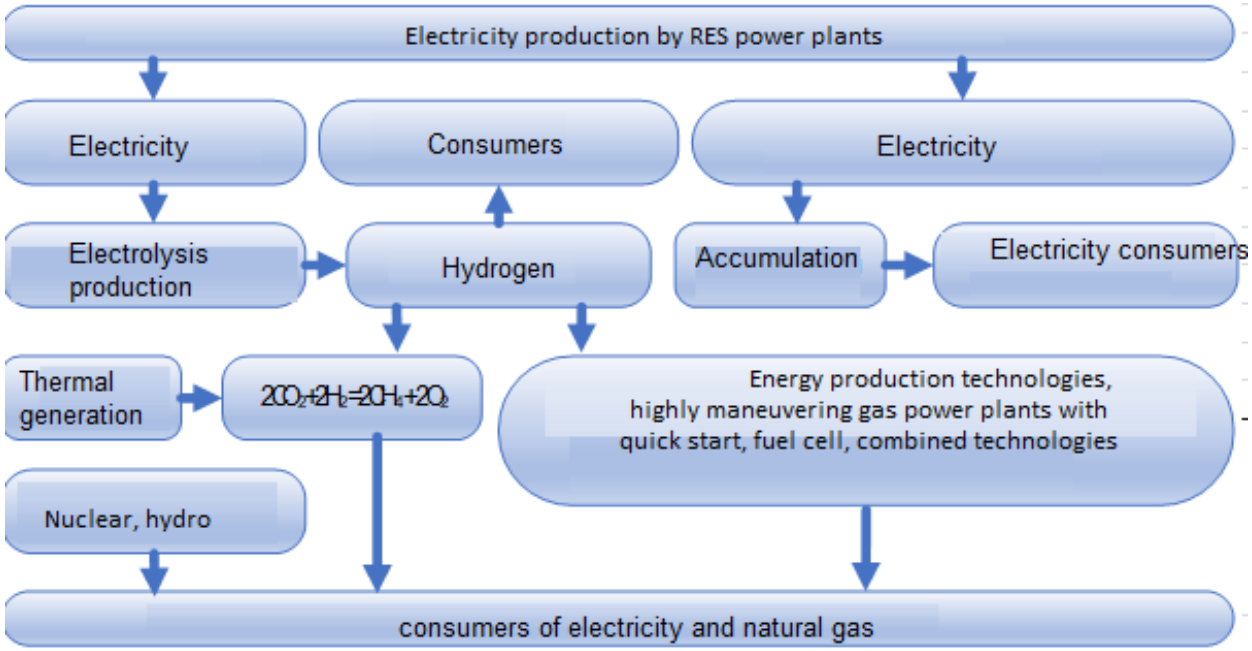
- mechanical energy storages that use gravitation forces and a number of other less common technologies.

Drivers and sources of generation flexibility



The implementation of these technologies creates prerequisites for virtually unlimited development of the power plants running on RES and able to fully cover energy demand subject to the equal development of fuel and energy consumption technologies, i.e., hydrogen, but the cost of energy supplied by these technologies will be very high.

Concept of electricity generation without GHG emissions



Such a level of energy supply systems can be afforded only by the most advanced countries that use their own research and production enterprises (machine building and instrument engineering) to develop hydrogen production and consumption.

As any other technology, energy storages have limited service life of batteries, which need regular replacement, and their operation requires a lot of energy and is accompanied by energy losses. For this reason, especially taking into account rather high capital expenditures, the use of power conversion is possible only up to a certain capacity of power plants running on RES.

Special focus is on systems that use solar and wind energy for electrolysis production and implement the Power to Gas concept, which provides an opportunity to move to the electricity production that is not accompanied by GHG emissions.

These technologies, with a significant increase in the capacity of wind farms and SPPs, provide an opportunity to solve the issue of limited use of Power to Power technologies, in particular, PSPs and energy storages, when total electricity production on a certain day exceeds its consumption at all levels of the electric load curve.

In addition, energy storages require large capacity batteries that have a limited service life and are quite expensive, which makes them inefficient in terms of power conversion tasks, especially in relation to PSPs.

However, Power to Gas technologies have a number of demerits, in particular: the high cost of electrolysis product, which strongly depends on the level of load and electricity prices (in Ukraine, according to TSO, even at the price of electricity produced by wind farms and SPPs at the level of 5–5.5 eurocents and ICUF of electrolyzers at the level of 45%, which corresponds to the dedicated construction of electrolysis plants in parallel with the construction of wind farms exclusively for hydrogen production with utilization of surplus electricity produced using RES in the presence of free capacity of electrolyzers, the cost of hydrogen will be at least 5 euros per kg, which is equal to about 1 thousand euros per ton of fuel equivalent). They have a technical minimum of at least

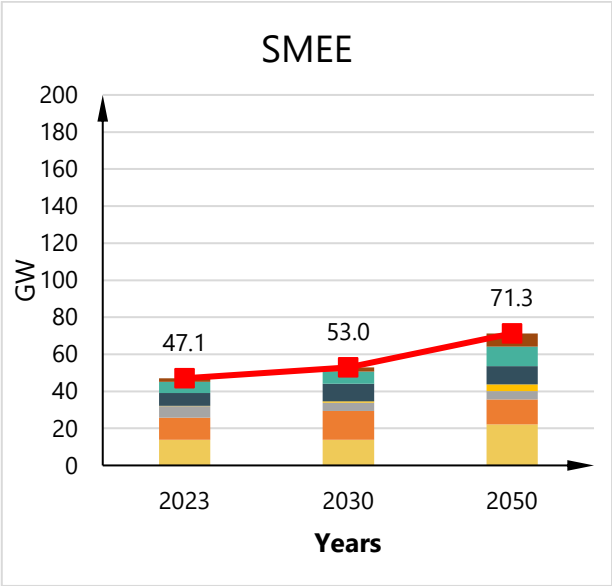
20% of the rated power for expensive cells, and about 40% for cheaper cells, which to some extent limits their potential use, especially in the wintertime in Ukraine.

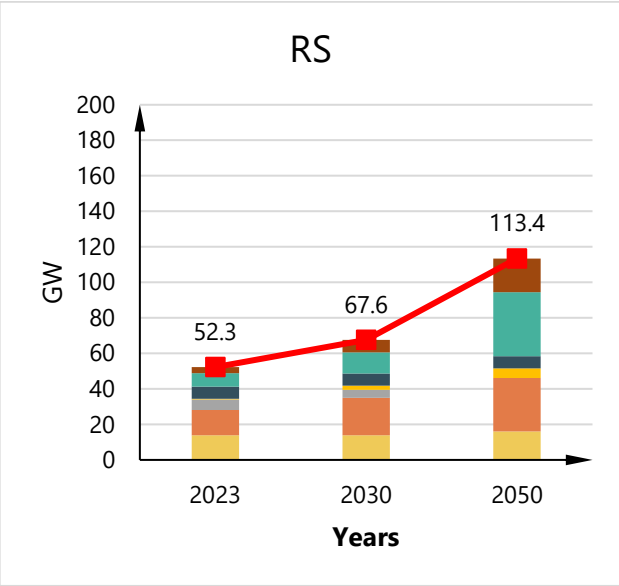
In view of the above, increasing the flexibility of Ukraine's power system has a limited influence on the possibility of integrating IPPs into the IPS of Ukraine, except for Power to X technologies, as IPP capacity growth is higher than demand at a certain level of the electric load curve, considering that its demand is covered by other types of power plants, in particular, CHPs operating on a district heating schedule and under a "feed-in" tariff, HPPs with water pumping into the lower pool, non-flexible NPPs incapable of fast ramping, etc., necessitates the implementation of one of the following options in the short term (4–5 years) and, most likely, in the medium term (up to 10 years):

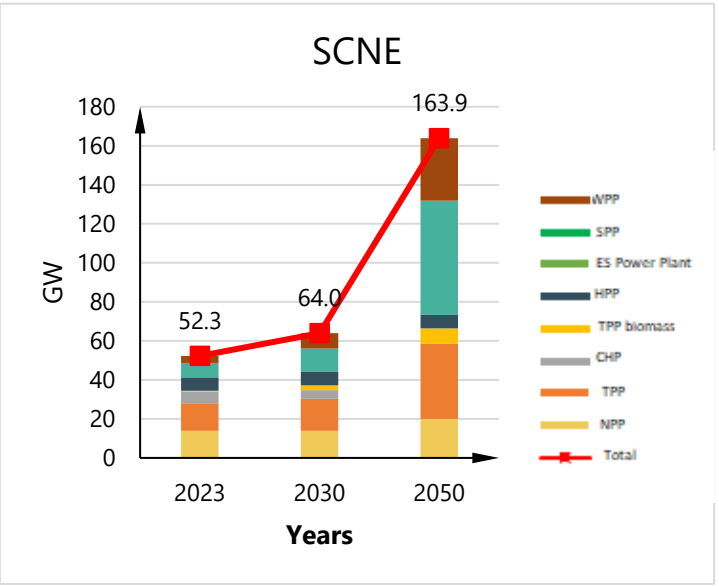
- Limit NPP capacity for a long-term (at least 24 hours) period in advance. Such decision is one of very few balancing instruments available to the TSO. But this decision is not always economically feasible because it entails payments for NPP load shedding as a balancing service and, on the other hand, it is not sustainable because in periods with no surplus instead of NPP energy without pollutants and GHG emissions the electricity demand is covered by thermal power plants running on fossil fuel.
- Introduction of Power to X technologies for the use of excess electricity produced by IPPs. With power surplus at all levels of the electric load curve, a situation may arise when it is practical to use power conversion systems to "level" the electric load curve, i.e., minimize "power fluctuations" within the corresponding electric load curve, as well as to reduce the power demand of Power to X technologies and increase the level of utilization of "excess" electricity, which is especially important for hydrogen production technologies.
- Power conversion from surplus zones of the electric load curve to zones with shortage. But such a possibility may sometimes be unavailable because with IPP significant capacities there is no such option – at all zones of the electric load curve there is a surplus, and at low levels there may be a reverse situation when there is no need for power conversion.

Therefore, electricity generated under options 2 and 3 above can highly exceed the demand for electricity.

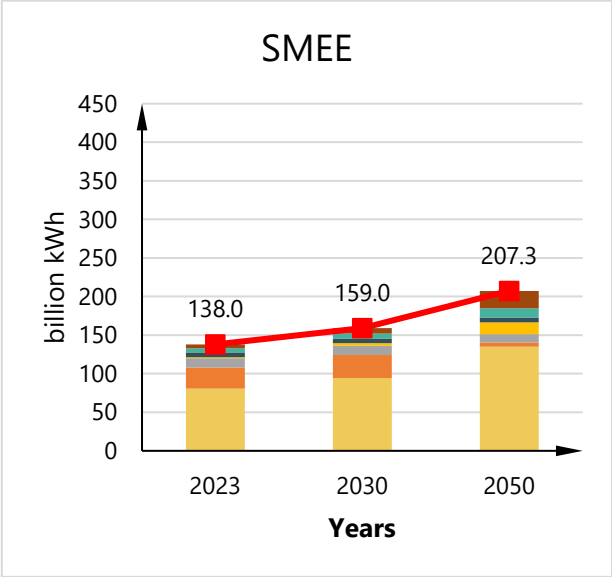
Modelling results were used to determine basic indicators of supply development scenarios for SMEE, RS and SCNE as shown in Figures.

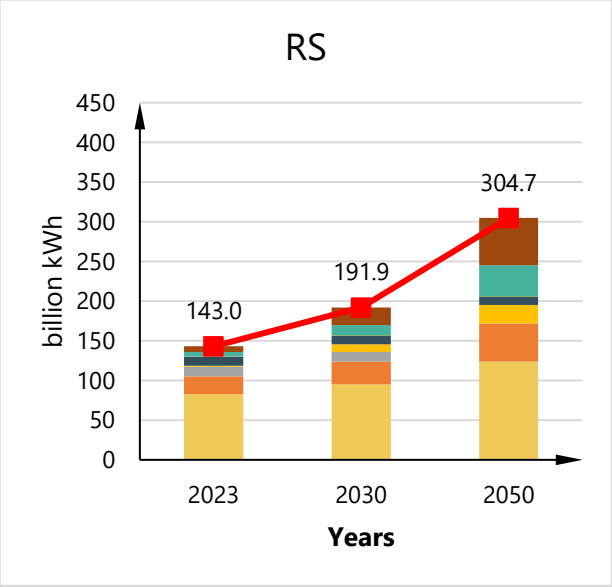


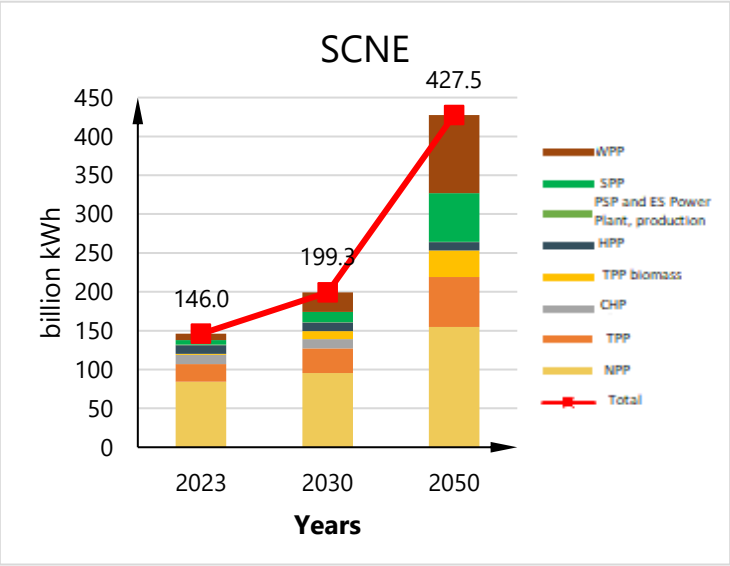




Change in the generation mix according to scenarios by 2050







Dynamics of electricity output according to scenarios during the period up to 2050

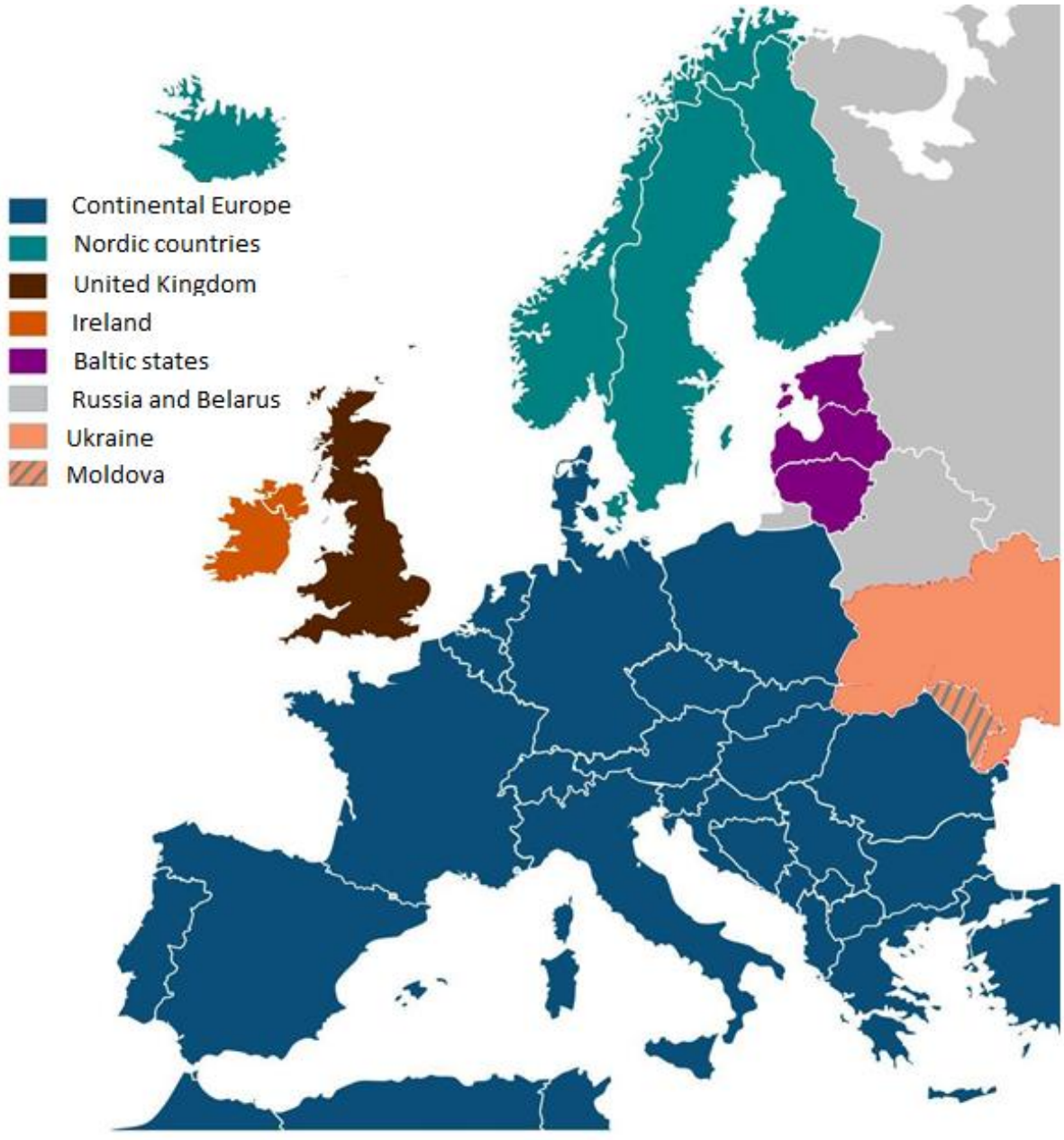
Interconnectors

Given Ukraine's geographical location in the middle of the European continent, on the border with two major power systems (Continental Europe and the CIS), its scale and volume of flows, the model of the IPS of Ukraine includes a number of other power systems.

Model boundaries in this Report compared to its previous version are not limited to Moldova, Slovakia, Hungary and Poland, instead this Report models the interconnected operation mode of the IPS of Ukraine with the entire *ENTSO-E* system of 36 countries, which are modelled here explicitly. Therefore, power systems of many European countries are modelled simultaneously.

It provides an opportunity to correctly model the synchronous operation of power systems of different countries and assess the possibilities of imports as one of the means of ensuring adequacy of generating capacities in the IPS of Ukraine and exports/imports as one of the means of ensuring the flexibility of generating capacities in the IPS of Ukraine.

Geographical boundaries of modelling



Thus, the adequacy and flexibility of generating capacities was assessed taking into account the possibility of exchanging electricity flows with neighbouring countries, defined as a difference between the total operating capacity (equal to the total installed capacity less balance flows, reserves and capacities under repair and in mothballing, or subjected to other constraints) and the corresponding load curves for each country as well as constraints at interconnectors. This Report, as distinct from its previous version, uses the NTC (net transfer capacity) approach, which despite some demerits (it ignores the effect of two Kirchhoff Laws and the presence of process flows) enables a relatively simple, coordinated and bilateral planning of commercial flows.

For illustration purposes Figure shows a graphic method of determining the available operating capacity in one power system. In models built using stochastic methods, such graphs are formed dynamically for each neighbouring power system, and therefore they will differ depending on the time horizon. Given the above and taking into account constraints on the available transfer capacity of interconnectors, every time horizon will be characterized by a different value of the available transfer capacity in each direction.

Note that all scenarios of supply and demand development demonstrate a gradual increase in the transfer capacity of interconnectors through the modernization and restoration of many existing lines in the direction to Europe, which in the mid-term (by late 2032) will increase the transfer capacity in all directions to/from the IPS of Ukraine to the level of 3.6 GW of the total transfer capacity. At the same time, considering the development of generating capacities (primarily at nuclear power plants, high single-unit power) in Ukraine according to the optimistic scenario, it is necessary to envisage the development of domestic grids in order to remove internal constraints at interconnectors and unload already overloaded overhead lines.

Interconnector development options (TTC), GW

Scenario	2023	2025	2030	2035	2040	2050
Pessimistic	2.4	2.4	3.6	3.6	3.7	4.0
Optimistic	3.6**	3.6	4.8**	4.9	6.2	8.0

Notes:

*** the growth under the optimistic scenario in 2023 is stemming from the line rehabilitation in the direction to Rzeszów substation and in 2030 – the line rehabilitation in the direction to Isaccea substation (start of operation is scheduled for early 2027).*

Graphic method for determining the available operating capacity in the power system

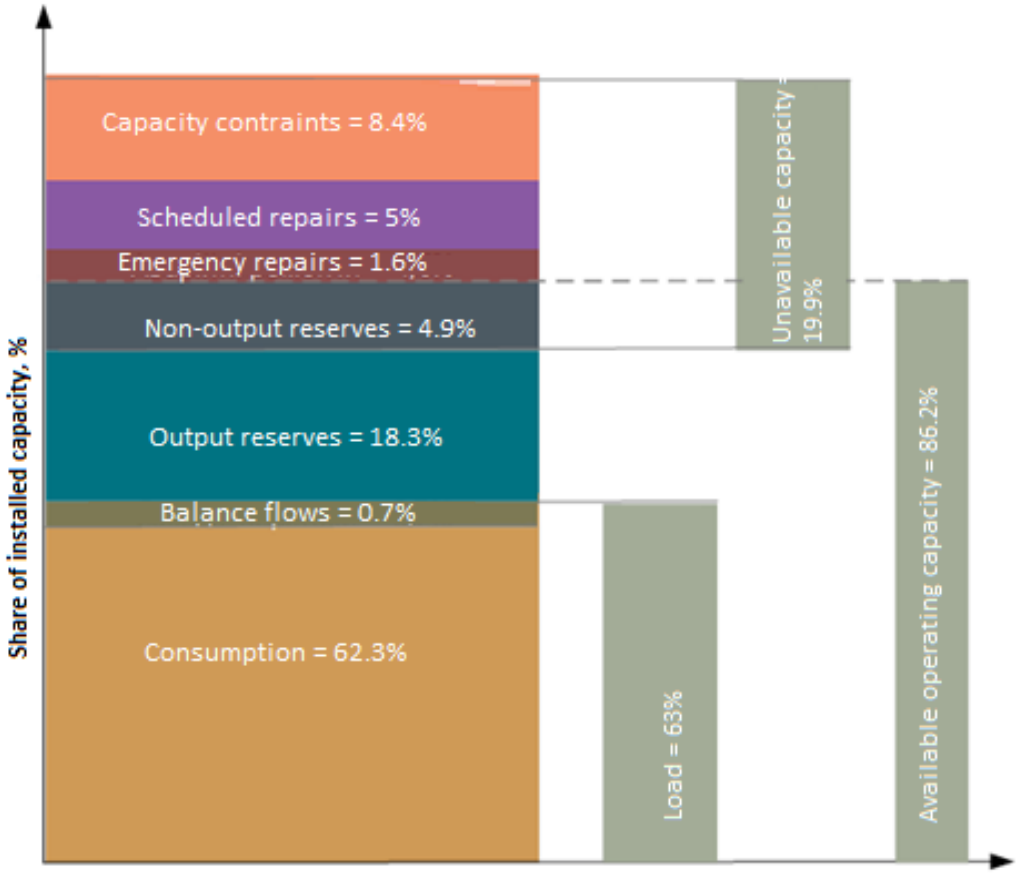
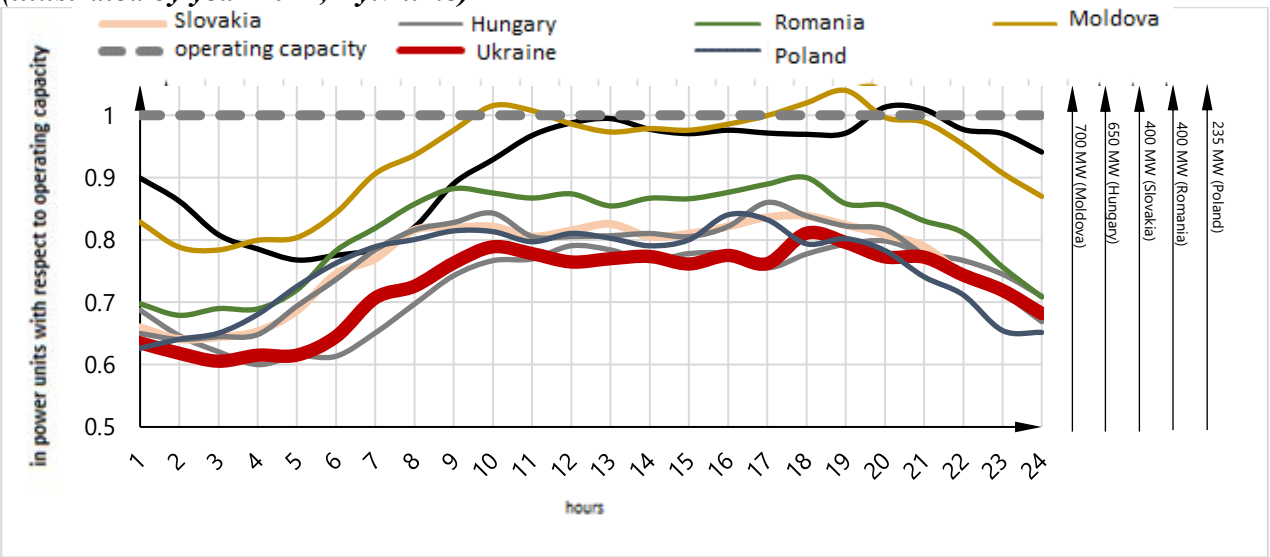


Figure provides summarised data for the year. Based on the analysed data presented in the relevant reports of adjacent power systems and partly provided in the context of future cooperation, Figure below illustrates the daily profile (on the example of a typical day) of electricity import/export options from each adjacent power system, taking into account the available capacity and the constraints on the available transfer capacity at interconnectors.

So, from Figure it follows that each neighbouring country is characterized by relatively different electric load curves, different degrees of utilization of their own capacities, and also shifts of consumption peaks/offpeaks.

Normalized typical electric load curves of the IPS of Ukraine and neighbouring countries (illustrated by year 2021, Kyiv time)

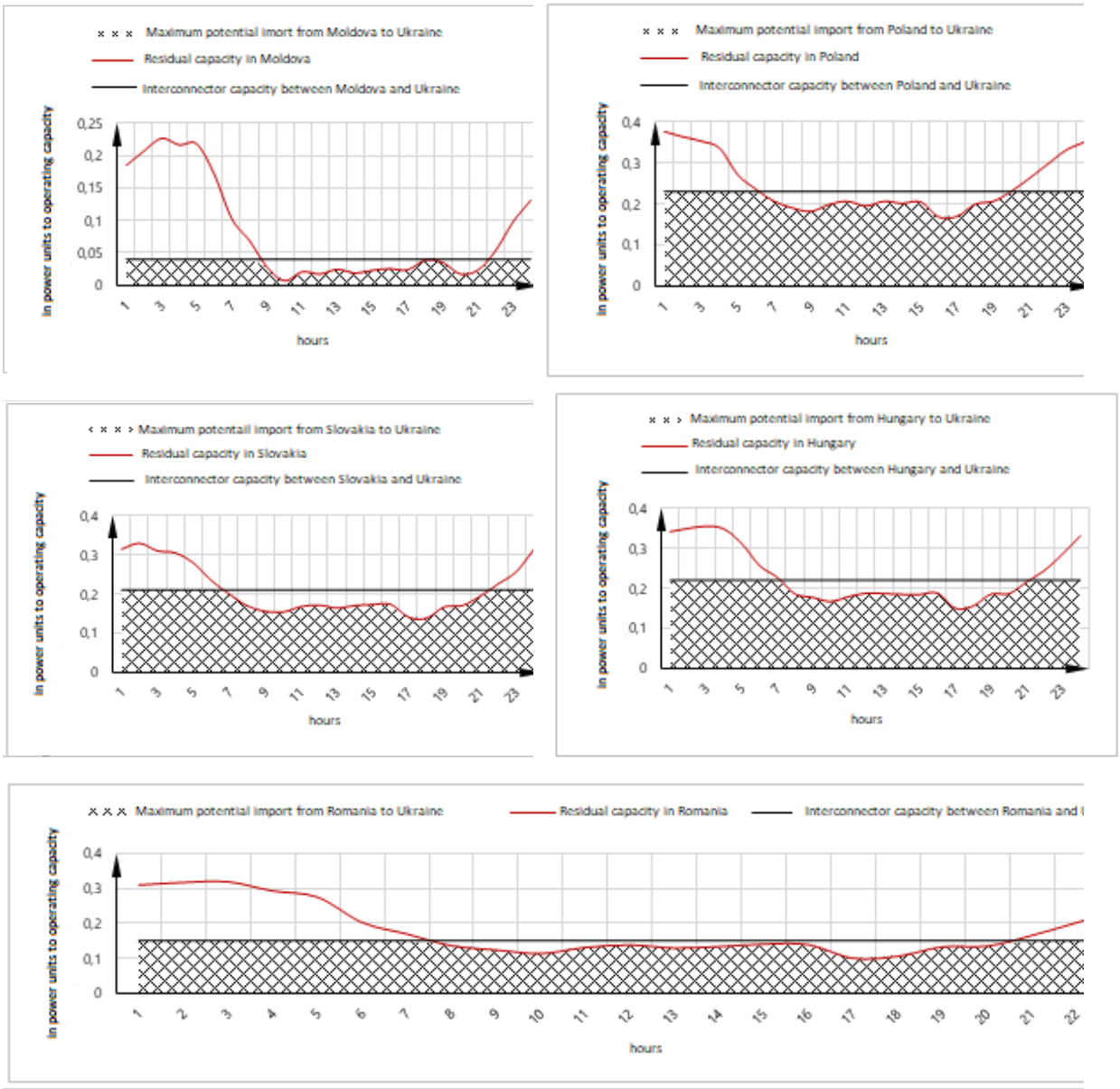


The maximum potential volume of imports to the IPS of Ukraine from neighbouring countries was determined in this way. It should be noted that during periods of maximum daily load in the IPS of Ukraine (i.e., during periods of probable shortage of capacity and reserves) there is a decrease in the maximum potential imports from neighbouring countries.

In this context, the formation of a long-term strategy reliably meeting the needs of electricity consumers in Ukraine, focusing on the possibility of importing electricity and reserves, primarily to cover combined maximum loads in the IPS of Ukraine and balancing the power system under normal operation, can jeopardize the fulfilment of energy security requirements of the country.

In the absence of sufficient capacities to cover electricity demand on the bilateral contracts market and the day-ahead market and with the insufficient flexibility of the country's power system, the decision to import electricity and reserves becomes a single-option decision.

Maximum potential volumes of import to the IPS of Ukraine taking into account the transfer capacity of interconnectors in neighbouring countries



These scenarios of demand and supply development were formed in a balanced way in terms of the ability to fully ensure the flexibility and adequacy of generating capacities, as well as demand-side management (by 2050 in all scenarios), since it was assumed that conditions will be created in the future when all the actions required for assuring supply security and operation security will be implemented in full and on time.

Key indicators of demand and supply scenarios are outlined in Table

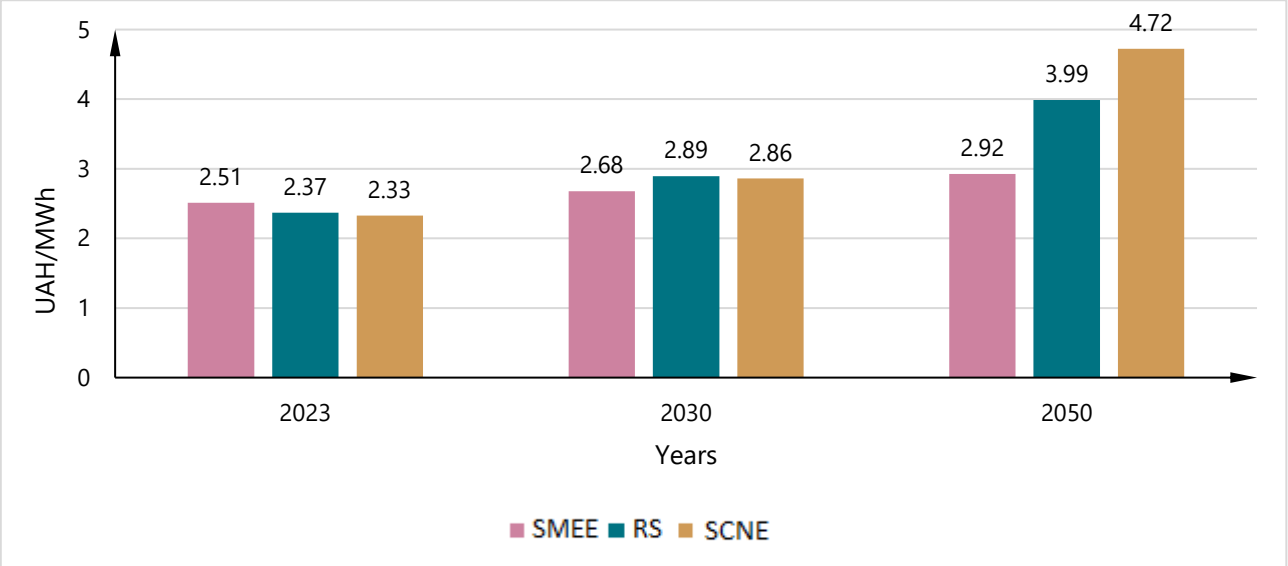
Key indicators of demand and supply scenarios

Indicator	Unit of Measurement	Scenarios								
		SMEE			RS			SCNE		
		2023	2030	2050	2023	2030	2050	2023	2030	2050
Output to grid	bln kWh	138	159	207	142	184	278	145	193	358
Electricity generation	bln kWh	138	159	207	143	192	305	146	199	427
NPP capacity	GW	13.84	13.84	22.10	13.84	13.84	16.00	13.84	13.84	20.00
Capacity of TPP on fossil fuel	GW	12.3	17.55	15.3	14.4	23.15	30.1	14.4	18.45	38.54
Capacity of CHP on fossil fuel	GW	5.80	2.50	2.75	5.9	2.5	0	5.9	2.5	0
Capacity of TPP and CHP on non-fossil fuel*	GW	0.28	0.75	3.60	0.28	2.26	5.46	0.28	2.36	7.91
Capacity of HPP and PSP	GW	6.85	9.55	9.55	6.85	6.88	6.88	6.85	6.88	6.88
WPP capacity	GW	2.00	2.40	7.10	3.50	7.00	19.00	3.50	8.00	32.00
SPP capacity	GW	6.00	6.40	10.60	7.50	12.00	36.00	7.50	12.00	58.60
Energy storage capacity	GW	1.10	1.10	2.00	1.10	1.90	5.50	1.10	1.90	9.10
Capacity of electrolysis technology inverters	GW	0.00	0.00	0.00	0.00	4.71	25.33	0.00	5.23	46.56
Volume of investments in cumulative total (at the level of the corresponding year)	UAH, billion	124	501	4523	229	1369	7320	229	1512	10993
Average price of electricity supply excl. carbon tax	UAH/kW	2.49	2.68	2.92	2.37	2.89	3.99	2.33	2.86	4.72
Average price of electricity supply incl. carbon tax	UAH/kW	2.64	2.94	3.00	2.47	3.09	4.18	2.41	3.09	4.85
Fuel consumption, incl.:	mln toe	9.62	9.76	7.45	6.73	9.29	17.68	8.26	12.31	22.59
non-fossil fuel**	mln toe	0.33	0.90	4.34	0.33	3.19	8.32	0.33	3.24	14.16

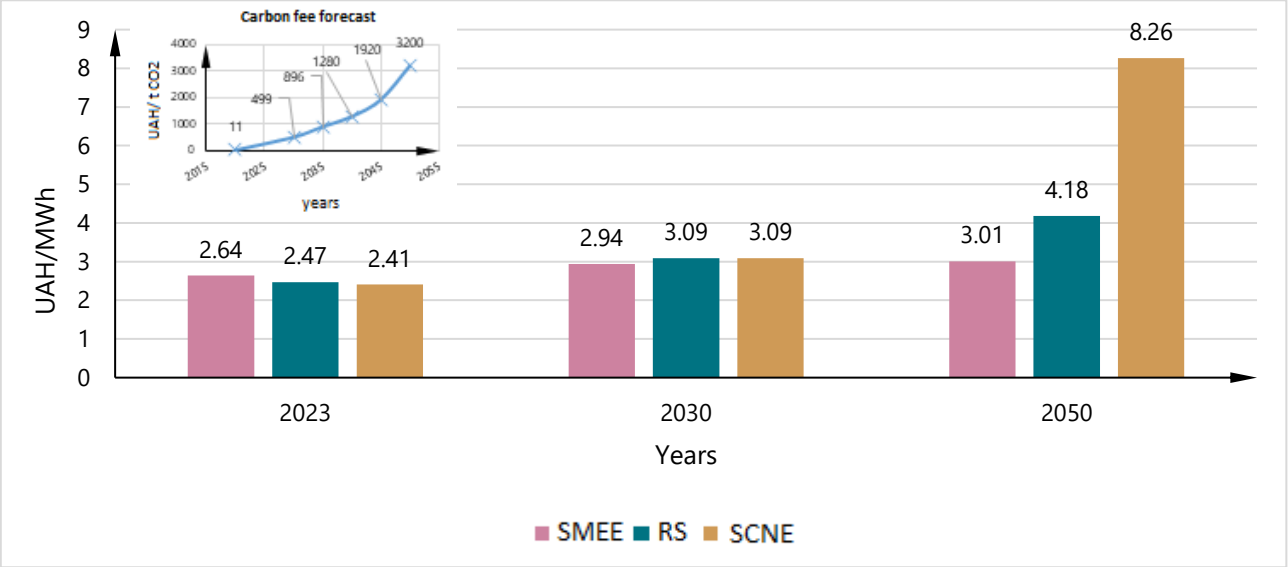
Note. Running on biomass, water and other types of "green" fuel*

*** Biomass, hydrogen and other types of "green" fuel.*

It should be noted that the relatively small increase in the cost of electricity under SCNE and RS in 2030 stems from significantly higher volumes of electricity output than under SMEE, which reduces the share of investment and fixed costs in the cost price of electricity.



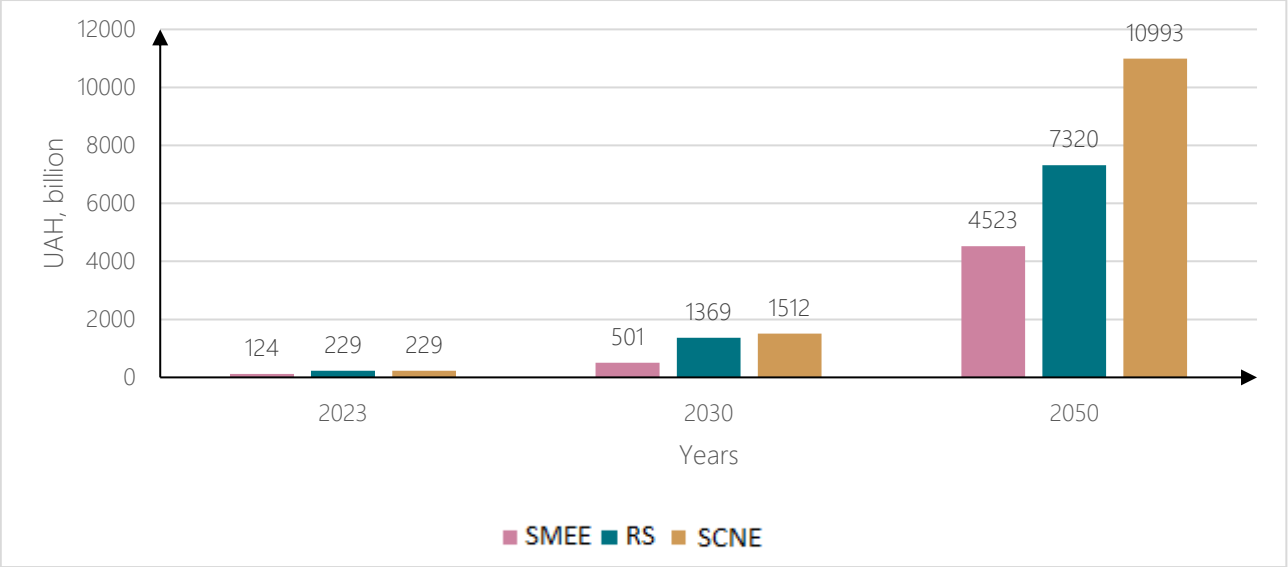
Price of electricity output according to the scenarios excl. carbon tax



Price of electricity output according to the scenarios incl. payments for GHG* emissions and the use of produced hydrogen for electricity generation under RS and SCNE scenarios, which under these scenarios reduces payments of carbon tax

Note. * According to forecast data about carbon tax, see IEF Report

In SCNE and RS, investment needs are much higher than in other scenarios due to higher installed capacity of generation and the need to implement balancing technologies based on energy storages (including investments to replace the capacity of wind farms and SPPs, which have exhausted their useful technical life).



Amount of required investments according to the scenarios (cumulative total at the level of the corresponding year)

The much higher cost of electricity and the need for larger investments lead to such results that the implementation of SCNE and RS, as well as similar scenarios, will not make economic sense in Ukraine for consumers and investors, because the deployment of SPP and WPP capacities in maximum volumes entails the need to curtail their capacity.

Taking into account these factors, the most effective from the TSO view point, in the context of minimizing risks to the reliability of electricity supply, is pursuing the scenarios for the development of generating capacities of the IPS of Ukraine in the long run, which implement the following strategy:

– maintaining and maximizing the use of existing NPP capacities in Ukraine (at least at the today's level and the further development of the nuclear energy by commissioning of new capacities (in the long run) as the most effective means of reducing GHG emissions at prices affordable for consumers (compared to other technologies that provide forecast supply). This provides for the commercial development of new types of power units with sufficiently high flexible characteristics, which are at least comparable to conventional power units running on fossil fuel;

– constructing new and reconstructing the existing power units at thermal power plants running on organic fuel with improvement of their technical and economic indicators, in particular, flexible capability, bringing ecological indicators to normative requirements and extension of service life to minimum 20 years. By estimates, to cover the combined load curve the available firm capacity of such power units shall be at least 8.5 GW in the long run, provided the above scenario of nuclear energy development is implemented. At the same time, using as fuel the domestic energy resources should be considered as an important aspect of ensuring the energy and economy security of the country, which is one of the key factors of ensuring the national security;

– further development of the country's hydropower in accordance with existing plans, in particular, completing the rehabilitation of HPPs at the Dnieper cascade and implementing new power units at PSPs, which is feasible only under condition of increasing the total volumes of water reservoirs. Because its curbing significantly complicates fulfilling the requirements of adequacy (flexibility) of generating capacities and leads to escalating electricity prices;

– supporting the development of RES in volumes that will not exceed the technological capabilities of the IPS of Ukraine for their full integration (without curtailments on RES power plants), in particular, taking into account the operating capabilities of the power system for their balancing;

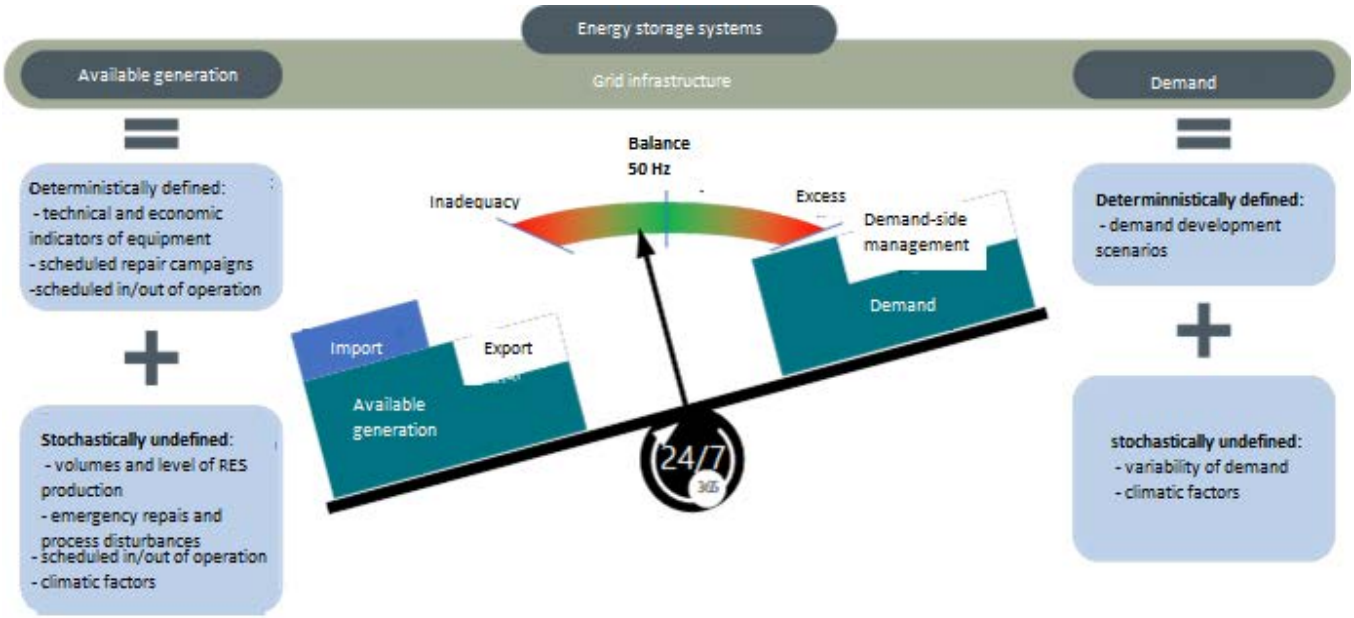
– developing the country's heat supply system by increasing the capacity of biomass CHPs and reconstructing existing CHPs to implement technologies for the most efficient use of fossil fuel in the combined production of heat and electricity, as well as utilization of waste heat using heat pumps;

– implementing measures to increase the flexibility of the IPS of Ukraine, in particular:
  - introducing the minimum necessary volumes of highly flexible generating capacities (with quick start-up capability) and energy storages. At the same time, under equal conditions, it is advisable to give preference to "rapid" generation due to the much longer service life and the absence of restrictions on the capacity of storage systems;
  - replacing NPP power units being decommissioned with flexible power units, in particular, with small modular reactors;
  - increasing the flexibility of thermal power capacities during the reconstruction (modernization) of existing power units and during new construction.

2.4 Assessment of generation adequacy (flexibility) of Ukraine's IPS

Results of generation adequacy (flexibility) assessment under the baseline scenario of supply and demand development in the IPS of Ukraine demonstrate many problems in terms of adequacy and flexibility, which means that starting from 2025 own generation will not be sufficient to reliably cover the demand on electricity. To meet the needs of Ukrainian consumers in electricity according to this scenario, it will be necessary to keep increasing electricity imports but it is evident that building up the transfer capacity at interconnectors between the IPS of Ukraine and power systems of neighbouring countries serve as a reliable source of electricity supply.

Graphic representation of the mechanism for achieving generation adequacy (flexibility) of the power system



In the situation of shortage of generating capacities, i.e., non-fulfilment of generation adequacy requirements and insufficient implementation of measures to increase the flexibility of IPS of Ukraine, under the baseline scenario the flexibility requirements can be fulfilled only through the import of reserves, which stipulates further requirements to increase the capacity of interconnectors between the IPS of Ukraine and the power systems of neighbouring countries.

Probabilistic criteria for adequacy assessment showed the following.

Considering that on the legislative level in accordance with the latest methodologies of ACER (work is in progress) Ukraine has not yet determined the target values of the power system adequacy as per LOLE and/or LOLP, while in most countries that use these criteria such values differ, the Report establishes as acceptable the LOLP value that does not exceed 0.03%, and LOLE value that does not exceed 3 hours a year (matching the security requirements of European power systems that are equal in size, such as in Poland, France and a number of other countries.

Electric power balance forecast in the IPS of Ukraine according to the baseline scenario for the day of total maximum load during interconnected operational mode with power systems of neighbouring countries, MW

Components of the balance		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Consumption (gross)		24350	24700	25000	25300	25600	26000	26400	26850	27300	27800
Coverage/generation		24350	25200	24300	21790	20940	19490	19640	19590	19540	20810
TPP		7290	7540	6360	3850	3050	1650	850	800	800	800
CHP and modular plants		2150	2250	2100	2000	1900	1800	1700	1600	1450	1350
Biofuel power plants		150	150	200	250	250	250	250	300	350	350
HPP, including:		1800	1800	1800	1800	1800	1800	1800	1800	1800	1800
- micro-, mini- and small HPP		20	20	20	20	20	20	25	25	25	25
PSP generation		1360	1360	1690	1690	1690	1690	1690	1690	1690	2010
SPP		0	0	0	0	0	0	0	0	0	0
WPP		600	700	750	800	850	900	950	1000	1050	1100
NPP		11000	11400	11400	11400	11400	11400	12400	12400	12400	13400
Export		0	500	0	0	0	0	0	0	0	0
Import		0	0	700	1000	1000	1000	2000	2000	2000	2000
"-" SHORTAGE/ "+" SURPLUS		0	0	0	-2510	-3660	-5510	-4760	-5260	-5760	-4990
Frequency containment reserve	at existing equipment	40	130	130	130	130	130	130	130	130	130
	shortage	90	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	1000	300	0	0	0	0	0	0	0	0
	shortage	0	700	1000	1000	1000	1000	1000	1000	1000	1000
Frequency restoration reserve (downward)	at existing equipment	500	500	500	500	500	500	500	500	500	500
	shortage	0	0	0	0	0	0	0	0	0	0

Electrical energy balance forecast in the IPS of Ukraine for the period up to 2032 according to the baseline scenario, bln MWh

Components	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1. Electricity generation, total	157.0	159.1	153.8	144.7	145.0	141.3	141.6	143.8	144.8	145.6
including:										
1.1. TPP:	33.8	32.4	26.0	15.5	14.6	10.0	5.5	5.0	5.0	5.0
TPP share, %	21.5	20.4	16.9	10.7	10.1	7.1	3.9	3.5	3.5	3.4
1.1.1. Maneuverable with quick start-up/shut-down capability	—	0.1	0.2	0.4	0.5	0.5	0.5	0.5	0.5	0.5
1.2. CHP, cogeneration and modular plants	8.7	8.6	8.4	8.2	8.0	7.8	7.5	7.2	6.9	6.6
1.3. HPP	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
including:										
HPP on Dnieper River, Dniester River	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Other HPP	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1.4. PSP	1.8	1.9	2.1	2.3	2.3	2.3	2.3	2.3	2.4	2.4
1.5. NPP	87.5	89.0	89.0	89.0	89.0	89.0	93.0	95.0	95.0	95.0
NPP share, %	55.73	55.94	57.87	61.51	61.38	62.99	65.68	66.06	65.61	65.25
NPP capacity/load factor	0.72	0.73	0.73	0.73	0.73	0.73	0.71	0.73	0.73	0.73
1.6. Alternative sources in balance	18.1	20.0	21.0	22.2	23.5	24.6	25.7	26.7	27.9	29.0
RES share,%	11.53	12.57	13.65	15.34	16.21	17.41	18.15	18.57	19.27	19.92
Grow compared to last year, %	24.6	9.0	8.6	12.4	5.7	7.4	4.3	2.3	3.8	3.4
including:										
- WPP	8.8	10.0	10.6	11.2	11.9	12.5	13.1	13.7	14.4	15.0
- SPP	9.0	9.3	9.5	9.8	10.0	10.3	10.6	10.8	11.1	11.4
- other	1.3	1.7	1.9	2.1	2.3	2.4	2.6	2.8	3.0	3.2
RES share including HPP, %	16.1	17.0	18.3	20.2	21.1	22.4	23.2	23.5	24.2	24.8
1.7. Energy storage*	—	—	—	—	—	—	—	—	—	—
2. Electricity import	0	1.5	6.0	10.0	10.0	10.0	11.0	12.0	12.5	13.5
3. Electricity export	0	2.5	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4. Electricity consumption (gross)	154.5	155.5	156	156.5	157	158	159.5	161	162.5	164
Grow compared to the last year, %	0.32	0.65	0.32	0.32	0.32	0.64	0.95	0.94	0.93	0.92
5. PSP electricity consumption in pumping mode	2.4	2.6	2.8	3.0	3.0	3.0	3.0	3.0	3.2	3.2
6. ES electricity consumption in charging mode*	—	—	—	—	—	—	—	—	—	—
7. RES regulation / curtailment (production limitation)**	1.0	1.0	1.0	0.9	0.7	0.6	0.6	0.6	0.6	0.6
8. SHORTAGE	0	0.0	0.4	4.8	5.0	9.7	9.9	8.2	8.4	8.1

*Note. *According to the Methodology (see Section 7 dedicated to formation of electricity load curves with economic dispatching) the balances are formed on an hourly basis. For this reason the energy of energy storages that do not have the capacity to continue operation for one hour is not provided here;*

*** Used in the context of providing the corresponding service of load shedding*

Electric power balance forecast in the IPS of Ukraine for 2023 according to the TSO baseline scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		17300	22400	23400	12900	16200	17200	12400	14900	16200	13200	17400	17400	12700	16700	17700	12400	15500	16900
Coverage		18900	22400	23400	13530	17180	17200	12610	15880	16200	13830	17820	17400	13680	17540	17700	13030	16050	16900
Load-following TPP		3900	5150	5430	1480	1180	1880	1060	730	1430	2330	2020	3220	1630	1740	2820	980	750	1870
New highly flexible TPP with quick start-up/shut-down capability		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CHP and modular plants		1540	1690	1780	530	470	490	570	560	580	340	330	250	390	380	350	420	410	430
Biofuel power plants		210	260	320	120	130	160	80	90	120	110	120	150	110	120	150	80	90	120
HPP, including;		250	650	1400	700	1000	2600	700	1000	2600	250	650	1200	250	500	1200	250	500	1400
- mini-, micro- and small HPP		20	25	25	35	35	40	35	35	40	15	20	20	15	15	15	20	20	20
PSP generation		0	0	1370	0	0	1370	0	0	1370	0	0	1680	0	0	1680	0	0	1680
SPP		0	1750	0	0	4500	0	0	4500	0	0	4600	0	0	4200	0	0	4200	0
WPP		1300	1200	1300	1100	900	1000	1100	900	1000	700	700	700	1200	1200	1300	1200	1200	1300
RES curtailment		0	0	0	0	700	0	0	1000	0	0	700	0	0	700	0	0	1200	0
NPP		11400	11400	11400	9500	9500	9500	9000	9000	9000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Export		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Import		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PSP pumping		1600	0	0	630	980	0	210	980	0	630	420	0	980	840	0	630	550	0
"-" SHORTAGE/ "+" SURPLUS		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency containment reserve	at existing equipment	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	1000	1000	700	1000	1000	1000	1000	1000	1000	1000	1000	500	1000	1000	500	1000	1000	300
	shortage	0	0	300	0	0	0	0	0	0	0	0	500	0	0	500	0	0	700
Frequency restoration reserve (downward)	at existing equipment	500	500	500	500	200	500	500	200	500	300	200	500	300	101	500	200	0	500
	RES curtailment	0	0	0	200	300	0	200	300	0	200	300	0	200	300	0	300	500	0

Electric power balance forecast in the IPS of Ukraine for 2027 according to the TSO baseline scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		18100	23500	24500	13300	16600	17800	12800	15400	16800	13300	18100	18300	13000	17300	18600	12700	16100	17700
Coverage		18050	20600	21540	13510	17990	17300	13010	16380	16500	12430	18520	16840	13630	18280	17760	13330	17080	16900
Load-following TPP		3000	3000	2900	960	740	1260	960	230	1010	680	1070	2200	880	980	2070	580	280	1060
New highly flexible TPP with quick start-up/shut-down capability		0	0	150	0	0	0	0	0	0	0	0	150	0	0	150	0	0	100
CHP and modular plants		1090	1340	1230	380	370	340	420	410	430	240	230	200	240	230	250	270	260	280
Biofuel power plants		310	360	470	170	180	210	130	140	170	160	170	200	160	170	200	130	140	170
HPP, including;		250	650	1400	700	1000	2600	700	1000	2600	250	650	1200	250	500	1200	250	500	1400
- mini-, micro- and small HPP		20	25	25	35	35	40	35	35	40	15	20	20	15	15	15	20	20	20
PSP generation		0	0	1690	0	0	1690	0	0	1690	0	0	1690	0	0	1690	0	0	1690
SPP		0	1950	0	0	5000	0	0	5000	0	0	5200	0	0	4500	0	0	4500	0
WPP		1600	1500	1700	1600	1300	1400	1600	1300	1400	900	1000	1000	1500	1600	1600	1500	1600	1600
RES curtailment		0	0	0	0	300	0	0	900	0	0	0	0	0	300	0	0	800	0
NPP		11400	11400	11400	9500	9500	9500	9000	9000	9000	10000	10000	10000	10400	10400	10400	10400	10400	10400
Export		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Import		1700	1700	1000	0	0	500	0	0	300	1500	0	1000	0	0	840	0	0	800
PSP pumping		2030	0	0	210	1390	0	210	980	0	630	420	0	630	980	0	630	980	0
"-" SHORTAGE/ "+" SURPLUS		-380	-1200	-1960	0	0	0	0	0	0	0	0	-460	0	0	0	0	0	0
Frequency containment reserve	at existing equipment	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	0	0	0	500	850	500	500	850	500	400	300	200	300	200	100	500	400	200
	at new equipment	150	150	0	150	150	150	150	150	150	150	150	0	150	150	0	150	150	50
	shortage	850	850	1000	350	0	350	350	0	350	350	550	700	550	650	900	350	450	750
Frequency restoration reserve (downward)	at new equipment	300	200	500	200	200	500	300	100	500	300	200	500	200	300	500	100	200	500
	RES curtailment	200	300	0	300	300	0	200	400	0	200	300	0	300	200	0	400	300	0

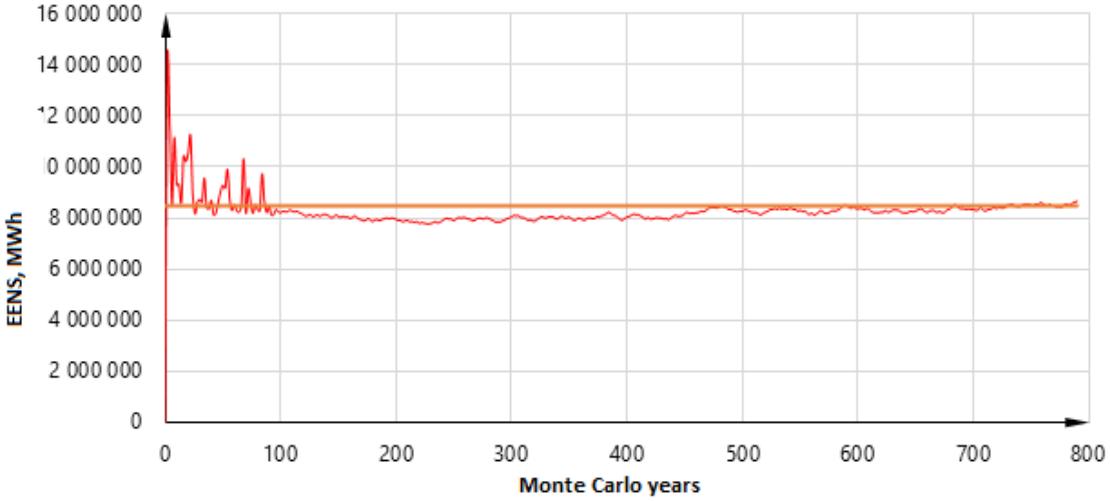
Electric power balance forecast in the IPS of Ukraine for 2032 according to the TSO baseline scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 19:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		19500	25400	26600	13800	17200	18600	13300	16200	17600	13500	18900	19100	13400	18200	19600	13000	17200	18900
Coverage		17150	19750	20660	13430	18180	17600	12940	17180	17100	12980	19320	17100	13990	18620	17600	13630	18040	17400
Load-following TPP		900	850	800	30	80	290	40	20	440	380	620	1240	290	70	590	50	10	290
New highly flexible TPP with quick start-up/shut-down capability		0	0	150	0	0	100	0	0	0	0	0	150	0	0	150	0	0	100
CHP and modular plants		990	940	780	430	420	340	470	440	480	190	180	50	290	280	200	300	310	330
Biofuel power plants		310	410	520	170	180	260	130	140	170	160	170	250	160	170	250	110	130	170
HPP, including;		250	650	1400	700	1000	2600	700	1000	2600	250	650	1200	250	500	1200	230	500	1400
- mini-, micro- and small HPP		20	40	40	40	40	60	40	40	60	20	20	20	20	20	20	20	20	20
PSP generation		0	0	2010	0	0	2010	0	0	2010	0	0	2010	0	0	2010	0	0	2010
SPP		0	2200	0	0	5700	0	0	5700	0	0	5900	0	0	5200	0	0	5200	0
WPP		2100	2000	2200	2000	1600	1800	2000	1600	1800	900	1000	1000	1900	2000	2000	1900	2000	2000
RES curtailment		0	0	0	0	900	0	0	1300	0	0	300	0	0	700	0	0	1200	0
NPP		12400	12400	12400	10000	10000	10000	9500	9500	9500	11000	11000	11000	11000	11000	11000	11000	11000	11000
Export		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Import		2500	2000	2000	1000	0	1000	1000	0	500	1500	0	2000	500	0	2000	0	0	1500
PSP pumping		2020	0	0	630	980	0	640	980	0	980	420	0	1090	420	0	630	840	0
"-" SHORTAGE/ "+" SURPLUS		-1870	-3650	-3940	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency containment reserve	at existing equipment	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	0	0	0	300	200	500	300	200	500	200	300	200	100	200	100	100	200	100
	at new equipment	150	150	0	150	150	50	150	150	150	150	150	0	150	150	0	150	150	50
	shortage	850	850	1000	550	650	350	550	650	350	650	550	800	750	650	900	750	650	850
Frequency restoration reserve (downward)	at existing equipment	100	100	500	100	100	500	300	100	500	200	200	500	200	100	500	0	100	500
	RES curtailment	400	400	0	400	400	0	200	400	0	300	300	0	300	400	0	500	400	0

Adequacy indicators were calculated using stochastic modelling methods in combination with the Monte Carlo method. Thus, according to the Methodology, for each year of the 2023–2032 period, a number of Monte Carlo years were modelled (this way baseline scenario indicators factored in different probabilities of changes in the projected demand and supply, changes in weather conditions, unplanned shutdown of elements of the IPS of Ukraine, intermittent generation by WPP, SPP and HPP, etc.), which made it possible to achieve the convergence of results or the sufficient convergence in accordance with the probability theory.

Since other probabilistic indicators and criteria are derived or obtained by multiplying/dividing by the indicators of the EENS criterion, they are not shown, because they repeat the change frequency and form of the latter (see the Methodology).

Graphic representation of the convergence of results of stochastic modelling using the Monte Carlo method (on the example of the EENS indicator for 2032)



Results of the adequacy assessment according to the baseline scenario, taking into account the possibility of electricity imports/exports, are presented in Table (in addition, it should be emphasized that when assessing the adequacy of generating capacities it was taken into account that a number of coal-fired TPPs and CHPs in the Polish power system will be gradually decommissioned operating under conditions of the recently introduced mechanism of the capacity adequacy assurance. For this reason, using such capacities for market import/export operations (including for purposes of providing Ukrainian consumers with electric energy) is controversial.

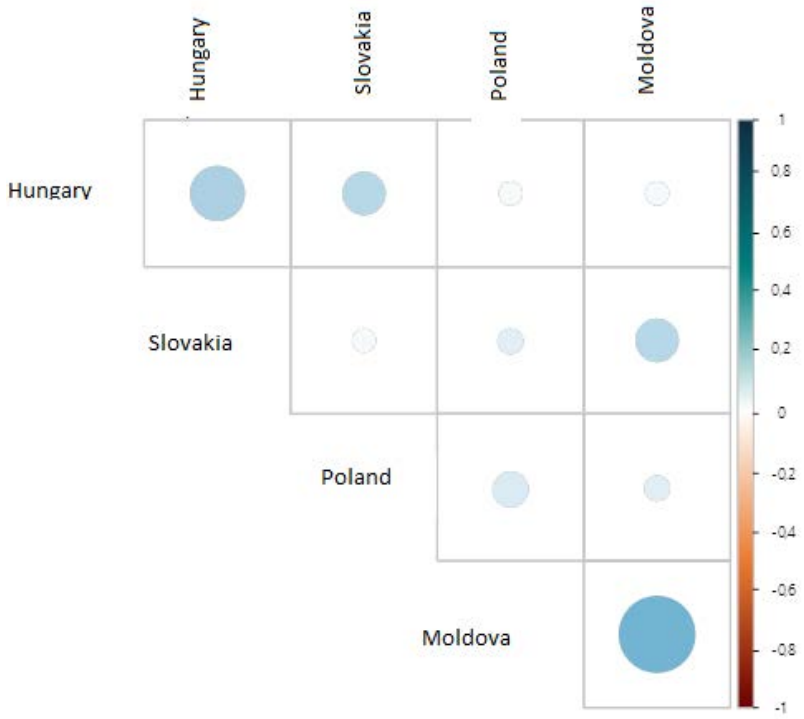
Results of adequacy assessment of the IPS of Ukraine in the period of 2023–2032 according to the baseline scenario

Years	Indicators		
	***EENS*, MWh**	***LOLE*, h**	***LOLP*, %**
2023	289	0,61	0,010
2024	2 753	2,36	0,027
2025	422 055	286	6.3
2026	4 830 297	608	13.6
2027	5 036 935	1 831	40.6
2028	9 658 503	2 726	63.6
2029	10 108 895	2 733	66.6
2030	8 094 306	2 597	55.1
2031	8 278 358	2 361	64.5
2032	8 332 253	2 720	69.1

It should be noted that there is a close correlation (Figure **Помилка! Джерело посилання не знайдено.**) between the generation adequacy of the IPS of Ukraine and the neighboring power systems, where the latter act not only as the facilities with own generating capacities but also as the facilities transiting to other countries operating within the unified electricity market of Europe.

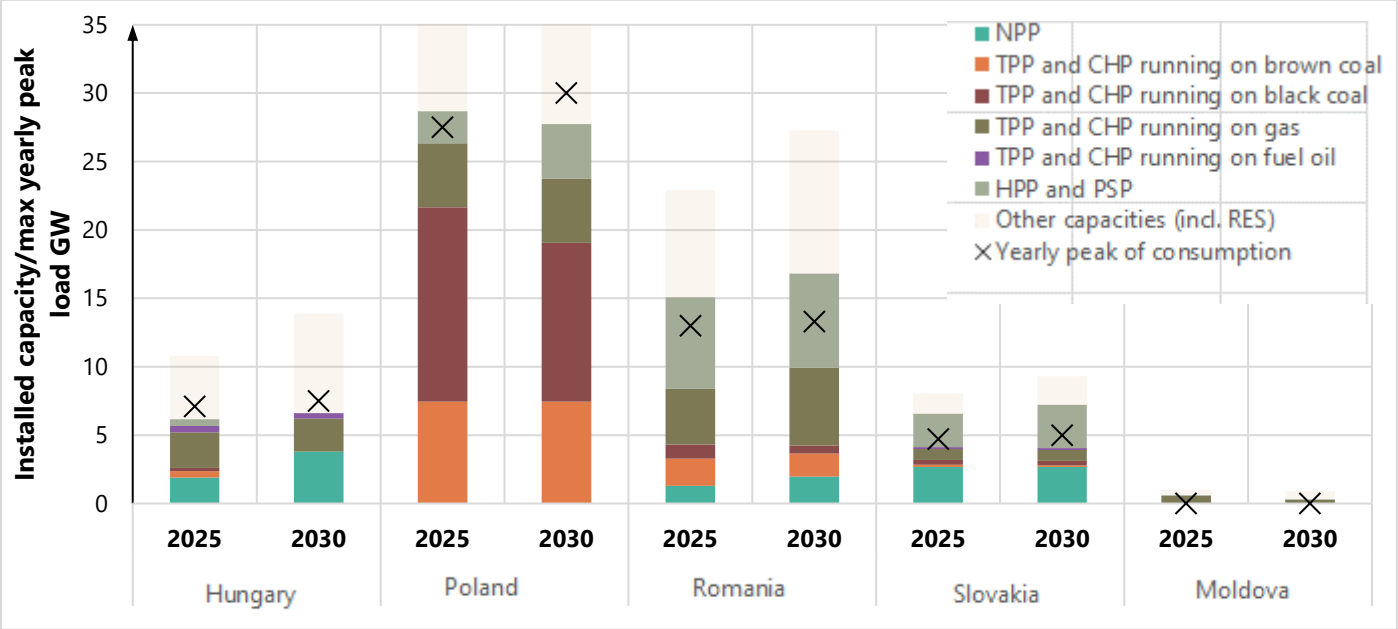
This indicates that in the event of a power shortage in Ukraine's IPS, a similar situation is very likely to occur in the power systems of neighbouring countries, especially in Moldova, as part of IPS of Ukraine's consumers are energized through Moldova's power system. This actually transforms the latter into a satellite of the IPS of Ukraine in the context of ensuring the generation adequacy. In the longer term, after the implementation of existing network development plans between the power systems of Moldova and Romania, the correlation between the adequacy of generating capacities in the power systems of Ukraine and Moldova will weaken and at the same time will strengthen between the power systems of Ukraine and Romania.

Correlation dependence (through the Pearson correlation factor) of the shortage of generating capacities between the IPS of Ukraine and neighbouring power systems (illustrated by year 2026)



As illustrated in Figure, power systems of such countries as Hungary are unable to cover their own yearly maximum consumption with their own generating capacities because they have in their generation mix many power plants with interruptible power. In this case, given that Figure shows the total installed capacity but not the available capacity to cover the maximum power consumption, the situation becomes even more pragmatic. It should also be stressed that nowadays almost all neighbouring countries (except Poland) are net importers, which in the event of power shortage in the IPS of Ukraine limits the use of imported capacities (it should be noted that only Poland's power system is commensurate with Ukraine's power system) and foreign transit transmission lines (most of their transfer capacity is used to cover domestic demand) to ensure adequacy in Ukraine.

Generation mix and yearly maximum consumption in interfacing countries – ENTSO-E members, illustrated by years 2025 and 2030



The above data demonstrates that Ukraine's power system in the 2025–2032 horizon according to the scenario assumptions given above is characterized by the generation inadequacy. In other years of the study, IPS of Ukraine's is not facing the adequacy issues because as expected it will keep its baseload, load-following and peaking capacities in sufficient volumes. Subsequently, starting from 2025, a rapid reduction of capacity at existing TPPs and insufficient commissioning of new peaking capacities will entail a significant deterioration of indicators that characterize the generation adequacy and do not meet the adequacy criterion.

In terms of the flexibility assessment, it should be noted that in the context of the rapid deployment of generating capacities using RES and their effective integration (using such technologies such as flexible energy storages, demand-side management systems, etc.), some TSOs of Europe and ENTSO-E in particular alongside with the adequacy assess the flexibility of power systems. Approaches most frequently used for this purpose are:

1) rapid analysis (based on technical data of demand-side management systems, capacity of conventional generation, and flow control);

2) analysis of residual imbalance (based on results of statistical analysis of data on the error of consumption/generation forecasts and their fluctuations);

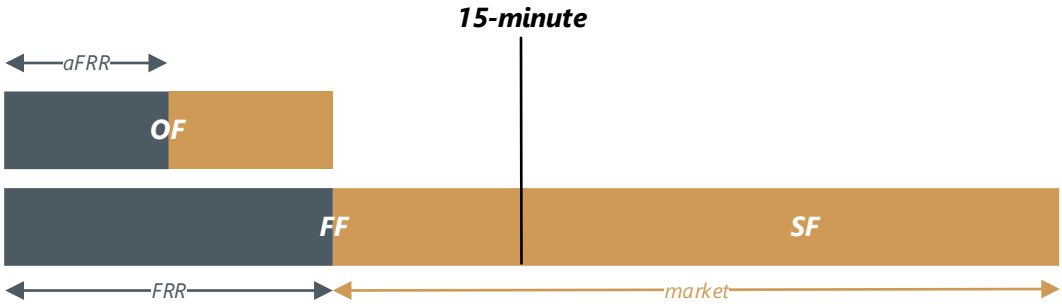
3) modelling.

The report for the purposes of the generation flexibility assessment used modelling and the analysis of residual imbalance (approaches 2 and 3).

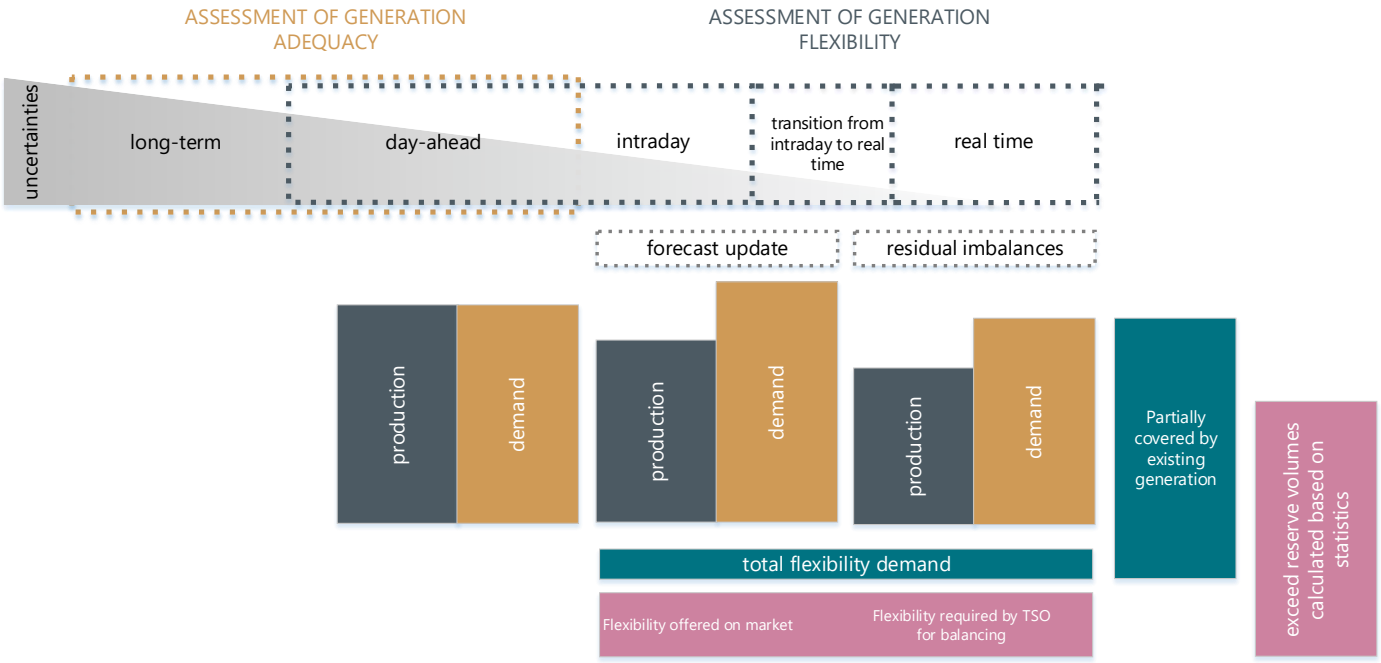
Since the flexibility may be required at different times and for different periods, it is proposed to conditionally divide it into the following types:

1) slow flexibility – SF, which is a capability to compensate for imbalances that have arisen due to the adjustment of demand/generation forecasts, which precedes opening of the trading gate in the day-ahead market. In addition, this flexibility applies to the scheduled or contingency loss of capacity (including transmission lines), which is reported before closing of the trading gate in the intraday market. This flexibility can be provided by most of the installed capacity, as there is time to ramp power of the engaged generating equipment, or even to start-up/shut-down it;
2) fast flexibility – FF, which is a capability to compensate for imbalances stemming from unexpected changes in generation/consumption in real time or during the time for which the last forecast arrives before closing the trading gate in the balancing market;
3) operational flexibility – OF, which is the capability to compensate for imbalances stemming from unexpected changes in generation/consumption in real time, but as distinct from the fast flexibility the time interval of this flexibility is within the 1–15 minute period (expressed in MW/minute). The flexibility of this type can be ensured by frequency containment reserves (solely by load-following technologies, such as running generation units, some HPPs/PSPs, energy storages and controlled flexible demand-side response systems), and its activation releases fast and slow flexibility.

Interrelation between flexibility and reserve capacities



As shown in Figure, the analysis of flexibility means the assessment of the required flexibility of the equipment with which the IPS of Ukraine will operate with no residual imbalance (during the period from the start of gate closure in the intraday market until the occurrence of events in real time). In general, the capability to remove residual imbalances in a conditionally long term (one day and more) is also the flexibility, but such flexibility is covered by the assessment of adequacy because it is factored in modelling using the Monte Carlo method, resulting in preliminary hourly coverage of electric load curves. Boundaries of generation adequacy and flexibility assessment



The residual imbalance in this Report is determined as the electricity demand minus energy served (including from RES) in the market segments preceding the balancing market and based on the forecast (not actual) supply/demand data.

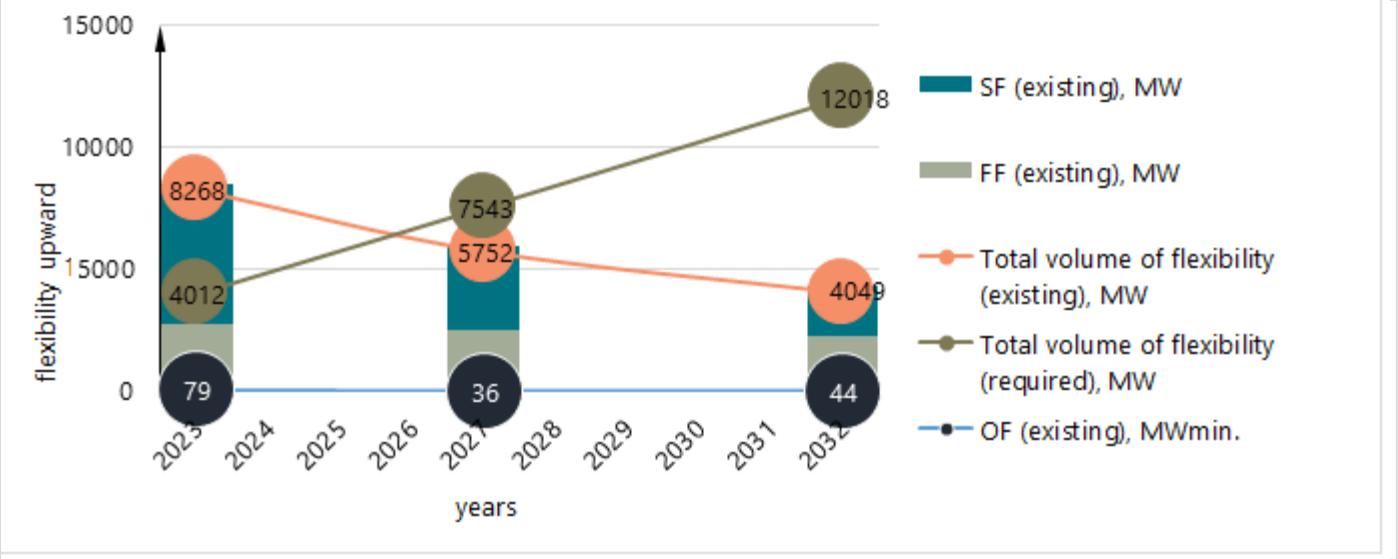
Therefore, based on the assessment of the residual imbalance, the future share of the flexibility demand to be provided by the TSO should be estimated, as such flexibility share depends on the flexibility, which the market can provide to the system. Then the required volumes of reserves and their characteristics are determined (taking into account the probability of imbalance as a result of actual fluctuations in supply/demand and incorrect demand/consumption forecasts).

Thus, because of the insufficient flexibility, flexible or reserve capacities, from time to time there occur or may occur situations when with a too quick change in load or change in generation (including RES generation considering that there are many renewables) the dispatched capacities are unable to respond quickly and fully to such change (having relatively low speed of load gaining/shedding if compared to the speed of load change in the system or RES generation as shown in Figure), which eventually leads to partial non-coverage of the electric load curve. In turn, the presence of uncovered areas in the electric load curve (i.e., EENS) requires either an accelerated load gaining/shedding (including the speed of activation) of dispatched generating capacities (i.e., bringing existing generating capacities to the requirements of TNC), or early activation of generating equipment in the period preceding the expected peak load. It is difficult to implement the first option because it is necessary to upgrade existing generating equipment or to build a new equipment. It is difficult to implement the second option because there are no technical means in the IPS of Ukraine (such as energy storage, batteries or other technologies such as Power to X) that will be able absorb temporary aperiodic shortages/surpluses of electric energy.

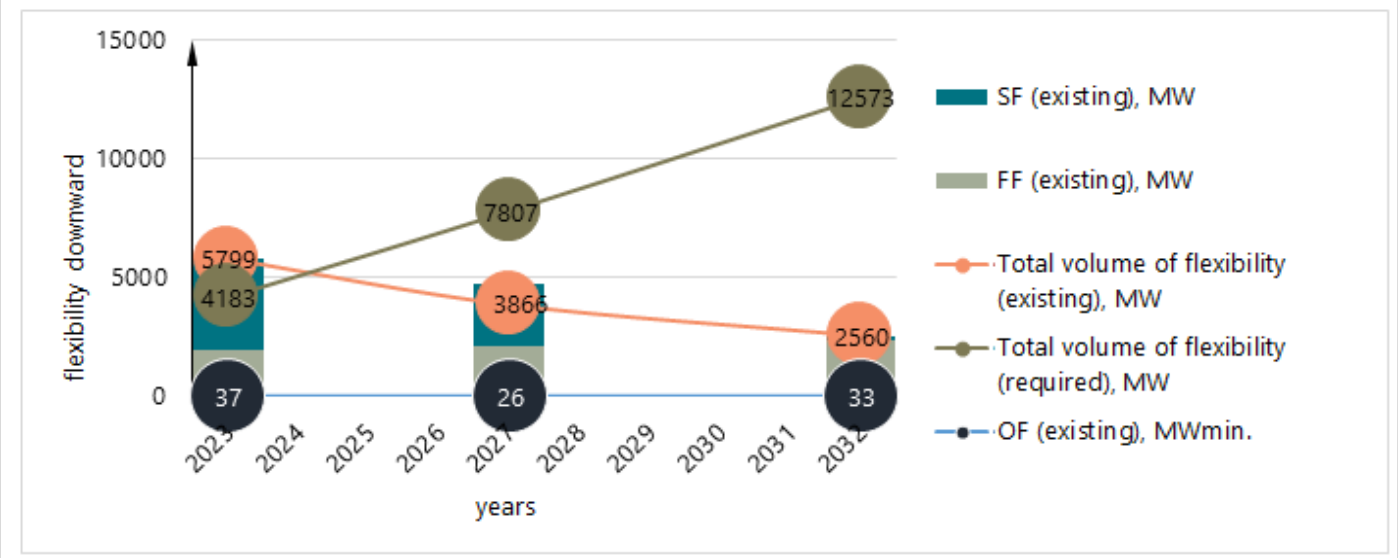
In accordance with ENTSO-E clarifications, the approach is changed to the formation of the coverage curve, according to which emergency reserves (FCR, FRR, RR) can be used only for their intended purpose (i.e., to provide reserves in accordance with the N-1 criterion), and cannot be used to ensure the adequacy of generating capacities, which, in turn, leads to the situation when in the absence of at least one type of reserve at a given hour (even when the load curve is fully covered), the system is characterized by the generation inadequacy (inflexibility). Given the above and the growing impact of RES generation technologies that are difficult to forecast, the volumes of reserve capacities should grow too (except for constant volumes of reserves for contingency according to N–1 criterion), which is confirmed by modelling results (probability of occurrence of various situations in case of simultaneous activation of balancing capacities to compensate for unforeseen fluctuations of demand/supply, errors of forecasts of demand/supply, etc.), where the volume of currently required reserve capacity is determined, which will provide the required operational flexibility (OF) of the IPS of Ukraine.

It is worth noting that with the improvement of the quality of supply/demand forecasts, the development of competition in all market segments, the deployment of RES generating capacities, as well as the introduction of new technologies, the share of necessary flexibility (especially operational flexibility) will gradually decrease.

Figures illustrate the supply of IPS of Ukraine's with flexibility under the baseline scenario, which shows that the situation in the period 2023–2032 is steadily deteriorating.

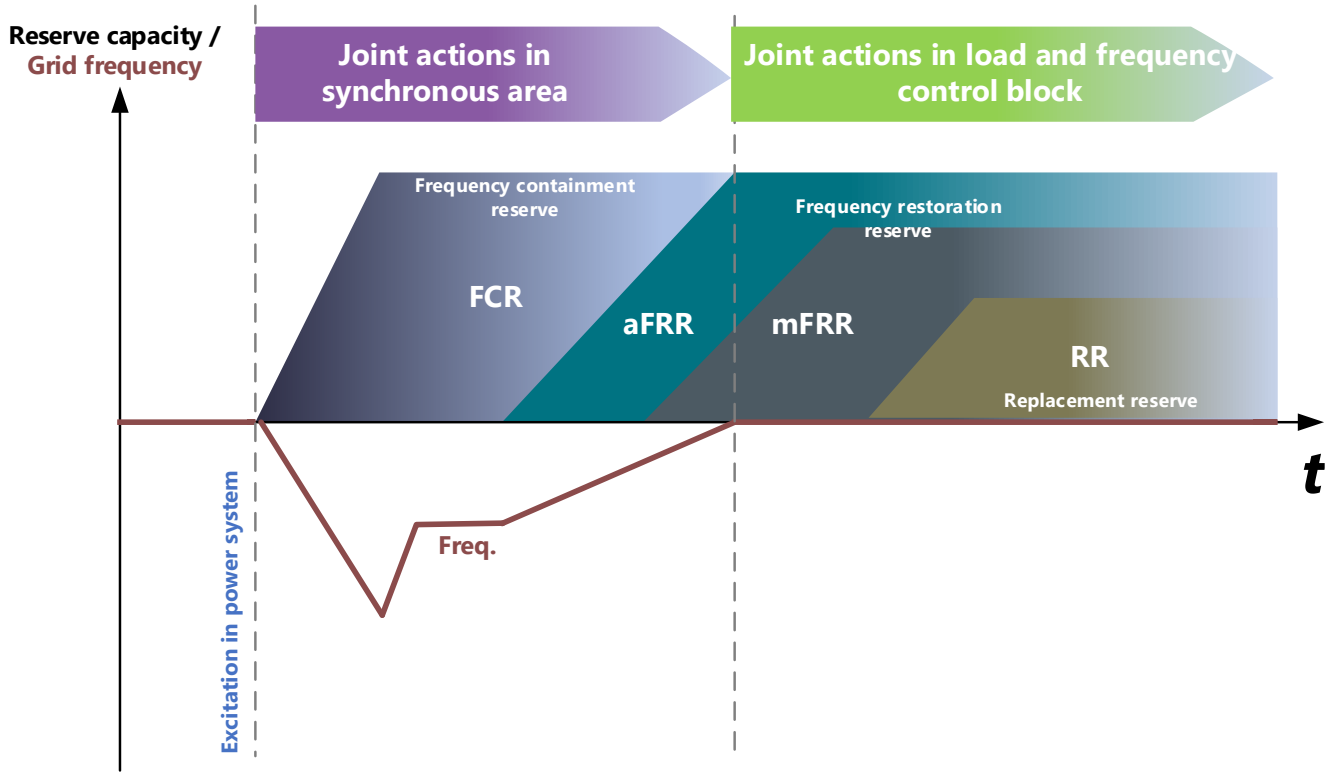


IPS of Ukraine's supply with flexibility for upward loading according to the baseline scenario



IPS of Ukraine's supply with flexibility for downward loading according to the baseline scenario

Flexibility assessment under the baseline scenario for the parallel operation with power systems of neighbouring countries includes potential imports of electricity and reserves. Flexibility assessment results are provided in Table.



Graphic representation of the approach of shared capacity reservation by interfacing countries applied in the Report

Maximum shortage of reserve capacities and the total number of hours of such shortage according to the baseline scenario (generalized for all Monte Carlo years in stochastic simulation)

Years	Indicators					
	Reserve for upward loading, MW	**Average maximum shortage of reserves for upward loading, MW**	**Total number of hours of shortage of reserves for upward loading per year, h**	**Reserve for downward loading, MW**	**Average maximum shortage of reserves for downward loading, MW**	**Total number of hours of shortage of reserves for downward loading per year, h**
2023	1,000	360	552	500	301	409
2024	1,000	411	504	500	266	630
2025	1,000	419	557	500	310	259
2026	1,000	472	663	500	288	432
2027	1,000	589	650	500	315	425
2028	1,000	461	560	500	336	369
2029	1,000	539	636	500	369	558
2030	1,000	449	474	500	329	537
2031	1,000	348	604	500	368	616
2032	1,100	486	549	500	300	467

The calculations show that according to the baseline scenario it is impossible to ensure the generation adequacy nor flexibility in the IPS of Ukraine (it should be noted that the above values of the calculated indicators are averaged, and the range of these values is quite wide).

The curves of electric load coverage for weekdays and weekends of the typical periods of 2023, 2026, 2032 and yearly balances of power and capacity were calculated using modelling tools for this scenario. Balances reflect average values of SPP and WPP generation for the respective periods, hydro resources of low water year, NPP generation optimal for the IPS of Ukraine by months, PSP generation modes

(generation/pumping) optimal for IPS of Ukraine, curves of electric load coverage and curves of available reserves – probable values of generation and consumption. In addition, it should be noted that the above balances indicate averaged values of RES generation meaning that their generation in the given hours of the respective days can be both lower and higher than these values (by preliminary assessments the deviation can be ± 20%).

Electrical energy balance forecast in the IPS of Ukraine until 2032 according to the target scenario, bln MWh

Components of the balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1. Electricity generation, total	159.7	164.0	164.3	163.2	163.9	165.4	167.3	174.5	177.9	181.4
including:										
1.1. TPP:	37.2	35.1	33.2	25.4	26.4	23.5	24.3	23.6	24.1	18.7
TPP share, %	23.3	21.4	20.2	15.6	16.1	14.2	14.5	13.5	13.5	10.3
including:										
1.1.1. Highly flexible with quick start	—	0.4	0.5	0.7	0.8	0.9	1.1	1.3	1.4	1.8
For reference: ICUF of highly flexible TPP	—	8	8	8	8	9	9	10	11	12
1.1.2. Existing mid-merit	37	34.5	26.2	24.7	25.6	22.6	21.5	19.2	17.5	8.2
For reference: ICUF of existing load-following TPP	24	24	19	23	23	26	36	38	43	28
1.1.3. New mid-merit	—	—	—	—	—	—	1.7	3.2	5.1	8.7
For reference: ICUF of new load-following TPP	—	—	—	—	—	—	39	40	39	40
1.2. CHP, cogeneration, modular plants	8.7	8.6	8.4	8.2	8	7.8	7.5	7.2	6.9	6.6
1.3. HPP	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
including:										
HPP on Dnieper, Dniester Rivers	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
other HPP	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1.4. PSP	1.7	1.8	1.9	2.1	2.2	2.3	2.3	2.3	2.3	2.3
1.5. NPP	85.2	88.4	87.9	91.8	89.3	90.4	89.7	94.7	95.8	102.4
NPP share, %	53	54	54	56	54	55	54	54	54	56
NPP ICUF	0.70	0.73	0.73	0.76	0.74	0.75	0.74	0.73	0.74	0.74
1.6. Alternative sources in balance	19.1	21.9	24.3	26.7	29.0	32.1	34.2	37.2	39.1	41.3
RES share, %	12	13.3	14.8	16.3	17.7	19.4	20.5	21.3	22.0	22.8
Grow compared to last year, %	28.3	11.7	11.1	10.4	8.3	9.6	5.6	4.1	3.1	3.7
including:										
- WPP	7.8	8.9	9.9	11.2	12.4	13.5	14.5	15.8	16.8	17.9
- SPP	9.2	10.2	11.1	11.6	12.0	13.3	13.8	14.7	15.2	15.9
- other (including BioPP)	2.1	2.68	3.3	3.9	4.6	5.28	5.96	6.63	7.1	7.55
HPP RES share, %	16	17.7	19.1	20.7	22.0	23.7	24.7	25.4	26.0	26.7
1.7. Energy storage	0.7	1.2	1.4	1.9	1.9	2.1	2.2	2.4	2.6	3.0
2. Electricity import	0	1.5	1.7	2.0	1.9	2.1	2.1	2.2	2.3	2.6
3. Electricity export	0	4.5	4.1	2.3	2.0	2.3	2.5	7.7	9.6	11.6
4. Consumption (gross)	154.5	155.5	156.0	156.5	157.0	158.0	159.5	161.0	162.5	164.0
Grow compared to last year, %	0.3	0.7	0.3	0.3	0.3	0.7	1.0	0.9	0.9	0.9
5. PSP consumption in pumping mode	2.4	2.5	2.6	2.9	3.1	3.2	3.2	3.2	3.2	3.2
6. ES consumption in charging mode	0.8	1.3	1.6	1.9	2.1	2.3	2.4	2.7	2.9	3.1
7. RES regulation / curtailment (production limitation)*	—	—	—	—	—	—	—	—	—	—
8. SHORTAGE	—	—	—	—	—	—	—	—	—	—

Note. * Used in the context of provision of the corresponding load shedding service

Electric power balance forecast in the IPS of Ukraine for 2023 according to the target scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		17208	22460	23159	12928	16428	17580	12169	14672	16463	13430	17363	17777	12622	16844	17913	12167	15239	16347
Coverage		19007	22550	23159	13344	17676	17580	12521	16688	16463	13587	17498	17777	13138	17612	17913	12167	17038	16347
Load-following TPP		3929	5338	5744	921	936	1956	691	735	1047	1730	1252	3785	1720	1101	3557	698	855	2221
Highly flexible TPP		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TPP and modular plants		1459	1453	1272	509	506	466	541	536	530	301	322	345	398	392	414	338	356	294
BioTPP		210	260	320	120	130	160	80	90	120	110	120	150	110	120	150	80	90	120
HPP, including:		314	444	959	622	629	2607	406	437	2140	364	191	1316	158	217	1459	330	346	1553
- mini-, micro- and small HPP		20	25	25	35	35	40	35	35	40	15	20	20	15	15	15	20	20	20
PSP generation		0	0	1521	0	0	1436	0	0	1587	0	0	1223	0	0	1587	0	0	1587
ES generation		0	0	0	0	0	0	0	0	136	0	0	0	0	0	158	0	0	97
SPP		0	2127	0	0	4359	0	0	4007	0	0	4864	0	0	4994	0	0	4790	0
WPP		1406	1275	1485	1213	1197	1084	903	925	1082	1137	844	974	754	878	767	840	671	673
RES curtailment		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NPP		11489	11454	11558	9859	9820	9771	9800	9859	9722	9845	9805	9884	9898	9810	9722	9780	9829	9702
Export		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Import		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PSP pumping		1799	90	0	416	1248	0	352	2016	0	135	135	0	416	768	0	0	1799	0
ES charging		0	0	0	0	0	0	0	0	0	22	0	0	100	0	0	0	0	0
Frequency containment reserve	at existing equipment	136	135	136	137	131	135	133	137	132	136	131	136	135	132	134	131	131	136
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	717	704	719	714	747	713	707	707	706	714	706	733	738	709	722	732	715	723
	at new equipment	312	314	299	299	307	300	295	310	310	315	304	315	302	303	304	307	305	310
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (downward)	at existing equipment	290	310	303	506	195	210	210	305	197	294	211	212	304	96	102	293	103	618
	at new equipment	212	205	201	193	0	315	0	0	317	209	0	310	207	0	306	197	0	0
	RES curtailment	0	0	0	0	312	0	299	196	0	0	312	0	0	403	0	0	401	484

Electric power balance forecast in the IPS of Ukraine for 2027 according to the TSO target scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		18690	24070	24964	13876	17898	18989	13206	15962	18037	14452	19131	18997	13596	18005	19356	13181	16541	17860
Coverage		20173	24377	24558	15019	19601	19889	13996	19339	19437	15682	21551	19620	14996	21054	19811	14859	19821	18478
Load-following TPP		4982	5569	6388	2220	1042	1943	1298	820	1806	2202	1756	3782	2410	1783	4092	1943	710	2882
Highly flexible TPP		0	200	300	0	0	827	0	0	611	0	0	717	0	0	625	0	0	950
TPP and modular plants		1440	1240	1080	330	320	240	470	410	330	120	110	110	190	180	100	250	190	150
BioTPP		460	610	720	270	280	360	180	190	270	260	270	260	260	270	350	180	190	270
HPP, including:		238	855	1626	648	654	2804	597	614	2770	1251	1296	1285	1126	1536	1536	1496	1513	1508
- micro-, mini- and small HPP		20	25	25	35	35	40	35	35	40	15	20	20	15	15	15	20	20	20
PSP generation		0	0	1046	0	0	1698	0	0	1698	0	0	1568	0	0	1624	0	0	1698
ES generation		0	230	38	0	0	446	0	0	481	0	0	156	0	0	348	0	0	120
SPP		0	2600	0	0	5781	0	0	5781	0	0	6533	0	0	6116	0	0	6318	0
WPP		1818	1738	1925	1551	1524	1471	1551	1524	1471	1449	1186	1242	1010	1169	1036	1090	900	900
RES curtailment		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NPP		10835	10835	10835	9800	9800	9800	9800	9800	9800	10200	10200	10200	9800	9800	9800	9800	9800	9800
Export		0	150	0	797	0	900	768	1352	1400	1140	4	623	1400	543	455	1320	1399	618
Import		380	720	406	0	668	0	0	0	0	0	0	0	0	0	0	0	0	0
PSP pumping		1383	877	0	324	1971	0	0	1743	0	0	2016	0	0	2016	0	135	1881	0
ES charging		480	0	0	22	400	0	22	282	0	90	400	0	0	490	0	223	0	0
Frequency containment reserve	at existing equipment	137	135	131	135	133	130	131	136	133	137	133	132	133	134	134	134	132	135
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	520	499	953	51	51	400	51	52	501	53	50	211	50	52	51	51	51	53
	at new equipment	519	495	53	990	1001	641	956	972	505	984	948	814	974	982	969	970	998	990
	shortage	0	6	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Frequency restoration reserve (downward)	at existing equipment	106	384	97	103	300	0	106	302	488	102	308	0	105	48	0	98	0	0
	at new equipment	393	102	402	421	92	497	394	0	0	397	0	519	0	459	480	0	482	492
	RES curtailment	0	0	0	0	109	0	0	206	0	0	194	0	406	0	0	408	0	0

Electric power balance forecast in the IPS of Ukraine for 2032 according to the TSO target scenario, MW

Components of the balance		heating season			flood season (weekday)			flood season (weekend)			summer season			non-heating season (weekday)			non-heating season (weekend)		
		at 03:00	at 13:00	at 18:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 20:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00	at 03:00	at 13:00	at 21:00
Consumption (gross)		20628	26684	27910	15299	19524	20943	14590	17642	19660	15983	21252	21035	14905	20284	21552	14623	18501	19526
Coverage		20860	27644	27304	16840	22957	23095	15982	22304	21637	17389	24893	22890	16876	23812	23466	16616	22660	21574
Load-following TPP		1877	3497	3500	1117	188	1155	404	288	1194	1260	423	2701	2011	1094	3503	1146	316	2328
Highly flexible TPP		0	1338	1236	0	0	1218	0	0	39	0	0	1292	0	0	1038	0	0	1432
TPP and modular plants		1789	1841	2090	677	681	734	712	729	750	457	492	516	543	526	593	482	475	508
BioTPP		809	1189	1289	474	371	578	295	282	483	440	397	750	523	472	839	377	285	609
HPP, including:		232	584	1553	640	623	2798	584	596	2692	981	1261	1311	940	188	1593	1544	546	1463
- mini-, micro- and small HPP		20	40	40	40	40	60	40	40	60	20	20	20	20	20	20	20	20	20
PSP generation		0	0	899	0	0	2022	0	0	2022	0	0	1929	0	0	2022	0	0	2022
ES generation		0	0	267	0	0	683	0	0	713	0	0	370	0	0	604	0	0	177
SPP		0	3131	0	0	7226	0	0	7517	0	0	8470	0	0	7999	0	0	8239	0
WPP		2653	2442	2848	2168	2068	2083	2243	2068	2075	2100	1675	1724	1379	1733	1498	1598	1306	1342
RES curtailment		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NPP		13500	13622	13622	11765	11800	11824	11743	10824	11668	12151	12176	12298	11480	11800	11776	11469	11492	11694
Export		0	157	0	694	1923	2353	647	2230	2092	1406	1503	1854	1806	1448	2025	1573	2034	2048
Import		624	580	606	0	0	201	0	0	115	0	77	0	0	0	112	0	0	0
PSP pumping		135	1383	0	135	1510	0	0	2432	0	0	2215	0	135	2080	0	135	2125	0
ES charging		720	0	0	711	0	0	744	0	0	0	0	0	29	0	0	286	0	0
Frequency containment reserve	at existing equipment	136	131	134	137	132	131	130	135	133	132	133	134	136	132	131	133	131	137
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (upward)	at existing equipment	164	557	528	227	83	850	468	71	386	403	474	1017	336	408	740	409	475	694
	at new equipment	983	564	630	878	1241	282	874	1301	873	1269	1278	398	1207	1233	392	1104	1229	432
	shortage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency restoration reserve (downward)	at existing equipment	0	274	0	0	309	0	305	275	491	104	312	0	0	306	0	0	162	0
	at new equipment	518	244	486	527	0	520	0	242	0	404	0	503	511	40	513	478	347	521
	RES curtailment	0	0	0	0	208	0	192	0	0	0	207	0	0	155	0	0	0	0

Calculations (according to the TSO target scenario for the stochastically simulated Monte Carlo years) that fully reflect the situation with the shortage of capacity and reserves for the next 10 years are summarized in Tables.

Results of adequacy assessment of the IPS of Ukraine for 2023–2032 according to the TSO target scenario

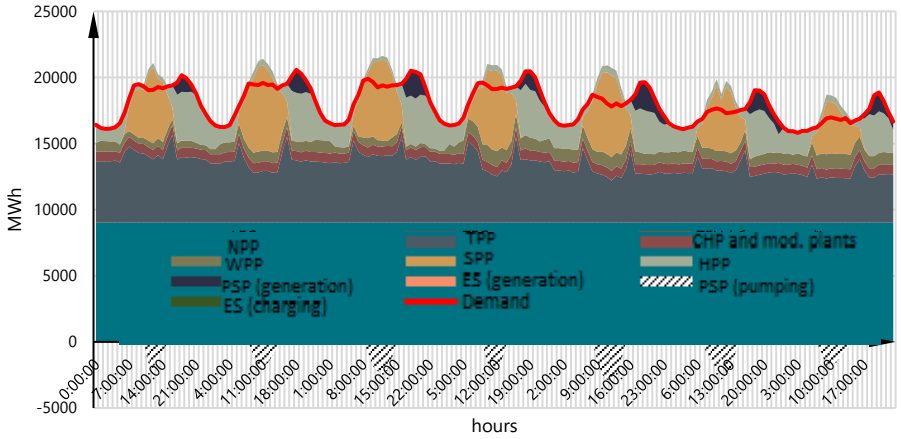
Years	Indicators		
	***EENS*, MWh**	***LOLE*, h**	***LOLP*, %**
2023	104	0.09	0.003
2024	152	0.12	0.003
2025	226	0.17	0.004
2026	443	0.38	0.006
2027	287	0.25	0.009
2028	92	0.09	0.010
2029	649	0.67	0.011
2030	287	0.25	0.016
2031	920	0.81	0.023
2032	1117	0.85	0.025

Maximum shortage of reserve capacities and total number of hours of such shortage according to the TSO target scenario (generalized for all Monte Carlo years in stochastic simulation)

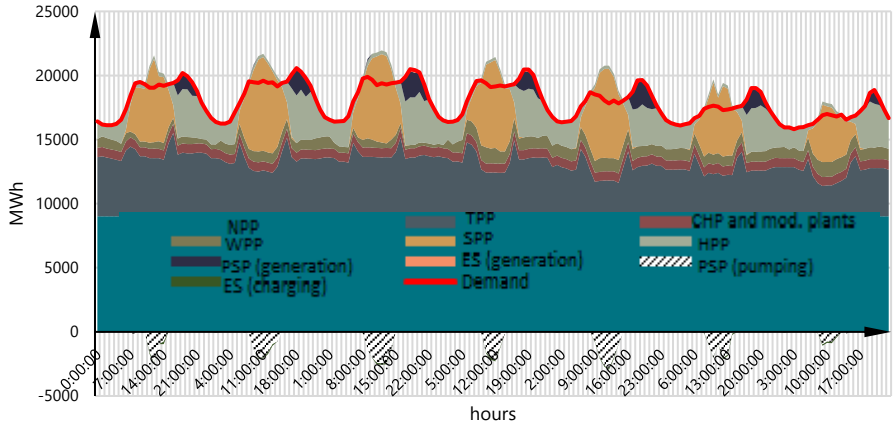
Years	Indicators					
	Reserve for upward loading, MW	**Average maximum shortage of reserves for upward loading, MW**	**Total number of hours of shortage of reserves for upward loading per year, h**	**Reserve for downward loading, MW**	**Average maximum shortage of reserves for downward loading, MW**	**Total number of hours of shortage of reserves for downward loading per year, h**
2023	1,000	33	3	500	3	12
2024	1,000	9	6	500	10	3
2025	1,000	2	14	500	8	13
2026	1,000	15	14	500	4	10
2027	1,000	19	8	500	4	10
2028	1,000	37	9	500	9	6
2029	1,000	22	13	500	18	6
2030	1,000	26	8	500	4	8
2031	1,000	16	7	500	16	10
2032	1,100	19	9	500	9	9

Data in Tables supports the conclusion that according to the TSO target scenario it will be possible to meet the generation adequacy and flexibility requirements throughout the entire period of 2023–2032.

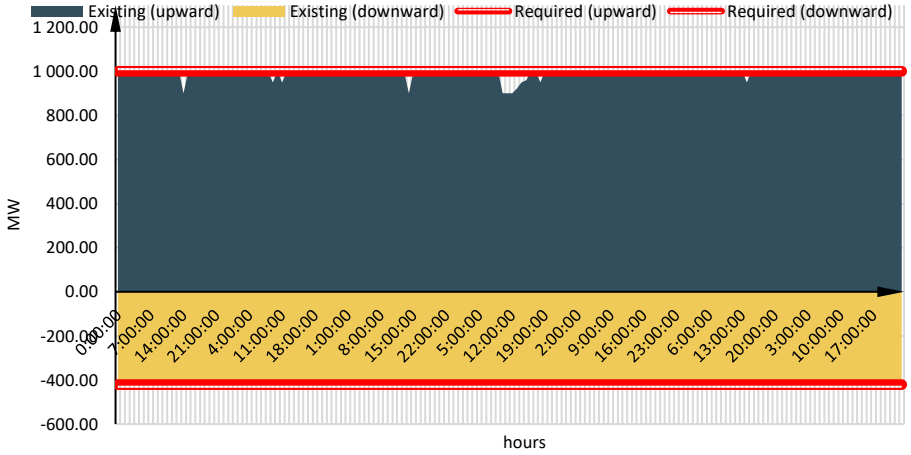
As an example, see the results of simulated coverage of the electric load curve in the IPS of Ukraine according to the baseline and target scenarios for the most typical days (yearly load peaks/off-peaks and spring flood) of 2023, 2026 and 2032 shown in Figures (example of a probable load curve and RES generation, which is randomly selected from all Monte Carlo years in stochastic modelling), which illustrate the calculation results shown above.



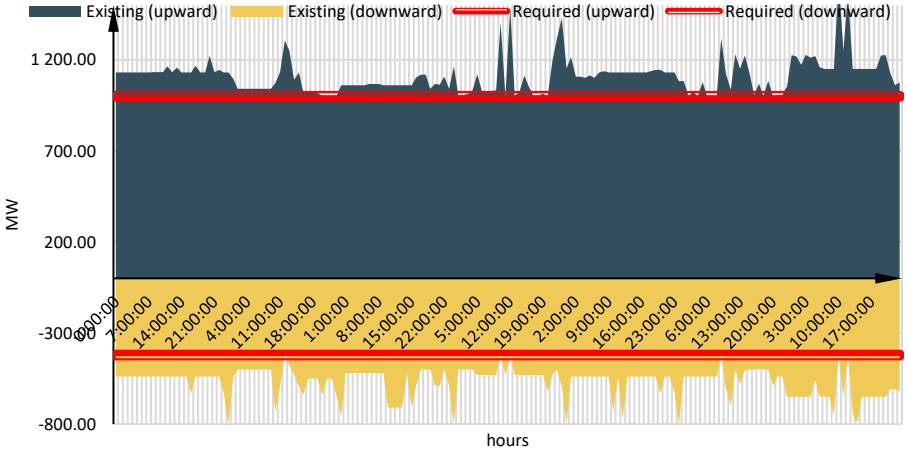
Probable coverage of load curve during flood period in 2023 in the IPS of Ukraine in baseline scenario



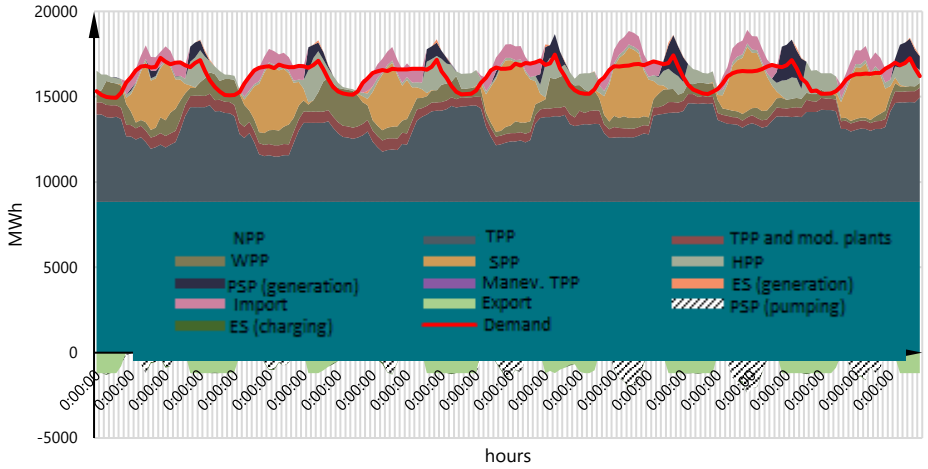
Probable coverage of load curve during flood period in 2023 in the IPS of Ukraine in TSO target scenario



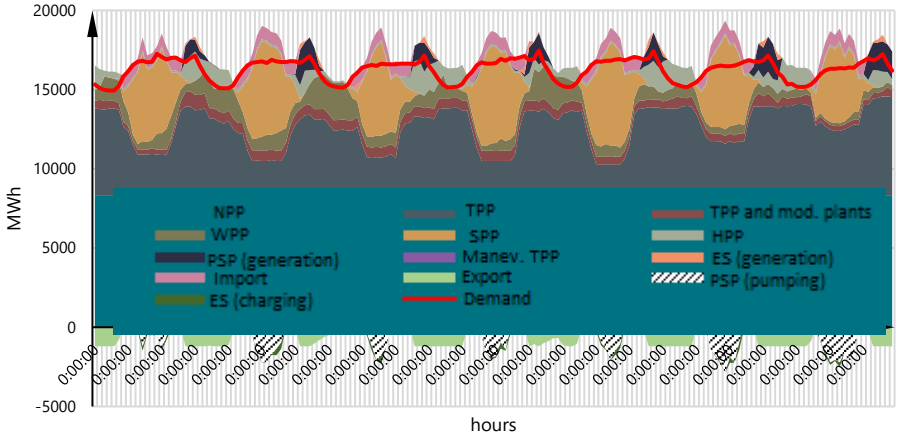
Supply of IPS of Ukraine with reserves in flood period according to the probable load schedule of 2023 in baseline scenario



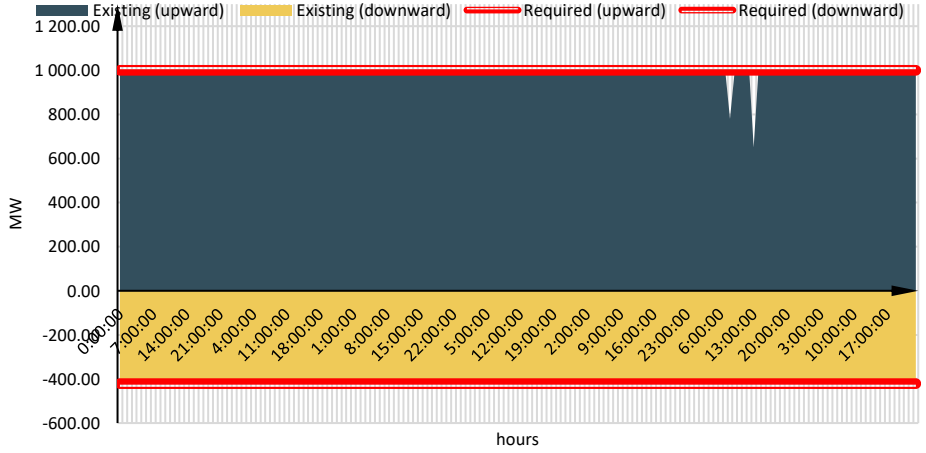
Supply of IPS of Ukraine with reserves in flood period according to the probable load schedule of 2023 in TSO target scenario



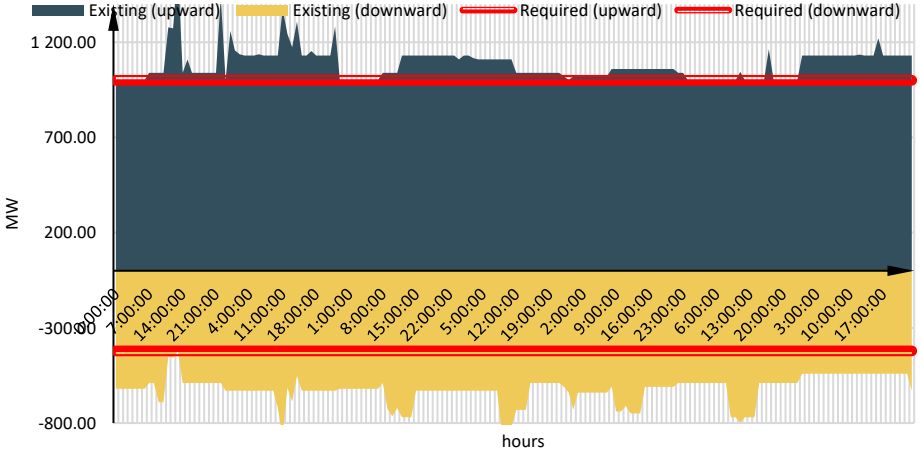
Probable coverage of load curve during summer period in 2027 in the IPS of Ukraine in baseline scenario



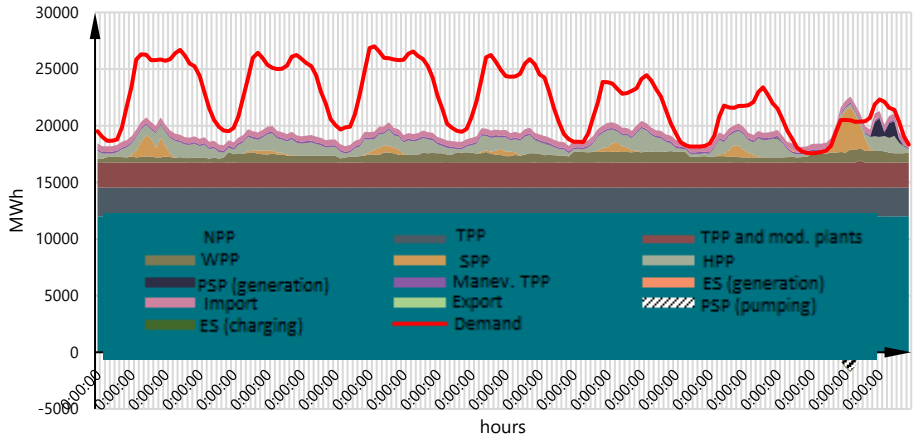
Probable coverage of load curve during summer period in 2027 in the IPS of Ukraine in TSO target scenario



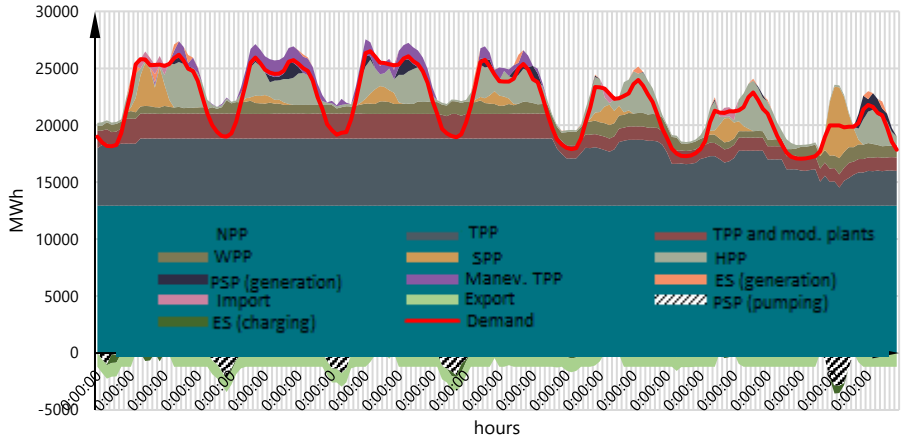
Supply of IPS of Ukraine with reserves in summer period according to the probable load schedule of 2027 in baseline scenario



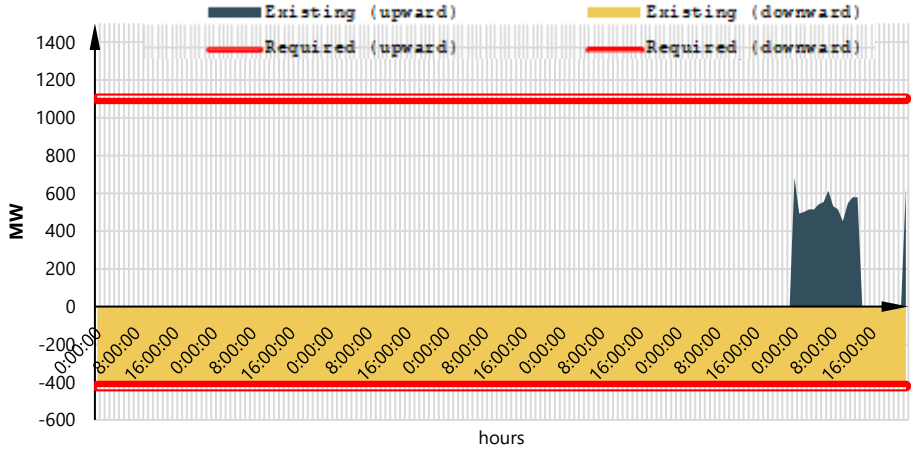
Supply of IPS of Ukraine with reserves in summer period according to the probable load schedule of 2027 in TSO target scenario



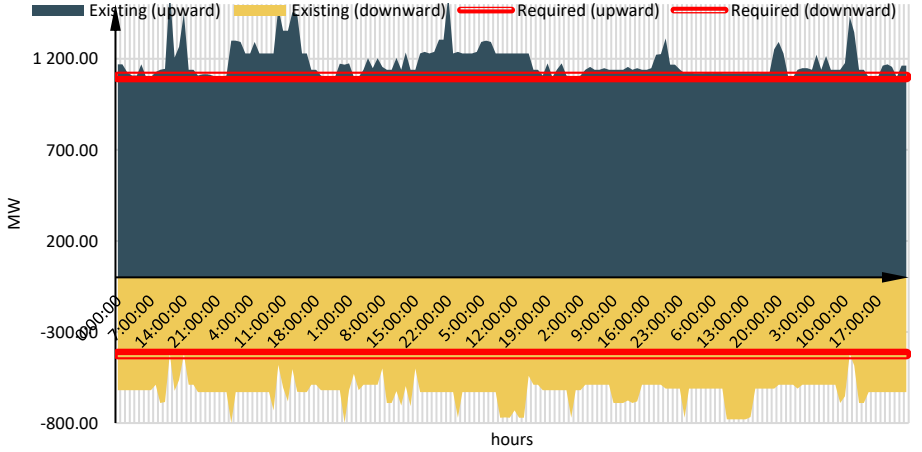
Probable coverage of load curve during winter period in 2032 in the IPS of Ukraine in baseline scenario



Probable coverage of load curve during winter period in 2032 in the IPS of Ukraine in TSO target scenario



Supply of IPS of Ukraine with reserves in winter period according to the probable load schedule of 2032 in baseline scenario



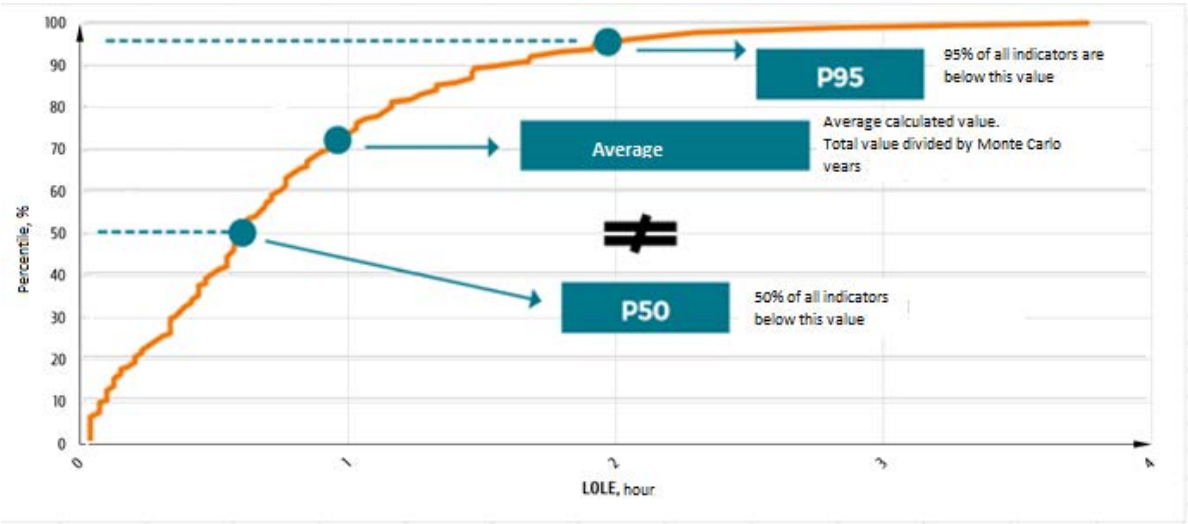
Supply of IPS of Ukraine with reserves in winter period according to the probable load schedule of 2032 in TSO target scenario

As illustrated above the baseline scenario provides a difficult situation regarding the future availability of generating capacities and reserves in the IPS of Ukraine (primarily the reserves for upward loading). However, as shown in Figures by means of supporting the RES integration (according to the TSO target scenario), problems of the shortage of reserves for downward loading, on one hand, can be avoided through the implementation of projects for construction of energy storages, which in addition would make it possible to partly resolve the balancing issues in the power system. On the other hand, the introduction of new balancing capacities with a wide range of control and the possibility of quick start-up/shut-down will make it possible to avoid problems with the power shortage and the shortage of reserves for upward loading and, as in the case of the construction of storage systems, will help resolve the balancing problems in the power system, providing additional flexibility to the IPS of Ukraine. In addition, these measures will provide surplus reserves in certain periods, which in turn will raise the power system flexibility to a new level in terms of quality, and will enable active commercial exports of reserves/capacity, i.e., *reserve sharing* according to the European terminology.

Mechanisms to ensure the generation adequacy

Since Tables provide average values of all criteria, not their statistic distribution, it should be borne in mind that there are different probabilities of occurrence of such shortages of generating capacities, which will significantly exceed the values in Tables. For example, 5% (once in 20 years) and 10% probability (once in 10 years) probability. Such probabilities are determined with LOLE P95 and LOLE P90 indicators (as recommended by ENTSO-E), their difference from the average indicator is illustrated below.

Percentile graph of the distribution of the LOLE criterion



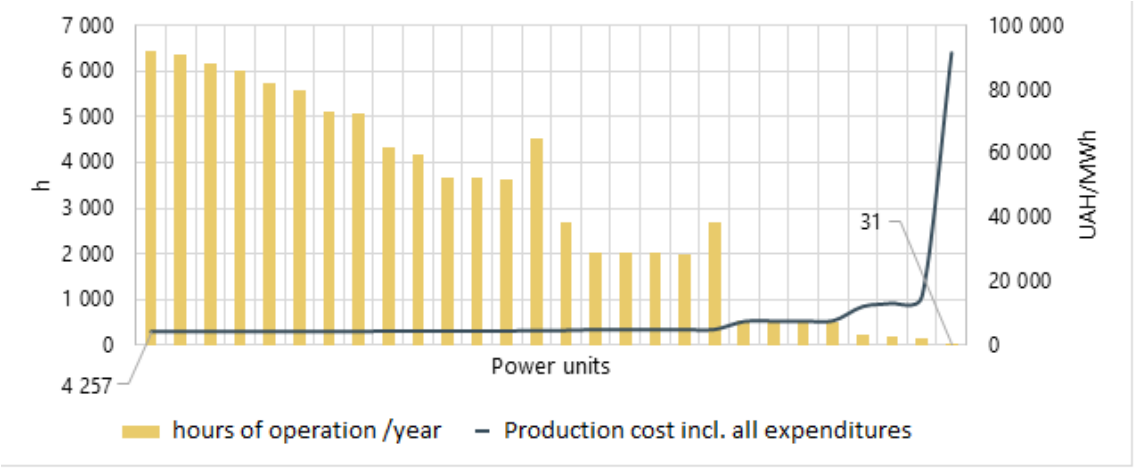
For this reason, to ensure the adequacy of generating capacities, which will be used only in extreme conditions, more and more European countries are implementing various market and non-market mechanisms to ensure the generation adequacy. Such mechanisms and algorithms of their operation vary from country to country. However, they all have one thing in common – these mechanisms are not financed only with revenues from the sale of electricity in the electricity market.

ACER in its annual Market Monitoring Report) provides an overview of capacity mechanisms designed to ensure generation adequacy across Europe. The map below illustrates countries and mechanisms the use.

In addition, the possibility of developing the generation adequacy mechanisms (in case of failure of market mechanisms), in particular, through the use of strategic reserves and cross-border flows is provided for in the "Clean Energy for all Europeans Package", which Ukraine has acceded as a party of the Energy Community having committed to implement by 31 December 2023 Directive (EU) 2019/944 and Regulation (EU) 2091/941 in accordance with the decision of the Ministerial Council of the Energy Community No. 2021/13/MC-EnC.

At present, Ukraine does not have the legislative framework for such market or non-market mechanisms to ensure the generation adequacy in the future, which would provide for the introduction and use of capacity payments.

On the other hand, for very rare cases (i.e., cases of LOLE P95) when there is a need in generating capacities (which in other cases are not engaged in electricity generation or ancillary services) it would be practical to introduce in the country the demand-side response measures. So, Figure **Помилка! Джерело посилання не знайдено.** illustrates for year 2032 the dependency of the cost of electricity production (with all costs including fixed costs) on the hours in operation during the year.



Dependency of the cost of electricity production on the hours of operation, illustrated by year 2032

Based on the above, the operating time of the power units with highest production cost (over 12 thousand UAH/MWh) with a 5% probability (according to Monte Carlo method) will be from 31 to 229 hours per year, and in the remaining 95% they will be in operation for 0 hours, but their maintenance costs shall be compensated regardless of the operating time. Capacity of such power units in 2032 is 750 MW, therefore it would be more feasible (considering such values of the cost) to use demand-side management measures in those rare cases. It creates prerequisites for the demand-side management function on the industrial scale. Nevertheless, the terms of demand-side management services on one hand and the readiness of consumers to buy electricity at prices above market average on the other hand should make adjustments to scopes of such services. At present, the introduction of the European Methodology for calculating the value of lost load, the cost of new entry and the reliability standard in accordance with Article 23(6) of Regulation (EU) 2019/943 of the European Parliament and of the Council of 5 June 2019 on the internal market for electricity should provide some clarity. The purpose of the *Methodology* is to determine for consumers in the country the price threshold above which the consumers could refuse from electricity for a short time for various reasons. Results of the Methodology introduction in Ukraine are expected in 2022.

Nevertheless, based on the expert evaluation, the minimum price of 12 thousand UAH/MWh is the justified threshold subject to the introduction of demand-side response on an industrial scale. On the other hand, in the longer term, correct modelling of demand-side management measures will require a number of studies (according to the current Methodology) of their technical and economic indicators (in particular, maximum capacity of activation at each step, duration and cost of such activation, activation curves, seasonal and daily availability, cost dependency on duration and activation period, etc.).

The development of demand-side management measures in sufficient volumes (depending on the type and cost) in short and medium terms will potentially provide the possibility to partly reduce the need in a number of peaking and load-following capacities (specifically, including those capacities that require non-market mechanisms of generation adequacy assurance as they can compete directly in non-market segments).

As shown in this section, the IPS of Ukraine during the entire period studied in the baseline scenario will be characterized by generation inflexibility, and from 2025 – by generation inadequacy. The proposed TSO target scenario would make it possible to fully avoid this in future until 2032 (see Section **Помилка! Джерело посилання не знайдено.**) through the construction and soonest commissioning of up to 0.74 GW of energy storages and highly flexible quick start-up/shut-down generation (up to 1.45 GW), introduction of requirements for owners of new IPPs to provide energy storages, assurance of the optimal pace of renewables penetration, and a number of other actions.

The introduction of these capacities to ensure flexibility will guarantee:

1. Availability of rapid automatic reserve for upward/downward loading due to the introduction of energy storage systems, which makes it possible to quickly compensate for imbalances within ±740 MW, reduces the need to maintain corresponding reserves at conventional power plants because such reserves accelerate depletion of their fleet life and increase the likelihood of emergency failures. At the same time, it provides more possibilities to use RES to cover the electric load curve because, unlike conventional generation, energy storages do not have a technical minimum load (i.e., the minimum capacity they can work with).

2. Availability of firm capacity reserves for upward/downward loading in the volume of 1.45 GW due to the introduction of highly flexible with quick start-up/shut-down generation in accordance with the requirements of the current TNC.

3. Opportunity, even in low-water periods of the year, to compensate for the decreasing capacity of SPPs when the load is rising, and to reduce the need for TPP power units to cover the electric load curve because of maintaining the reserves for upward loading and the introduction of 1.45 GW of highly flexible with quick start-up/shut-down generation.

The need to build and commission energy storages (up to 0.5 GW) and highly flexible generation with quick start-up/shut-down (up to 1 GW) was stressed in the Report approved by NEURC Resolution No. 975 of 16 June 2021, but in view of the National Economic Strategy up to 2030 approved by the Cabinet of Ministers of Ukraine on 3 March 2021 and its declared target of increasing the renewables share in the total generation mix at the level of 25%, as well as a number of other less weighty but not least important factors, this Report calls for bigger volumes of flexible technologies (up to 1.45 GW of highly flexible generation and up to 0.74 GW of Energy Storages) to balance much higher capacities of renewables

2.5 Analysis of the external environment: challenges and opportunities

In the short term, the key challenges for Ukraine are the consequences of the Russian military aggression, both economic and social. Instead, integration into the EU markets is an opportunity to strengthen Ukraine's energy security. However, it will require significant additional efforts, particularly in the legal field.

Lowering the cost of technologies will promote the development of RES and hydrogen, which will be reinforced by environmental factors and requirements.

Political factors

- Corporate governance reform in the energy sector with the aim of bringing state-owned companies to international business standards, improving profitability and investment attractiveness
- Acceleration of Ukraine's integration into the EU, in particular, obtaining the status of a candidate for EU membership
- Deepening Ukraine's participation in international organizations (possibility of joining the International Energy Association, strengthening cooperation under the EU program)
- Deepening of the political isolation of the Russian Federation and strengthening of sanctions, in particular in the energy sector (for example, refusal of Russian energy carriers)

Economic factors

- Consequences of military aggression of the Russian Federation (more details in Section 1.1)
- Reduction in production volumes / fall in GDP
- Decrease in the purchasing power of the population and inflation
- Destruction of logistics chains (blockage of ports, supply of oil products)
- Occupation and destruction of energy facilities
- Increase in prices for primary energy resources (natural gas, coal, oil)
- Exchange rate fluctuations

Social factors

- Internal and external population migration and, as a result, loss of labor resources and reduction of energy consumption
- Increase in the level of unemployment and poverty of the population

Technological factors

- Development and cheapening of RES, SES, smart grids and demand response technologies, small modular reactors and hydrogen production
- A sharp increase in the share of renewable generation with a stochastic production schedule
- Strengthening the role of the consumer, who is both a producer and consumer of energy (Prosumer)
- Tendencies to increase energy efficiency

Environmental factors

- Increasing payment for greenhouse gas emissions, implementation of CBAM (Carbon Border Adjustment Mechanism)
- Commitment of Ukraine to abandon coal generation by 2035
- Strengthening the demands of investors on environmental issues
- Probable temporary inhibition of global decarbonization trends due to abandonment of Russian energy resources
- An environmental emergency caused by the military aggression of the Russian Federation

Legal factors

- Liberalization of energy markets and changes in the PSO model
- Accumulated debts on the market of gas, electricity, heat and water supply
- The need for further harmonization with EU legislation
- Settlement of legal issues of occupied/damaged energy facilities

2.6 Generation development scenarios

Based on the analysis of the demand and supply development scenarios across the 10-year horizon, the volume of electricity consumption by country's users will be within the range presented in Table below

Minimum and maximum assessment of electricity demand (gross), billion kWh

Indicator	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Electricity consumption (minimum assessment)	153	153.8	154.3	154.7	155.2	156.3	157.7	159.3	160.8	161.7
Electricity consumption (maximum assessment)	156	157.2	157.7	158.3	158.8	159.7	161.3	162.7	164.2	166.3

At the same time, the combined maximum load of the IPS of Ukraine in this period could vary from 24.5 GW to 27.8 GW

The baseline—the most probable—scenario addresses the risks discussed in subsection 4.4. Taking these risks into account, the baseline scenario envisages the following transformation of the generation mix in the period 2023–2032:

- maintaining the current level of NPP capacity during the entire period up to 2032 and commissioning new capacities: in particular, 1,000 MW in 2030 and 1,100 MW in 2032 on Units 3 and 4 at Khmelnytska NPP, which is provided for by all scenarios of NPP development up to 2032. According to information provided by NNEGC Energoatom, KhNPP Unit 3 will use WWER-1000 type reactor with characteristics similar to those already used in Ukraine (except that it has more fuel loading/unloading cycles), and Unit 4 will use the reactor of *AP-1000* type, which as distinct from the previous reactor can be engaged in the daily power regulation and is more flexible (50% stepwise regulation range and up to 300 cycles of fuel unloading/loading per year, rump-up/down 1-3% of the installed capacity per minute);

- reducing the TPP capacity to implement the NERP through decommissioning of power units after they reach the limit of running hours (see the Substantiating Materials for the detailed description of TPP units decommissioning), not feasible for owners to keep some generating capacities in working order due to low ICUF, lack of newly commissioned thermal generation and reconstruction of existing power units due to high risks of such projects for investors, which corresponds to the pessimistic scenario of their development;

- developing hydropower is envisaged according to the pessimistic scenario as described above, i.e., taking into account the capacity build-up by commissioning of Units 4 and 5 at Dnistrovska PSP (both units able to operate in pumping and generation modes) and Unit 3 at Tashlytska plant;

- developing the RES generation is envisaged in volumes ensuring the firm electricity production using renewable energy sources (including HPPs) in accordance with target indicators of the National Economic Strategy up to 2030 (NEcS-2030), among which the key indicator is to ensure the 25% share of renewables in the electricity generation, and the New Energy Strategy of Ukraine up to 2035: Security, Energy Efficiency, Competitiveness (NEnS-2035);

- developing of supporting RES penetration technologies in the IPS of Ukraine is envisaged according to the pessimistic scenario (see paragraph 4.2), where the capacities commissioned by late 2021 will be further operated (as of the end of 2021 there is one 1 MW facility of 1 MWh capacity) and new energy storages to be commissioned in the upcoming years (it is expected that energy storages having the total power of 1 MW and 1 MWh capacity will be commissioned in 2022, and starting from 2024 – additional 212 MW power of energy storages having 212 MWh capacity as part of hybrid systems deployed at existing HPPs at the Dnieper and Dniester Rivers designed to expand the regulation range of existing HPP capacities and their rapid response during operation in all segments of the market.

Generation mix in this scenario is illustrated in Tables. It is clear that the development of generating capacities in this scenario does not ensure the fulfilment of generation flexibility requirements after 2023 and adequacy requirements during the entire period of 2025–2032 (as described in detail in Section 6 and demonstrated by calculations of generation adequacy (flexibility) indicators), which is not acceptable from the standpoint of the energy security, balance reliability and operational security of Ukraine. Therefore, the TSO has formed the scenario of the power system development which will be most economically effective in ensuring the fulfilment of generation adequacy (flexibility) requirements and should, in the TSO opinion, be the target scenario (hereinafter referred to as the TSO target scenario). Nevertheless, even the TSO target scenario will require prompt closing out of risk mitigation actions described in subsection 4.4.

The TSO target scenario for the development of conventional generation was formed taking into account the results of assessing the generation adequacy (flexibility) for the baseline scenario and the results of the formation of long-term demand and supply scenarios. Its main economic indicators (investment needs and electricity prices) are based on SMEE indicators, as well as the forecast of the development of conventional generation. The TSO target scenario provides:

- keeping in operation the existing capacities at nuclear power plants and commissioning new 1,000 MW at Unit 3 and 1,110 MW at Unit 4 of Khmelnytska NPP, which is provided for by all scenarios of NPP development for the period up to 2032 (which as a result will increase the volumes of necessary upward loading reserves to 1,100 MW as per the existing TNC and Regulation (EU) 2017/1485 of 2 August 2017 “Establishing a guideline on electricity transmission system operation”);
- maintaining the available operating capacity of load-following TPPs at the level required to meet the adequacy requirements (not less than 7.3 GW in the period up to 2032 excl. demand-side management and flexible generation with quick start-up/shut-down capability), which corresponds to the optimistic scenario of their development;
- developing the hydropower under the scenario that is close to the pessimistic scenario (see paragraph 4.2), i.e., taking into account the total capacity build-up by commissioning Units 4 and 5 at Dnistrovska PSP (with both power units operating in the pumping and generation modes) and Unit 3 at Tashlytska plant;
- developing generation from renewable energy sources in the volumes ensuring the firm production of electricity from renewable energy sources (including HPPs) in accordance with target indicators of NEcS-2030 (25% share in generation mix by 2030) and NEnS-2035 similarly to the baseline scenario, with the exception that RES producers will be actively involved in the power system balancing under general market conditions (this way these producers can provide ancillary services, in particular, frequency restoration reserves for downward);

- system-wide measures to increase the flexibility of the IPS of Ukraine should be implemented as soon as possible, but realistic timeline – starting in 2023, and provide for the introduction of at least 1.45 GW of highly flexible with quick start-up capacities and up to 0.74 GW of *Energy Storages* in the period until 2032;

Figures below reflect the feasibility of projects of energy storages and highly flexible generation. It should be noted that the electricity surplus according to the target scenario in the long run decreases due to the introduction and use of quick-start reserves, new capacities at HPPs (including the operation of hybrid systems) and rising electricity consumption in the IPS of Ukraine (compared to RES deployment pace), but in order to be able to fully avoid RES curtailments under balance conditions, at least 2 GW of frequency containment and control systems and highly flexible generation need to be introduced.

The assessment of PSP capacities does not include commissioning of units at Kanivska PSP as such commissioning is ineffective and unlikely because first of all the ICUF of such power plant will be atypically low (it will use technologies of low flexibility), will require major capital investments and construction to ensure the normal operation of the grid for it to be able to reliably intake/offtake power in the turbine and pumping modes. To enable the normal operation of 5 power units of Dnistrovska PSP in pumping and generation modes, the Transmission Network Development Plan sets out the following actions for grid development:

commissioning of the 330 kV OHL Zakhidnoukrainska–Bohorodchany;

commissioning of the 330 kV OHL Ternopilska–Chernivetska;

commissioning of the 330 kV OHL Dnistrovska PSP–Vinnytska 750;

installation of the second AT 750/330 with a capacity of 1,000 MVA (3 × 333) at the 750/330 kV Vinnytska substation.

Based on the above, the operation of Unit 4 of Dnistrovska PSP in the generation mode will be taken into account starting from the beginning of the modelling horizon (2023), and the simultaneous operation of all four units in the pumping mode – starting from 2024 according to the latest approved TYNDP-UA. Commissioning of Unit 5 at Dnistrovska PSP is expected in 2032.

Also, given the high probability of Tashlytska PSP construction completion, it is assumed that the third unit will be commissioned in 2022 and will start operation in early 2023.

WPP, SPP, Frequency Containment and Control Systems development according to the baseline scenario

Indicator	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
WPP installed capacity by the end of the year, MW	3100	3300	3500	3700	3900	4100	4300	4500	4700	4900
WPP capacity build-up over the year, MW	580	200	200	200	200	200	200	200	200	200
WPP ICUF, p.u.	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36
Industrial SPP installed capacity by the end of the year, MW	5480	5530	5580	5630	5780	5900	6000	6100	6200	6300
Industrial SPP capacity build-up over the year, MW	80	50	50	50	150	120	100	100	100	100

Household SPP installed capacity by the end of the year, MW	1620	1770	1920	2070	2120	2200	2300	2400	2500	2600
Household SPP capacity build-up over the year, MW	200	150	150	150	50	80	100	100	100	100
SPP installed capacity by the end of the year (total), MW	7100	7300	7500	7700	7900	8100	8300	8500	8700	8900
SPP capacity build-up over the year (total), MW	280	200	200	200	200	200	200	200	200	200
SPP ICUF, p.u.	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147
ES installed capacity by the end of the year, MW	2	214	214	214	214	214	214	214	214	214

Installed capacity of conventional generation according to the baseline scenario, MW

Power plants	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing TPP	15200	14050	13520	11990	10850	9130	5850	4820	3920	3130
New highly flexible TPP with quick start-up capability	0	50	50	150	150	150	150	150	150	150
BioPP	370	420	470	520	570	620	670	720	770	820
CHP	5500	5200	4900	4600	4300	4000	3700	3400	3200	3000
HPP	4884	4896	4899	4908	4923	4932	4932	4940	4940	4952
PSP	1963**	1963	1963	1963	1963	1963	1963	1963	1963	2287
NPP	13835	13835	13835	13835	13835	13835	14835*	14835	15935*	15935

*Note: *Since the exact data of capacities commissioning in 2029 and 2031 is unknown, it is assumed that the industrial operation will start in early 2030 and 2032, respectively*

***Due to existing network constraints on operation of four units at Dnistrovska PSP, the PSP maximum capacity in 2023 is limited to 1,639 MW.*

WPP, SPP and Energy Storage development according to the TSO target scenario

Indicator	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
WPP installed capacity by the end of the year, MW	1111,2	1529	2520	2920	3320	3720	4120	4470	4820	5120
WPP capacity build-up over the year, MW	86,2	417,8	972	400	400	400	400	350	350	300
WPP ICUF, p.u.	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36	0,36
Industrial SPP installed capacity by the end of the year, MW	4584,8	5160	5365	5558	5979	6400	6870	7341	7812	8283
Industrial SPP capacity build-up over the year, MW	-	575,2,2	418	193	421	421	470	471	471	471
Household SPP installed capacity by the end of the year, MW	777,8	1205	1335	1692	1871	2050	2230	2409	2588	2767
Household SPP capacity build-up over the year, MW	-	427,2	215	357	179	179	180	179	179	179
SPP installed capacity by the end of the year (total), MW	5362,6	6365	6700	7250	7850	8450	9100	9750	10400	11050

SPP capacity build-up over the year, MW	1807,2	1002,4	633	550	600	600	650	650	650	650
SPP ICUF, p.u.	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147	0,147
ES installed capacity by the end of the year, MW	0	1	100	200	300	380	440	490	540	590

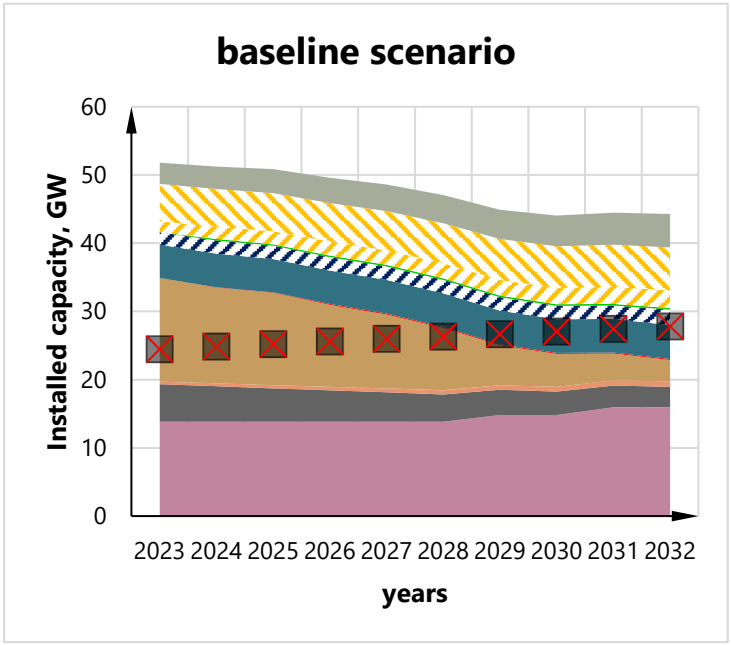
Installed capacity of conventional generation according to the TSO target scenario, MW

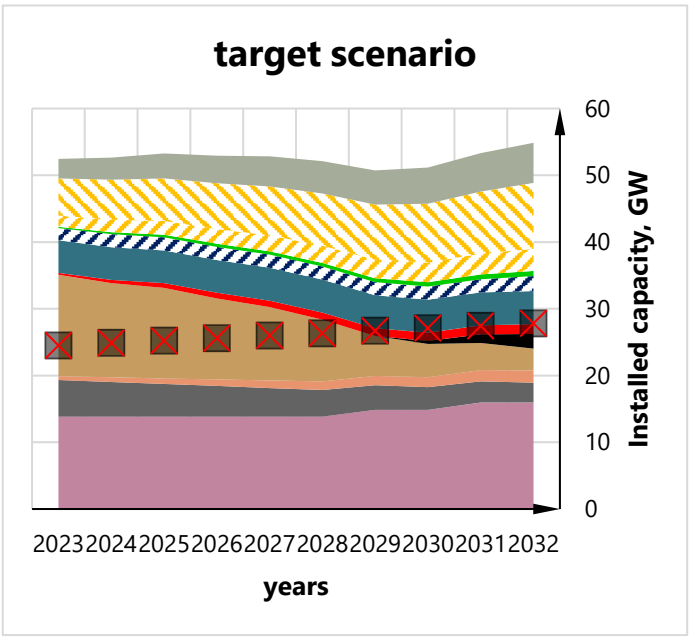
Power plants	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TPP minimum required level, incl.	16040	15288	15105	13973	13080	11608	8979	8553	8395	8747
- new highly flexible TPP with quick start-up capability	300	500	700	850	950	1050	1150	1250	1350	1450
- new load-following TPP	-	-	-	-	-	-	440	800	1300	2200
- existing load-following TPP	15200	14100	13570	12140	11000	9280	6000	4970	4070	3280
- BioPP	540	688	835	983	1130	1278	1389	1533	1675	1817
CHP	5500	5200	4900	4600	4300	4000	3700	3400	3200	3000
HPP	4884	4896	4899	4908	4923	4932	4932	4940	4940	4952
PSP	1963**	1963	1963	1963	1963	1963	1963	1963	1963	2287
NPP	13835	13835	13835	13835	13835	13835	14835*	14835	15935*	15935

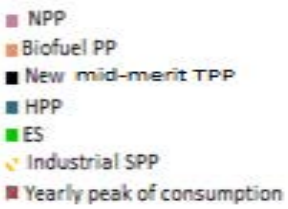
*Note. * Since the exact data of capacities commissioning in 2029 and 2031 is unknown, it is assumed that the industrial operation will start in early 2030 and 2032, respectively*

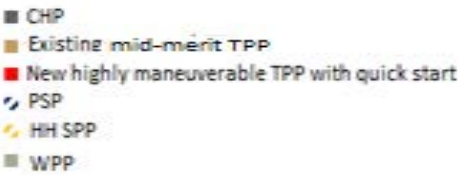
*** Due to existing network constraints on operation of four units at Dnistrovska PSP, the PSP maximum capacity in 2023 is limited to 1,639 MW.*

Change in the generation mix according to scenarios, 2023–2032









Target electricity energy balance 2032

Components of the balance	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1. Electricity generation, total	159.7	164.0	164.3	163.2	163.9	165.4	167.3	174.5	177.9	181.4
including:										
1.1. TPP:	37.2	35.1	33.2	25.4	26.4	23.5	24.3	23.6	24.1	18.7
TPP share, %	23.3	21.4	20.2	15.6	16.1	14.2	14.5	13.5	13.5	10.3
including:										
1.1.1. Highly flexible with quick start	—	0.4	0.5	0.7	0.8	0.9	1.1	1.3	1.4	1.8
For reference: ICUF of highly flexible TPP	—	8	8	8	8	9	9	10	11	12
1.1.2. Existing mid-merit	37	34.5	26.2	24.7	25.6	22.6	21.5	19.2	17.5	8.2
For reference: ICUF of existing load-following TPP	24	24	19	23	23	26	36	38	43	28
1.1.3. New mid-merit	—	—	—	—	—	—	1.7	3.2	5.1	8.7
For reference: ICUF of new load-following TPP	—	—	—	—	—	—	39	40	39	40
1.2. CHP, cogeneration, modular plants	8.7	8.6	8.4	8.2	8	7.8	7.5	7.2	6.9	6.6
1.3. HPP	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
including:										
HPP on Dnieper, Dniester Rivers	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
other HPP	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1.4. PSP	1.7	1.8	1.9	2.1	2.2	2.3	2.3	2.3	2.3	2.3
1.5. NPP	85.2	88.4	87.9	91.8	89.3	90.4	89.7	94.7	95.8	102.4
NPP share, %	53	54	54	56	54	55	54	54	54	56
NPP ICUF	0.70	0.73	0.73	0.76	0.74	0.75	0.74	0.73	0.74	0.74
1.6. Alternative sources in balance	19.1	21.9	24.3	26.7	29.0	32.1	34.2	37.2	39.1	41.3
RES share, %	12	13.3	14.8	16.3	17.7	19.4	20.5	21.3	22.0	22.8
Grow compared to last year, %	28.3	11.7	11.1	10.4	8.3	9.6	5.6	4.1	3.1	3.7
including:										
- WPP	7.8	8.9	9.9	11.2	12.4	13.5	14.5	15.8	16.8	17.9
- SPP	9.2	10.2	11.1	11.6	12.0	13.3	13.8	14.7	15.2	15.9
- other (including BioPP)	2.1	2.68	3.3	3.9	4.6	5.28	5.96	6.63	7.1	7.55
HPP RES share, %	16	17.7	19.1	20.7	22.0	23.7	24.7	25.4	26.0	26.7
1.7. Energy storage	0.7	1.2	1.4	1.9	1.9	2.1	2.2	2.4	2.6	3.0
2. Electricity import	0	1.5	1.7	2.0	1.9	2.1	2.1	2.2	2.3	2.6
3. Electricity export	0	4.5	4.1	2.3	2.0	2.3	2.5	7.7	9.6	11.6
4. Consumption (gross)	154.5	155.5	156.0	156.5	157.0	158.0	159.5	161.0	162.5	164.0
Grow compared to last year, %	0.3	0.7	0.3	0.3	0.3	0.7	1.0	0.9	0.9	0.9
5. PSP consumption in pumping mode	2.4	2.5	2.6	2.9	3.1	3.2	3.2	3.2	3.2	3.2
6. ES consumption in charging mode	0.8	1.3	1.6	1.9	2.1	2.3	2.4	2.7	2.9	3.1
7. RES regulation / curtailment (production limitation)*	—	—	—	—	—	—	—	—	—	—
8. SHORTAGE	—	—	—	—	—	—	—	—	—	—

3 Gas sector

3.1 Ukraine's gas balance before the invasion

Before the start of full-scale Russian aggression, Ukraine invested in gas production, had sufficient volumes of gas in PSG for a stable heating season, imported and transported gas to EU countries and Moldova.

In 2021, Ukraine consumed 26.8 billion cubic meters (bcm) of gas, including:

- Households – 8.6 bcm (5% increase over 2020), 31.9% of the total consumption;
- District heating – 6.3 bcm (24% decrease compared to 2020), 23.5% of the total consumption;
- Industry, public sector and other non-household consumers – 11.9 bcm (3% less than in 2020), 44.6% of the total consumption.

Production related and technical losses amounted to 1.8 bcm.

Consumption was partially covered by domestic production, which amounted to 19.78 bcm in 2021, 2.2% less than in 2020. The main reason for the reduction in production volumes was low investment activity in 2020 due to the COVID-19 pandemic, which resulted in market prices hitting record low.

Despite this, according to the Association of Gas Producers of Ukraine (AGPU), the year 2021 ended with a stabilization of the production of the state JSC "Ukrgazvydobuvannya" in November-December, as well as a significant increase in the gas production of PJSC "Ukrnafta" and private producers. As a result, private gas producers managed to extract a record 5 bcm of gas, amounting to 25% of the total volume of gas production in Ukraine.

In 2021, 41.6 bcm were transported to Europe through the territory of Ukraine, a 25% reduction compared to 2020. The average daily transit volume was 114 million cubic meters (mcm) of gas per day, in some periods it decreased to 67 mcm per day.

The volume of gas transportation from Europe to Ukraine during the same period amounted to almost 2.6 bcm or six times less than in 2020. The volume of re-export to the EU was also about 2.6 bcm.

At the beginning of 2022, enterprises of all forms of ownership increased gas production. Thus, in January 2022, Ukraine produced 2.3% more gas than in the same period of 2021. Private companies increased production by 4.1%, PJSC "Ukrnafta" by 3.3%, and JSC " Ukrgazvydobuvannya" by 1.6%.

Gas reserves in Ukraine's underground gas storages (UGS) as of January 1, 2022 amounted to 13.5 bcm, of which:

- Residents stored in customs warehouse mode 0.53 bcm;
- Non-residents stored in customs warehouse mode 0.54 bcm.

Gas reserves in UGS as of February 1, 2022 amounted to 11.1 bcm, including:

- Residents storing in customs warehouse mode – 0.42 bcm
- Non-residents storing in customs warehouse mode – 0.2 bcm

Transit through the territory of Ukraine amounted to 1.66 bcm in January 2022. It is 57% lower than the in the same period in 2021. Gas transportation in the Balkan direction has resumed, but deliveries to Slovakia and Poland have significantly decreased. In February 2022, transit amounted to 2.07 bcm.

Imports in January 2022 amounted to 44.8 mcm from the EU, which is 90% lower than in January 2021, but three times more than in December 2021. Export and re-export amounted to 178 mcm, which is 25% less than in January 2021.

Ukraine's consumption in January 2022 amounted to 3.7 bcm, in February – 2.8 bcm. The volume of gas for production and technical losses for two months from the beginning of the year amounted to 318 mcms.

3.2 Overview of hydrocarbon deposits in Ukraine

Gas deposits

A significant share of Ukrainian hydrocarbon reserves is concentrated in three main regions:

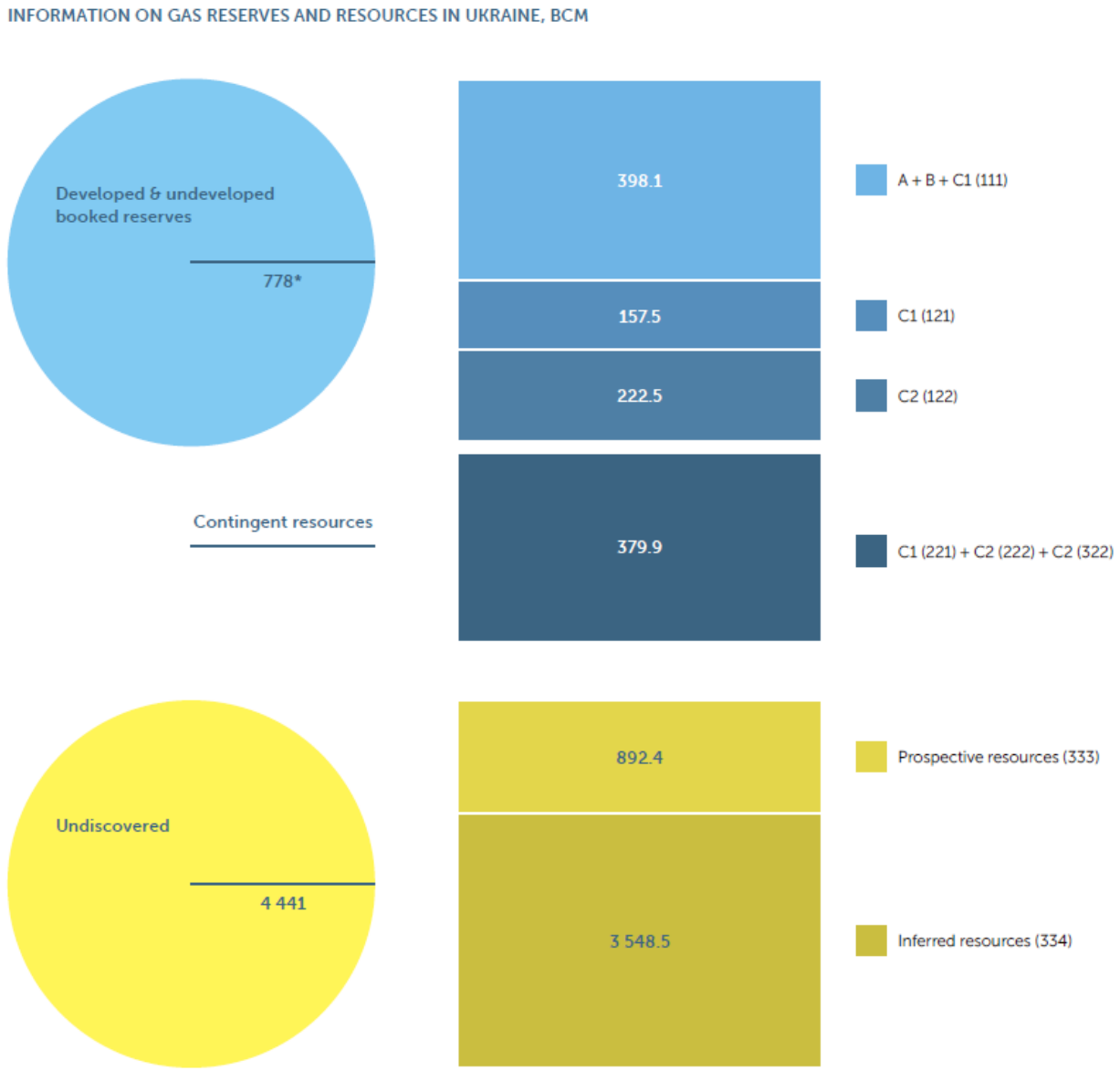
- Dnipro-Donetsk basin (Eastern region) – 93% of production, 77% of reserves;
- Carpathian basin (Western region) – 7% of production, 14% of reserves;
- Northern Black Sea basin (Southern region) – less than 1% of production, 9% of reserves;

Prior to the full-scale invasion, Ukraine covered 2/3 of its gas consumption with its own gas. Ukraine has a significant potential for increasing gas production and can achieve self-sufficiency in gas.

As of January 1, 2021, there are 467 listed objects in Ukraine (natural gas deposits and prospective gas fields). Most of them are combined: 65 oil, 111 gas, 18 oil and gas and gas oil, 155 gas condensate, 3 gas condensate non-oil.

There are 285 industrially developed fields with balance (extractable) natural gas reserves of 619 bcm. 22 objects with balance (production) gas reserves of 26 bcm have been prepared for industrial development. Other deposits (areas) are subject to additional geological study, including exploratory, with the aim of preparing them for industrial development.

86% of the booked gas reserves are now used for industrial development. The gas reserves are depleted by 75%. In total, current potential resources amount to 5 506 bcm, of which 719 bcm are currently available for extraction, and the remaining 4 478 bcm need additional geological studies.



*Notes: *including gas of the central-basin type of the Sviatohirsky field*
Source: Association of Gas Producers of Ukraine

Oil and condensate deposits

Oil and condensate deposits are located in three geographical and geological regions on the territory of 10 administrative regions:

- Carpathian flexure, or Western region (Ivano-Frankivsk, Lviv, Chernivtsi regions);
- Dnipro-Donetsk basin, or Eastern region (Chernihiv, Sumy, Poltava, Kharkiv, Dnipropetrovsk regions);
- Black Sea-Crimean, or Southern region (Odesa region and Crimean AR).

The state mineral balance of Ukraine books 216 oil and 269 gas condensate objects. The main reserves and production of oil are located in the Eastern region, where 51% of the explored reserves are concentrated and 1,125 thousand tons of oil are produced per year (67% of the total production of Ukraine). Deposits of the Southern region account for 13% of explored reserves and 0% of production. The total booked (extractable) oil reserves of fields under industrial development amount to 69,949 thousand tons (82% of Ukraine's reserves); condensate – 27,430 thousand tons (87%). There are 145 oil and 191 condensate facilities under industrial development.

In 2020, oil production amounted to 1,671 thousand tons, and condensate production reached 758 thousand tons. Booked production reserves of oil are depleted by 80% and condensate by 53%.

Unconventional gas deposits

Technically extractable reserves of unconventional hydrocarbons in Ukraine, in particular tight gas, are estimated at 1.2 trillion cubic meters. These reserves are currently not being developed. In particular, according to the State Mineral Balance Sheet, within the eastern hydrocarbons-bearing region of Ukraine gas reserves of tight collectors amount to about 100 bcm. Almost half of these reserves lie at a depth of more than 5,000 m.

Currently, there are no special incentives for gas extraction from tight gas reservoirs in Ukraine, in terms of the methodology for determining, booking and stimulating taxation for natural gas from tight gas reservoirs. Implementation of these steps is essential for attracting investment in the production of such natural gas and is recommended by this plan.

Shelf

The Ukrainian shelf of the Black and Azov Seas, having 133.7 thousand sq. km of area, has a potential to fully meet Ukraine's needs for gas and partly for oil.

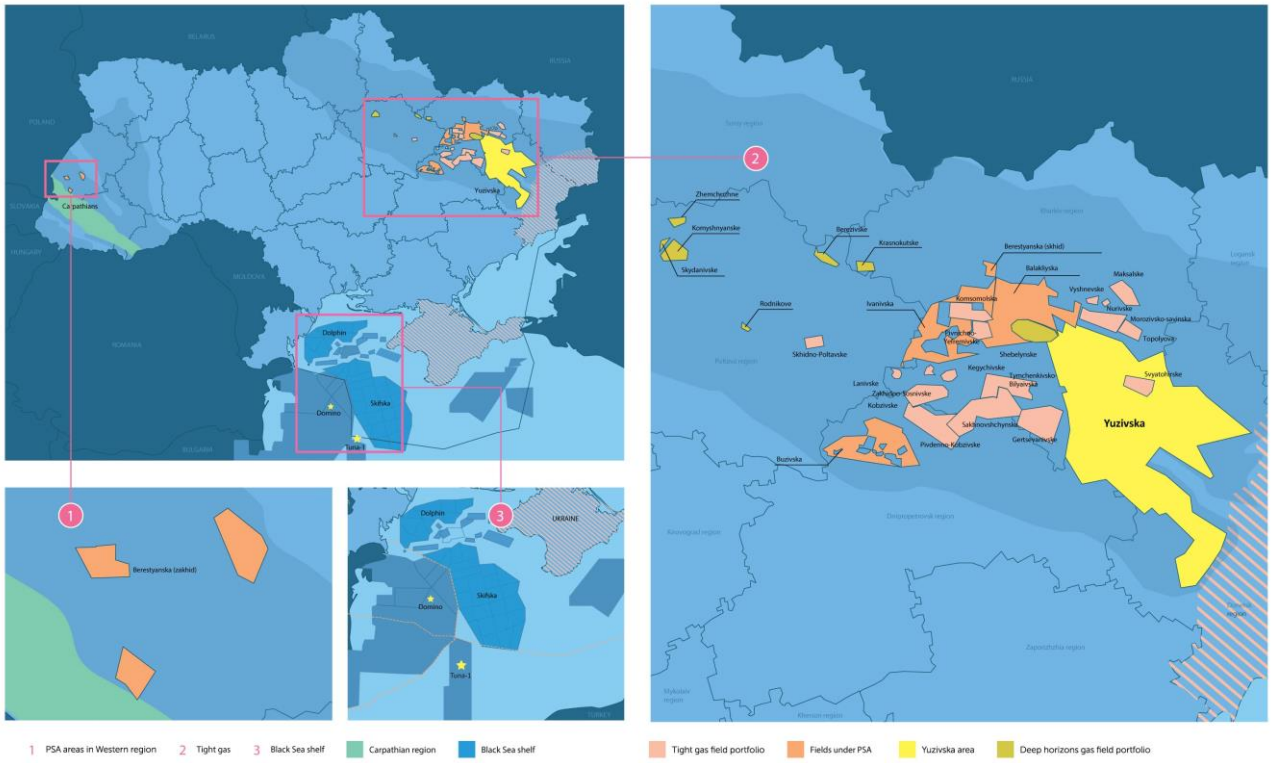
According to the State Mineral Balance of Ukraine, as of 1 January 2021, there were 6 objects at the Black Sea shelf, 3 of which are being developed, and 9 objects in the Sea of Azov, 3 of which are being developed. In total, booked reserves at the Black Sea shelf amount to 37,506 mcm of gas, including those that are developed - 12,139 mcm. The booked (production) reserves on the shelf of the Sea of Azov amount to 9,332 bcm, including those under development – 2,396 mcm. In 2020, 8 mcm of gas were extracted on the shelf of the Sea of Azov.

According to the State Geology and Subsoil Service of Ukraine, the potential reserves of hydrocarbons on the Ukrainian shelf of the Black Sea are estimated at 2.3 billion tons of standard fuel (equivalent to 2.3 trillion cubic meters), which is about 40% of all energy reserves of Ukraine. These reserves are distributed as follows: North-western shelf – 604.1 million tons of oil equivalent (toe); the deep-sea basin of the Black Sea – 346.0 million toe; Kerch shelf – 257.0 million toe; the water area of the Sea of Azov – 324.8 million toe.

Remaining smaller reserves are discovered in other parts of the Ukrainian shelf of the Black and Azov Seas. Significant reserves of energy resources have been discovered in the Kilima area (250–485 bcm of gas), the Skifskaya field (35 bcm of gas and 25–60 mt of oil), the Nakhimov structure (29 bcm of gas), the Kornilov structure (35 bcmof gas), the Akhib structure (6.7 mt of oil).

Eight gas and gas condensate fields have been discovered in the area of the northwestern shelf of the Black Sea - Golitsynske, Yuzhno-Holytsynske, Shtormov, Arkhangelske, Schmidt, Krymske, Odesske, Bezimenne. The named fields have been explored at depths of up to 120 m, but the vast majority of hydrocarbon reserves lie in the deep-water part of the Black Sea shelf, starting at depths of more than 800 meters. According to experts, only 4-5% of the energy reserves on the Ukrainian part of the Black Sea shelf have been explored. Full exploration of at least a third of hydrocarbon deposits in the Black Sea will require 5-7 years and sufficient investments.

This plan includes production of traditional gas, tight gas and the development of the Black Sea shelf in the list of nationwide priority projects. Preconditions for the implementation of these projects are the stabilization of the security situation, attracting sufficient funding and creation of a favorable regulatory and fiscal regime.



3.3 Current state of hydrocarbon production and growth potential

The occupation forces of Russia advanced from the north, east and south, the main regions of oil and gas production and reserves in Ukraine. Active hostilities and proximity to the contact line led to a reduction in production volumes for objective reasons. So, subsoil users were forced to conserve wells and conduct work only on objects where it was physically possible.

Compared to 23 February 2022, on the following day production dropped by 8%, and on 11 April 2022 – by 12%. In the following months, thanks to retreat of the Russian forces and the localization of active hostilities, gas production rate has stabilized.

In the short term, the volume of gas production depends, first of all, on the security situation and damage to oil and gas infrastructure facilities directly at the production areas. This is especially relevant due to the approach of the heating season and the expected intentions of the occupier to disrupt it, not only in Ukraine, but also in the EU.

The industry requires constant capital investments. In Ukraine, developed oil and gas deposits are depleted by more than 80%. With the natural decline rate of 10-15% per year, drilling of new wells is necessary to cover the decrease in production volumes from the old fund and ensure growth.

The following steps are recommended for increasing gas production in Ukraine:

1. **Development of oil and gas projects.** Ukraine has the potential to become a gas exporter if its reserves are duly developed. The most promising projects are 13 Production Sharing Agreements (PSA), development of Black Sea deposits (especially considering the recent discoveries in Turkey and Romania), Carpathians, development of gas production of tight reservoirs, PEC contracts, projects of deep horizons, etc.
2. **Preservation of incentives.** Preservation of tax incentives and ensuring predictability of the regulatory regime is critical for increasing the volume of gas production in Ukraine.
3. **Conducting public e-auctions.** Since 2019, Ukraine has used transparent electronic online auctions, through which the subsoil use right was sold for 25 oil and gas plots with an area of more than 4,000 square km.

4. **Attracting sufficient capital.** The post-war investment needs of the industry are estimated at more than 25 billion dollars. To attract this capital, Ukraine needs to ensure favorable conditions, including simplification of bureaucratic procedures, preservation of a stimulating and predictable regulatory regime.
5. **Adoption of necessary legislative changes.** Recovery of the extraction industry requires a number of deregulation steps and stimula. In particular, such measures include launch of the license market, simplification of the environmental assessment procedure, aimed at reducing the duration of this procedure from 120 days to 50 days.

3.4 Demand structure and production forecast till 2032

Taking into account the decrease in gas consumption by industry, heat generation and the households, the increase in consumption is possible only in the post-war period and with the mass recovery of Ukraine's economy.

Several major industrial facilities are damaged, destroyed or located in the occupied territory. Several million Ukrainian consumers have left the country. Russia continues shelling civilian, industrial and industry infrastructure. Accordingly, consumption forecasts are based on certain assumptions about the duration of hostilities, the extent of damage and the pace of economic recovery.

According to the AGPU's estimates, provided that active hostilities stop by the end of the current year, a total of 21.4 bcm of gas will be consumed in Ukraine this year (a 20% reduction compared to 2021). In the following years, the energy sector recovery will be focused on electrification, energy efficiency programs and minimization of fossil fuels in the energy mix. Accordingly, the association forecasts the following level of demand for the coming years, bcm:

2023 – 21.8	2028 – 22.4
2024 – 22.2	2029 – 22.1
2025 – 22.6	2030 – 21.4
2026 – 23.0	2031 – 21.9
2027 – 22.7	2032 – 22.0

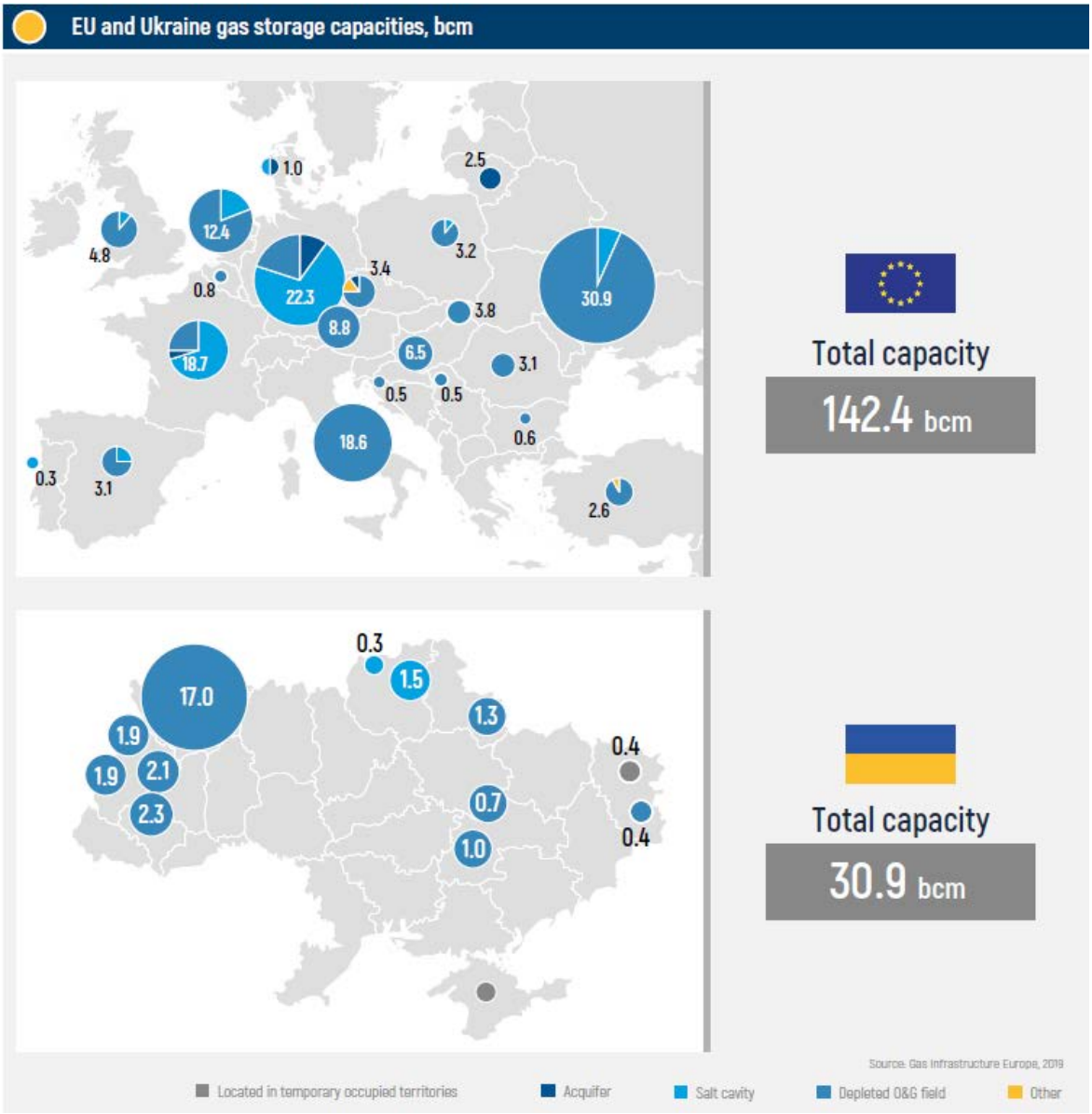
Decarbonization is the main strategic priority in energy for both Ukraine and the EU. Accordingly, gas will remain an important transitional fuel but its consumption will gradually decrease.

3.5 RESP: Ukraine's gas transmission and storage infrastructure for European energy security

Ukrainian gas trasnmission and storage infrastructure

Ukraine manages underground gas storage facilities with a total capacity of more than 30 bcm, which is the third highest level in the world. The Bilche-Volitsko-Ugerske storage is the largest in Europe with a capacity of nearly 17 bcm. Approximately 80% of Ukraine's gas storage capacity is located at the western border. The convenient logistics make storing natural gas attractive both for Ukrainian companies working with the EU and for foreign gas traders.

Over 100 foreign companies from 27 countries have already used Ukrainian underground gas storages. In 2020, at the beginning of the heating season, a record 28.3 bcm of gas were stored in Ukrainian storages. Of this volume, non-residents kept approximately 10 bcm.



Source: Naftogaz of Ukraine

Ukraine's gas transportation system is one of the largest in Europe. The maximum technical capacity at entry points is 281 bcm per year, and at the exit points – 146 bcm per year. It is connected to neighboring countries at the state interconnection points, and is thus integrated into the pan-European gas network.

EU gas transmission network limitations and dependence on gas from Russia

During the previous 12 years, the European Union implemented a number of steps to create an interconnected gas transport network and a liberalized gas market in Europe. These actions have significantly strengthened energy security and boosted competition in this market.

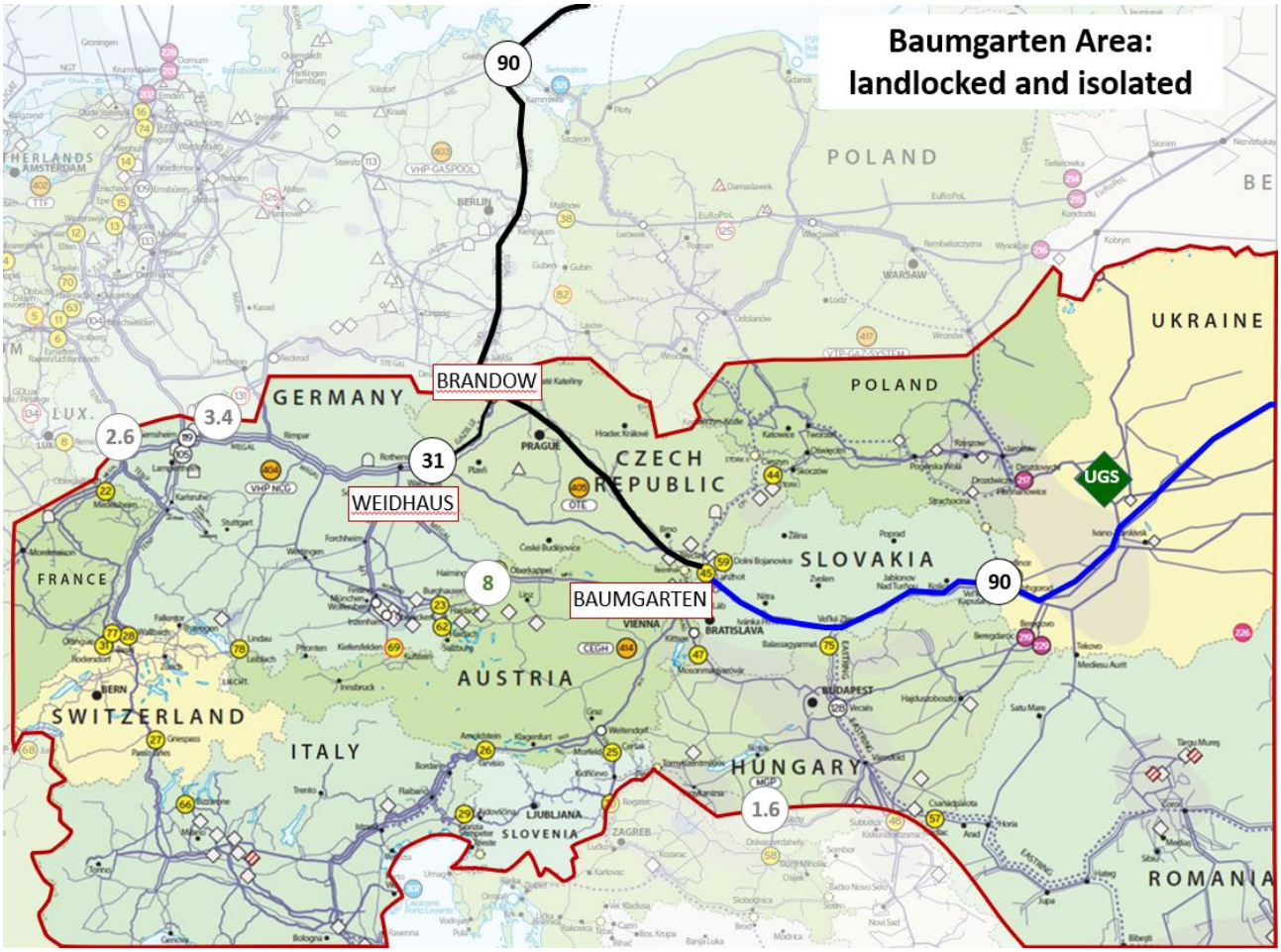
However, not all countries were able to ensure diversification of gas supplies. A significant part of the gas market, in particular, the land locked areas, remains dependent on supply of physical supplies of gas from Gazprom. Consumers in this region, with the center in the Austrian hub of Baumgarten, are virtually isolated from alternative gas suppliers.

Historically, the European gas network was built to transport gas from east to west, supplying Central European markets as gas transits them towards Western Europe. The capacity of the traditional transport corridors diminishes accordingly the farther west they reach. Due to this

design, it is difficult to ensure the transportation of significant volumes of gas in the reverse direction (from west to east) or from the sea to the central part of the continent.

Aside of the Baltic Pipe that ensured Poland's access to Norwegian gas, the largest gas pipeline projects in Europe in recent years were carried out by Gazprom (Nord Stream, Turkish Stream). The purpose of these projects financed by Russia was to bypass the restrictions of the Third EU Energy Package in order to preserve the fragmentation of the European market and its dependence on Russian gas.

Region of the European network that has limited access to alternative gas suppliers



To achieve this goal, Russia invested dozens of billions of dollars in the construction of redundant gas pipelines, which allowed Gazprom to bypass the countries of Eastern and Central Europe and supply Russian gas to most European countries independently from each other. At the same time, Gazprom avoided connecting new gas pipelines it built to the existing European network and sought to deliver its gas as close as possible to end consumers, without opening competitors' access to these markets.

This policy has formed a fairly isolated landlocked region of the European gas network with the center in Baumgarten. The region consumes approximately 90 bcm of gas per year, which corresponds to 2/3 of Russian gas supplies to Europe. In addition to constructing pipelines to which it retained exclusive access, Gazprom acquired the major gas storage facilities in the region, thus limiting the ability to accumulate gas from alternative sources during the injection period.

Russia's energy aggression against the EU has demonstrated the flaws of this approach. With the launch of alternative gas pipelines, Russia received the opportunity to limit the supply of gas to certain EU countries and blackmail others by reducing supplies. Having exclusive access to gas

pipelines and underground storages serving this market, Gazprom did not ensure the accumulation of normal volumes of gas in storages during the summer of 2021, which resulted in a significant and unjustified increase of gas prices in the European market.

RESP: diversifying gas supply in the Baumgarten area

This part of the European gas transport network has two entry points with significant capacity: the traditional route through Ukraine and Slovakia and the new one through Nord Stream, Germany and the Czech Republic.

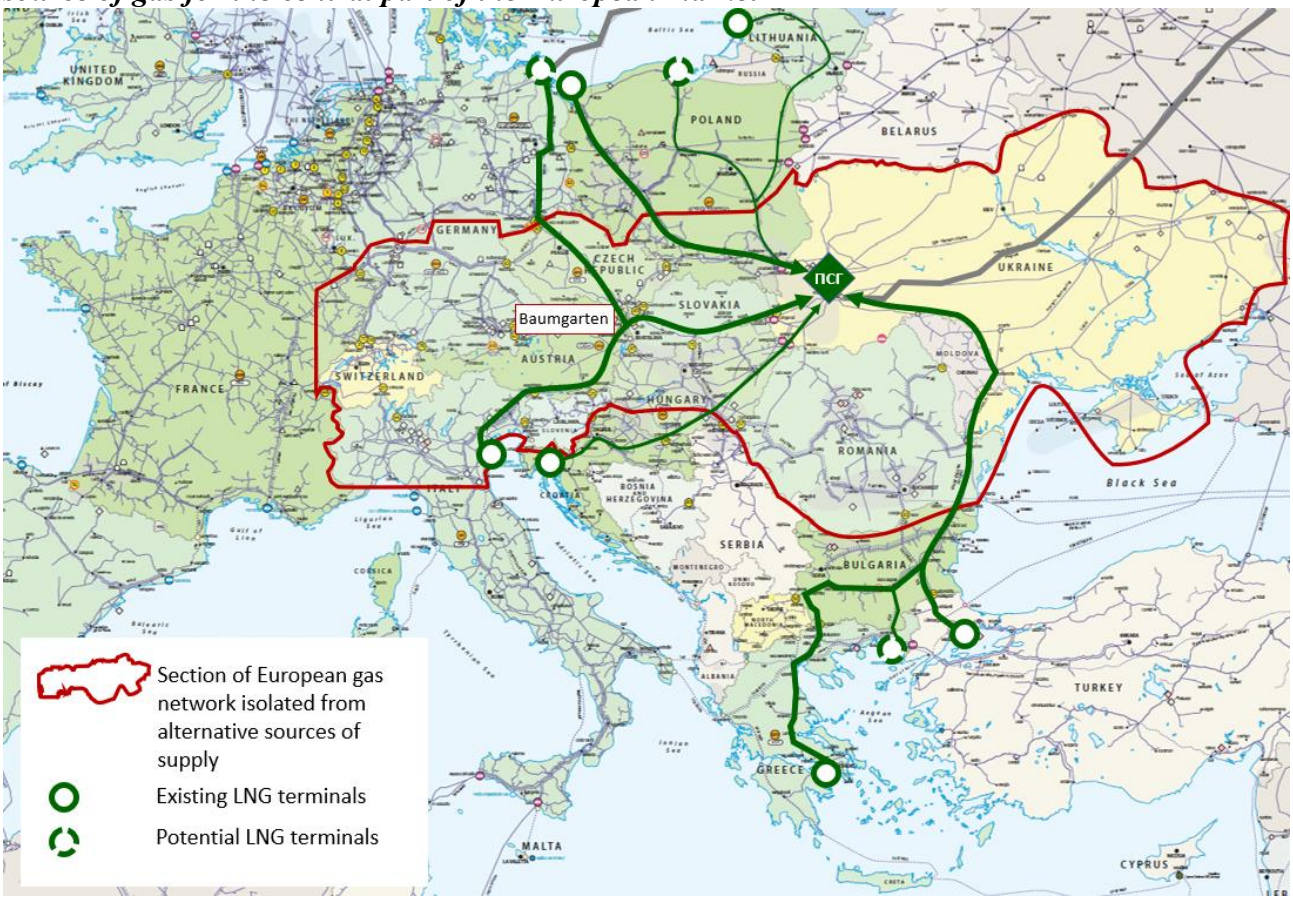
Provision of alternative sources of gas supply by the new route requires the connection of the OPAL and EUGAL onshore gas pipelines to a new LNG terminal instead of the Nord Stream gas pipeline.

The German government has already taken over Gazprom Germania, which controls a significant stake in the OPAL and EUGAL gas pipelines, as well as gas storage facilities in the area. However, ensuring access of alternative gas suppliers access to this infrastructure requires time and investment.

Instead, the traditional route in combination with Ukraine's powerful underground storage allows diversifying gas supplies for this market and strengthening its energy security already now.

Building on its powerful underground gas storages and an extensive system of gas pipelines, Ukraine has proposed the concept of a Regional Energy Security Partnership (RESP) to the European Commission in November 2021.

Use of Ukrainian underground gas storage facilities to store LNG and provide an alternative source of gas for the central part of the European market



The RESP concept includes a number of components:

A. Short-term steps: use available transmission capacity to access to LNG terminals in Poland, Italy, Croatia, Turkey and Greece to accumulate gas reserves in Ukraine's underground

storages during the summer when the consumption is low and the European LNG terminals have spare capacity. Reserves accumulated during the summer period should be used to meet the needs of the region in the winter period.

B. Medium-term steps: ensure financing to create a joint gas reserve for the countries of the Baumgarten area in the Ukrainian storages, which will act as an security reserve for the countries of the region and will be used by the participating countries under predetermined conditions in the event of gas shortages or significant fluctuations in wholesale gas prices due to sudden cold spells, technological issues or other emergency situations.

C. Long-term steps: expand interconnector capacity between European LNG terminals and Ukrainian storages, create special bundled tariff products for gas transportation from terminals to storages and from storages to consumers. The implementation of this part of the RESP will allow the EU to significantly reduce its dependence on Russian gas supplies, diversify its pool of suppliers. This structure can also ensure optimal prices and supply terms which are determined by competition, not political considerations.

Gas reserves for the EU which would use the Ukrainian storages and the EU gas pipelines would significantly improve energy security of the region. This project is therefore included in the list of nationwide projects recommended by this recovery plan. The development of the security situation in Ukraine has a significant impact on the implementation of this project.

4 Oil and oil products

4.1 Structure of the oil products market

Before the start of the full-scale aggression, the Ukrainian market consumed about 7.4 million tons of diesel, 2.1 million tons of gasoline, and almost 2 million tons of automobile gas and LPG per year. Approximately 30% of this demand was covered by the import of oil products.

At the same time, Ukraine had a significant dependence on the supply of oil products from Russia and Belarus. More than a third of oil product imports came from these two countries. This choice of Ukrainian suppliers was determined by the taxation policy of Russia and Belarus, as a result of which there were favorable regulatory conditions for the export of petroleum products, thanks to the export of crude oil.

Despite repeated threats of fuel supply interruptions by Russian and Belarusian authorities, Ukrainian market participants continued to rely on these sources of fuel due to the lower price and convenient logistics.

According to Naftogaz of Ukraine, before the full-scale aggression, Ukraine produced about 2.4 million tons and imported about 1.2 million tons of crude oil per year. The largest domestic enterprises engaged in the processing of oil and gas condensate were the Kremenchug Refinery and the Shebelinka Refinery. These facilities produced motor fuel of the Euro-5 standard. The activities of oil refineries in Lysychansk, Odesa, Nadvirnaya, Drohobych and Kherson had been stopped several years ago.

4.2 Securing fuel supplies for Ukraine during the war

As a result of the Russian armed aggression, an absolute majority of the Ukrainian oil refining capacities were put out of operation. The Russians also destroyed nearly 20 oil depots.

As of June 2022, the only working oil refining facilities in Ukraine are the so-called mini-refineries, which are estimated to be able to produce about 0.4 million tons of fuel per year. As an emergency measure, the government has allowed the production and sale of motor fuels of the Euro-3 and Euro-4 environmental standards. In addition, in order to stabilize the market, the government reduced the VAT from 20% to 7% and removed the excise tax on fuel. The government regulation of fuel prices was also lifted.

The import of oil products from the aggressor countries has halted. In addition, Belarus blocked the transit of oil products from Lithuania, which was the third largest country by supply of fuels to the Ukrainian market.

Due to Russia's blockade of Ukrainian ports, the only ways of supplying oil products to Ukraine are currently road and rail transport from EU. Due to limitations in the railway infrastructure and the number of tanks, the maximum capacity of rail imports from the four EU countries neighboring Ukraine is estimated at less than 2 million tons per year.

Another potential way to deliver fuel to Ukraine is the launch of the "Samara-Western Border" oil pipeline in the reverse mode from Hungary to Ukraine. According to experts, it is possible to supply up to 150,000 tons of oil products per month via this route. To implement this scenario, it is necessary to ensure the necessary volumes of oil products on the side of Hungary.

Demand for oil products, according to various industry estimates, has decreased by 30-50% compared to the pre-war level. However, due to the destruction of local production and the significant limitation of import sources and routes, providing the Ukrainian market with oil products remains a difficult task and an urgent issue of energy security.

The fuel shortage is particularly critical for the Ukrainian agricultural industry. Securing sufficient fuel supply for the Ukrainian market is an important step to preventing the global food crisis, which is being instigated by the Russian Federation.

4.3 European fuel market restructuring following the Russian aggression and Ukraine's future role

In the REpowerEU document, the European Union announced its intention to abandon Russian energy carriers as soon as possible. This strategy envisages significant changes in the entire European market of oil supply and processing, as well as the supply of petroleum products.

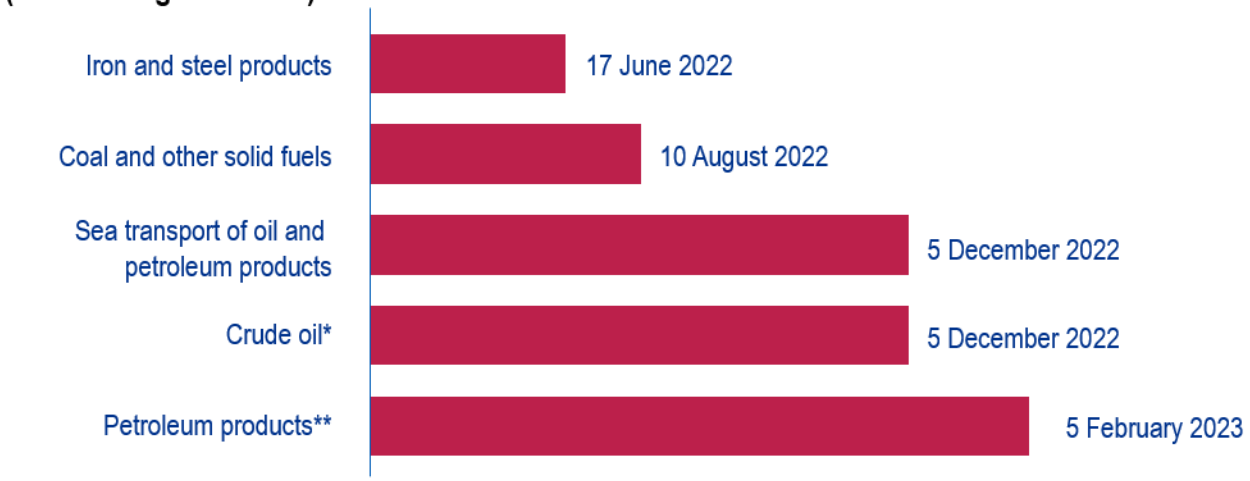
Existing and planned oil pipelines



In the sixth package of sanctions adopted by the EU in early June 2022, a ban was announced on the import of Russian oil, except for pipeline oil, from December 5, 2022, as well as on import of Russian petroleum products from February 5, 2023.

The main consumers of Russian oil in the EU were the Netherlands, Germany and Poland. Germany and Poland, which receive Russian oil through pipelines, have announced that they plan to voluntarily join the restrictions within the same time frame.

Since February, the EU has introduced a set of restrictions on supplies from Russia (date coming into effect):



* Bulgaria exempt till 31.12.2024; pipeline oil exempt for own use, resale prohibited

** Bulgaria exempt till 31.12.2024; Czechia allowed to import petroleum products made of RU oil till 5.12.2023; Croatia allowed to import VGO till 31.12.2023

At the same time, Slovakia, Hungary and the Czech Republic will continue to import Russian oil for their oil refining facilities via the territory of Ukraine. According to Platts, in 2021 Ukraine transited 11.9 million tons of Russian oil: 5.2 million tons for Slovakia, 3.4 million tons for Hungary and 3.4 million tons for the Czech Republic.

Ukraine remains an important partner of the EU in supplying the European market with oil and can support the EU's strategy to abandon Russian oil and oil products. The prospects for the restoration of oil refining in Ukraine depend significantly on the security situation.

Based on the results of the expert discussion and analysis, the following steps are proposed in this plan regarding the market of oil and oil products of Ukraine:

- Expansion of interconnectors between Ukraine and European oil refineries for delivery of petroleum products to the Ukrainian market;
- Creation of stocks of oil and oil products in protected depots;
- Completion of the Brody (Ukraine) - Adamova Zastava (Poland) oil pipeline for bidirectional operation. This project will allow Ukraine to gain access to Baltic ports, and Poland, in its turn, to Ukrainian ports on the Black Sea. Planned project characteristics: capacity of 10 million tons of oil/year with the possibility of expansion to 20 million tons; pipeline lengths: 400 km (including 270 km on the territory of Poland); implementation period: up to 2 years, estimated cost: up to 400 million dollars
- During the post-war period:
    - restoration of oil refining capacity in Ukraine on the basis of one of the existing refineries and/or at new locations where it will be most economically justified.
    - restoration and expansion of LPG production capacity up to 200,000 tons/year and condensate up to 40,000 tons/year.
    - construction of a plant for the production of methanol from natural gas with the capacity of up to 30,000 tons/year.

5 Power-to-X

5.1 Production of hydrogen from RES

Hydrogen produced by electrolysis using low-carbon energy has one of the highest decarbonization potentials in the economy compared to other decarbonization tools. The potential for replacing natural gas is particularly significant, including usage in heavy industry processes (metallurgy, ammonia production, etc.).

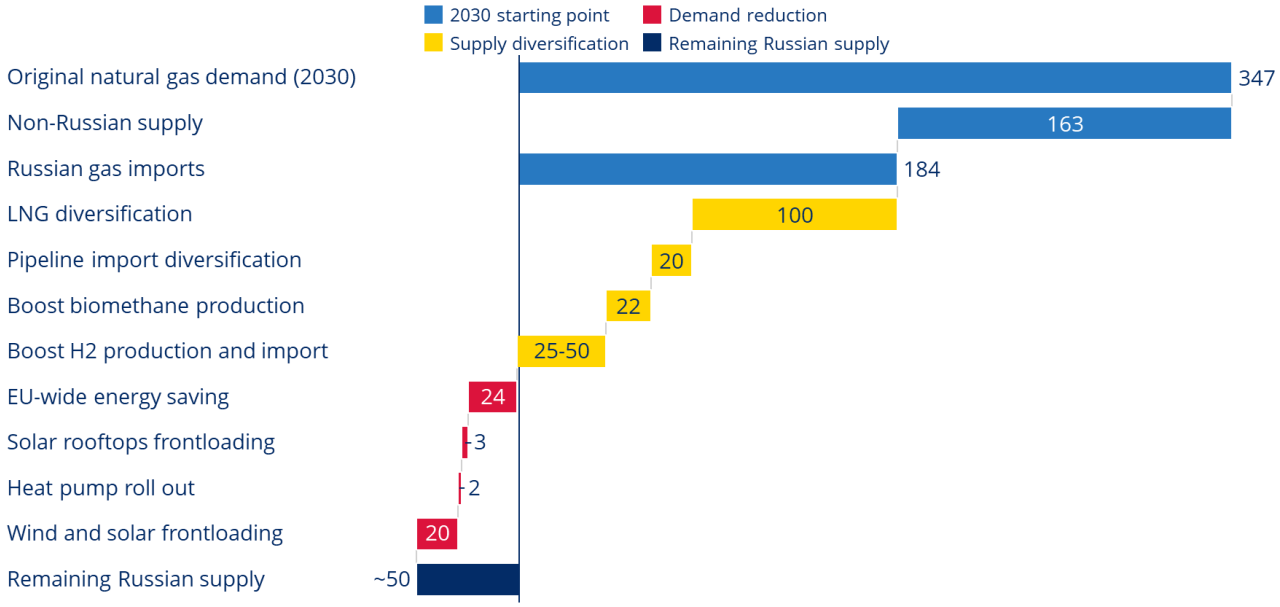
This "fuel of the future" is a key component of "green" strategies in Europe and around the world. The candidate status for EU membership opens up opportunities for Ukraine's integration into European decarbonization processes.

The Green Deal was defined as one of the main strategic priorities of the EU. The ambitious Fit for 55 program was introduced in July 2021 with the aim of reducing carbon emissions by 55% by 2030. On June 29, 2022, the Council of the EU reached an agreement on the outline of the program and its implementation targets.

One of the key mechanisms presented in the program is the Carbon Border Adjustment Mechanism (CBAM). This mechanism will impose tariffs on imports to the EU, the production of which is associated with carbon emissions. The Council decided to gradually tighten CBAM rules over a 10-year period between 2026 and 2035.

Russia's attack on Ukraine has made the problem of the European states' energy dependence on traditional energy imports even more acute. In response to this escalation, the RePowerEU green program has been revamped, taking the ambitious Green Deal and Fit for 55 goals to the next level. The central goal of the program is to replace gas imports from russia.

Potential tools to meet EU gas demand in case of refusal to import gas from Russia until 2030, bcm



RePowerEU provides for the production and import of hydrogen from renewable energy sources in the amount of at least 20 Mt per year. At the same time, it is expected that EU countries will be able to cover only half of this goal through their own hydrogen production.

Ukraine has a significant potential for the production and export of hydrogen. By 2032, Ukraine can produce ~1.6-1.7 Mt of hydrogen, which will require up to 15 GW of electrolyzer capacity. The competitiveness of Ukrainian renewable energy offers a relatively low cost of electricity production (the LCOE of wind farms is about $40/MWh), which represents a significant share of the final price of hydrogen produced. The existing gas infrastructure can potentially be upgraded to export hydrogen to Europe.

However, direct export is not the only promising way to use the hydrogen potential of Ukraine. The development of “green” hydrogen-based metallurgy and potentially the production of “green” hydrogen-based ammonia and fertilizers are also promising options in terms of added value.

A "hydrogen cluster" can potentially be built in Zaporizhzhia and Dnipro Regions. The region has an optimal location in terms of access to natural resources (water, iron ore deposits, attractive renewable energy potential) for the development of hydrogen production and its use for the production of "green" DRI and steel.

Hydrogen can also be used as a means of storing excess electricity generated from renewable sources when its production exceeds demand. However, this use of hydrogen is unlikely to be cost-effective until at least 2030 due to the low efficiency of the process.

5.2. Electrification of transport

Reducing carbon emissions from transport is one of the key priorities of the EU's "green" programs. According to the agreed version of the Fit for 55 program, the goal is 55% reduction in emissions by new cars and 50% reduction in emissions by new trucks by 2030. The goal for 2035 is a 100% reduction in emissions from new vehicles.

In general, two alternative goals have been set for the transport sector: a 13% reduction in sector emissions by 2030 or a 29% share of renewable energy in the sector's energy consumption by 2030. These ambitious goals can only be achieved through a massive shift to alternative types of automobile fuels, including electrification of transport.

The number of cars in Ukraine is quite low compared to the developed European countries and amounts to 245 cars per 1000 people. In the EU, the given indicator reaches 560 cars per 1000 people. This demonstrates a significant growth potential of the Ukrainian automobile fleet soon.

Additionally, the need to reorient export and import flow from maritime to land transport in the short term can lead to a significant increase in the freight transport fleet (both railway and road).

This trend may pose a threat both in terms of carbon emissions and consumption of motor fuel based on petroleum products that are historically mainly imported from Russia and Belarus.

Transport electrification can prevent this. Ukrzaliznytsia is already one of the largest electricity consumers. The company's consumption amounted to 4 TWh in 2020. Large-scale electrification of railroad transportation (95% of total transportation) will increase electricity consumption by the transport sector and reduce diesel fuel consumption.

Also, the number of electric cars is increasing in Ukraine. In 2021, the number of registrations of electric cars reached 8,541, which is 14.2% of the total. By 2032, the share of electric cars may reach 10-12%.

In the longer term, it is possible to increase the share of hydrogen-powered vehicles. This option is especially attractive for freight transport.

5.3. Electrification of heating

Residential heating has a significant weight in the total energy consumption in the domestic household sector and accounts for 53%.

About 85% of the buildings in Ukraine were constructed before Ukraine's independence and have very low energy efficiency indicators. The average energy consumption per m^2 in Ukraine is much higher than in some European countries (for example Germany).

A large-scale program for thermal modernization of buildings (about 70% of buildings) has the potential to significantly reduce energy consumption for premises heating. However, without the simultaneous modernization of the district heating infrastructure and individual heating, the effect of such a program will be limited.

Modernization of heating infrastructure consists of several parts. Repair, modernization, or replacement of heating networks will significantly reduce heat losses during transportation. Modernization or replacement of existing boilers will reduce energy consumption by increasing efficiency output.

The transition from traditional gas boilers to alternative district and individual heating systems will have a significant additional effect on energy consumption (especially natural gas). The most promising areas of such transition are the use of biomass and electrification of heating.

The use of electricity from renewable sources in the domestic household sector is one of the main focuses of the EU's "green" programs. The European Council's version of the Fit for 55 program sets out targets for increasing the share of renewable electricity in domestic heating and cooling energy consumption: a gradual increase of at least 0.8% a year until 2026 and 1.1% a year from 2026 to 2030. There is a specific target to achieve 49% renewable energy share in the energy consumption of buildings by 2030.

One of the most promising ways to electrify heat supply is heat pump installation. Heat pumps can be used both for individual and district heating systems. The main advantage of heat pumps is their high efficiency (about 300%). However, heat pumps (especially large capacity systems used in district heating) are a relatively "immature" technology and require significant capital investment. The target share of heat pumps in heat production can be 2-5%.

In comparison, the other option, electric boilers, is less expensive in the short term. They can be installed relatively fast, which makes them one of the best options for replacing boilers that are in critical condition or have been damaged by war.

The cost-effectiveness of heat supply electrification depends substantially on the price of electricity. Relatively cheap energy from renewable sources is an important factor in the development of electricity-based heating systems.

6 Recovery and development: detailed plan of measures

The main goal of recovery is a stable, modern and investment-attractive energy industry that provides Ukrainian consumers with clean, affordable and reliable energy, relies on the responsible development of domestic energy resources, and also supports the EU in achieving its strategic autonomy.

The proposed recovery measures are outlined in the Plan for three time periods (short-term, mid-term and long-term) and are grouped under the following five objectives:

- Objective 1: European integration and ensuring efficient operation of energy markets
- Objective 2: Energy security: diversification of energy supply sources, creating reserves, cyber-security
- Objective 3: Decarbonisation, optimisation of the energy mix and development of low-carbon generation
- Objective 4: Modernisation and development of energy transportation, transmission, distribution and storage infrastructure
- Objective 5: Improvement of energy efficiency and demand response

Objective 1: European integration and ensuring efficient operation of energy markets

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measures to achieve the objective	1.1: Commercial flows with ENTSO-E are implemented to reduce the EU's energy deficit and support Ukraine in the crisis period 1.2: Analysis of current international obligations of Ukraine regarding reforms in the energy sector and creation of a map of reforms for negotiations on EU membership 1.3: Development of mechanisms for solving the problem of accumulated debts between participants of the gas, heat, water supply, and electricity markets 1.4: Launching the Energy Security Fund to meet urgent recovery needs 1.5: Ensuring the stable operation of the energy sector public administration bodies 1.6: Analysis of the situation and implementation of an action plan to simplify access to power grids – *crossectoral with the Ministry of Digital Transformation* 1.7: Digitalization of utility services for speed and transparency – *crossectoral with the Ministry of Digital Transformation*	1.1: Complete unification of the energy markets of Ukraine and the EU through the implementation of the necessary regulatory changes in Ukraine and the EU 1.2: Liberalization of electricity and gas markets, settlement of accumulated debts, improvement of the support system for vulnerable consumers 1.3. Development of mechanisms for solving the problem of accumulated debts between participants of the gas, heat, water supply, and electricity markets 1.4: Restoration/development of the infrastructure of exchange trading of energy resources 1.5: Completion of the corporate governance reform in state-owned energy companies and the reform of public administration authorities in the energy sector, preparation for placement of credit instruments, involvement of partners and/or privatization of state-owned companies in the energy sector, taking into account energy security 1.5: Reform of public administration bodies in the energy sector	1.1: Ensuring Ukraine's contribution to the strategic autonomy of the EU through the export of excess energy resources 1.2: Increased competition in the electricity and gas markets 1.3: Partnership/ coupling of energy trading sites between Ukraine and the EU 1.4: Involvement of strategic and/or financial investors in companies of the energy sector of Ukraine (preserving the influence of the state on natural monopolies for reasons of energy security and partial or full privatization of other companies) 1.5: Correspondence of the functions and powers of state management bodies in the energy sector to EU standards 1.6: Ensuring convenient access to energy infrastructure for business – *crossectoral with the Ministry of Digital Transformation*

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
		1.6: Improvement of the procedure for ordering connection to power grids – *crossectoral with the Ministry of Digital Transformation* 1.7: Development of a system that allows the state to provide subsidies/compensations for public utility services to the population quickly and according to flexible criteria – *crossectoral with the Ministry of Digital Transformation*	
Measurable indicators of objective achievement	- The possibility of commercial flows of electricity from the EU in the amount of at least 1.5 GW is ensured - An audit of international obligations was conducted, negotiations were initiated regarding their revision in connection with the military actions situation, if necessary - The Energy Security Fund is operating, at least $50 million of donor funds have been raised to finance the urgent repair of damages - Improved the procedure and scope of imposing fines on DNO in case of violations of the requirements of the law when connecting to networks	- An opportunity has been provided for Ukrainian energy companies to compete on the EU markets on an equal footing with European companies, the capacity of commercial flows has been increased to 3 GW - Timely calculations on the energy markets are ensured, with the exception of normal commercial debt - At least 5% of gas volume is traded on the stock exchange - All state-owned energy companies have supervisory boards and internal control systems, are independently audited, charters	- - Ukrainian companies are increasing their share in the EU markets (detailing requires additional research), the capacity of commercial flows has been increased to 6 GW - The Herfindahl–Hirschman Index (concentration) values in the gas and electricity market are below 0.18 - At least 15% of gas volumes are traded on the stock exchange - Involved international partners in gas and oil production and other sectors of the energy industry - Confirmation of the EC was received regarding the compliance of the powers of

	Stage 1: 06/2022 – 12/2022	*Stage 2: 2023 – 2025*	*Stage 3: 2026 – 2032*
	- An online map of business locations with available capacity to connect to networks has been developed, 50% of the territory has been digitalized - The Unified register of consumers of energy supply services was created, the service of changing the supplier in the "Diya" application was developed	and ownership policies are brought in line with OECD standards - Operators of distribution systems and gas distribution networks are obliged to purchase network connection services through transparent competitive procedures - - A simplified procedure for the construction of electric and gas networks for the supply of remote facilities, including at the expense of industrial consumers, with a fair consideration of the relevant costs in the tariff, has been developed and is being implemented - - An online map of business locations with available connection capacities has been developed, 100% of the territory has been digitilized - The comprehensive e-Support service has been expanded due to the possibility of submitting an application for assistance, based on the criteria of either vulnerability or participation in national energy efficiency projects	the state management bodies of the energy sector with EU standards - A simplified procedure for the construction of electric and gas grids for the supply of remote objects, including at the expense of industrial consumers, with fair consideration of the relevant costs in the tariff, is being implemented

Objective 2: Energy security: diversification of energy supply sources, creating reserves, cyber-security

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measures to achieve the objective	2.1: Ensuring the supply of petroleum products 2.2: Accumulation of reserves of energy resources for preparation for the autumn-winter season (financing of measures to create reserves; creation of reserves of gas, coal, oil products in accordance with the government plan) 2.3: Ensuring the operation and urgent restoration of damaged facilities of the energy sector 2.4: Assessment of losses and preparation for claims for damages in the energy sector – *cross-sectoral with the Ministry of Justice* 2.5: Creation of the Industry Cyber Security Center of the Energy Sector of Ukraine (Energy CSOC) and the Interdepartmental Operational Headquarters (IOS) – *cross-sectoral with the Ministry of Digital Transformation*	2.1: Creation of an oil refining cluster based on one of the existing refineries and/or new locations in Ukraine 2.2: Creation of strategic reserves of petroleum products (30+ days) protected from military action 2.3: Restoration of energy supply and operation of energy sector facilities in the de-occupied territories - *cross-sectoral with the Ministry of Regions* 2.4: Collection and systematization of the evidence base for submitting claims for compensation of damages - *cross-sectoral with the Ministry of Justice* 2.5: Construction of the sectoral system of protection of OKI of the energy sector - *cross-sectoral with the Ministry of Digital Transformation* 2.6: Liberalization of the process of issuing licenses for gas exploration and production; optimization of gas and oil production from existing fields using modern technologies 2.6.a Digitalization of the procedure for issuing decisions on environmental impact assessment - *cross-sectoral with the Ministry of Digital Transformation*	2.1: Development of the oil refining business in Ukraine considering the needs of the EU market 2.2: Creation of strategic reserves of oil and oil products in accordance with EU requirements 2.3: Optimizing the operation of energy sector facilities in the de-occupied territories - *cross-sectoral with the Ministry of Regions* 2.4: Submission of claims for compensation of damages - *cross-sectoral with the Ministry of Justice* 2.5: Expanding the cooperation of the sectoral system of protection of OKI of the energy sector with similar systems in the EU - *cross-sectoral with the Ministry of Digital Transformation* 2.6 Start of gas exploration and production on the Black Sea shelf; development of non-traditional types of gas and oil deposits (primarily in the Poltava region) 2.7: Development of nuclear fuel production business considering the needs of the EU market 2.8: Coal and coal-fired power generation: withdrawal of specified objects, implementation of programs for the

	Stage 1: 06/2022 – 12/2022	*Stage 2: 2023 – 2025*	*Stage 3: 2026 – 2032*
		2.7: Construction of a nuclear fuel production plant and nuclear fuel storage facilities in Ukraine to eliminate dependence on Russia, development of uranium mining 2.8: Coal and coal generation: provision of highly maneuverable generation, preparation for withdrawal of specified objects 2.9: Development of the construction project of 1.5-2 GW of highly maneuverable capacities to replace coal generation, including using idle compressor stations of the GTS	transformation of coal regions - *cross-sectoral with the Ministry of Regions* 2.9: Construction and launch of 1.5-2 GW of highly maneuverable capacities to replace coal generation, including using idle compressor stations of the GTS
Measurable indicators of objective achievement	- Needs and sources of supply, sources of financing were determined, diplomatic support and regulatory support for the import of 400,000 tons of oil products per month was provided - The attraction of donor funds to the Energy Security Fund in the amount of at least 10 million dollars was ensured, the urgent needs for the restoration of key energy infrastructure were financed to the amount of funds raised	- A project for the creation of an oil refining cluster was developed, a study of the optimal placement of the object/objects was carried out, investors and executors were identified - The volumes, placement options, organizational model and sources of financing for the purchase of strategic reserves of petroleum products for 30 days have been determined - Organized and systematized work on the preparation of lawsuits for damages from companies whose assets were damaged	- Investments were attracted for the oil refining cluster, diplomatic and regulatory assistance was provided for unhindered access to EU markets - The volumes, placement options, organizational model, and sources of financing for the purchase of strategic stocks of petroleum products were determined in accordance with the requirements of EU legislation - Support for filing lawsuits for damages by companies whose assets have been damaged is provided

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
	- The damage assessment methodology was developed and approved, the collection of data on actual damages and losses was organized, the legal path for filing claims for damages was determined - The concept of the Cyber Security Center has been approved - A project was developed for the color marking of the amount of consumption in the corresponding colors in the bills for energy services - (Consumption traffic light)	- 100% of critical energy infrastructure facilities are connected to the cyber security center - Issuance of an environmental assessment conclusion in electronic form and automation of post-project monitoring have been introduced, a single information module of EIA has been created, creation of a conclusion evaluation module, creation of EIA post-project monitoring systems - Identified sources of financing, provided organizational resources, diplomatic and regulatory support for the incomplete cycle of nuclear fuel production - Identified sources of funding, provided organizational resources, diplomatic and regulatory support for the construction of highly maneuverable capacities	- Full cooperation of the cyber security center with similar centers of the EU and the USA has been established - Provided organizational and financial resources, diplomatic and regulatory support for the incomplete cycle of nuclear fuel production - Programs for the transformation of coal regions have been implemented - Provided organizational and financial resources, diplomatic and regulatory support for the construction of highly maneuverable capabilities

Objective 3: Decarbonisation, optimisation of the energy mix and development of low-carbon generation

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measures to achieve the objective	3.1: Determining an optimal long-term generation mix taking account of international commitments, technical constraints of the system, minimisation of the cost for consumers and the requirements for stable system operation	3.1: Updating the estimation of the optimal generation structure, taking into account the state after the end of hostilities 3.2: Nuclear generation: Modernization and optimization of the use of installed nuclear capacities (increasing the net capacity factor), extension of the operating life of existing units, development of new capacities at the Khmelnytskyi NPP 3.3: Hydropower: Completion of the construction of a new hydropower plant (Kakhovska-2 HPP, Kanivska HPP, Dnistrovsk HPP - completion) 3.4: Solar and wind energy: restoration of capacities taking into account new conditions and opportunities due to integration with ENTSO-E 3.5: Increasing the production of biomethane (up to 1 billion cubic meters per year) and connecting the installations to the GDS/GTS 3.6: Hydrogen: analysis of demand, production possibilities and financing sources	3.1: Updating the assessment of the optimal generation structure taking into account the needs of the EU market 3.2: Nuclear generation: completion of construction of new capacities at the Khmelnytskyi NPP (2 GW) 3.3 Hydropower: Kakhovska-2 HPP, Kanivska HPP - completion 3.4: Solar and wind energy: Capacity building, including for hydrogen production 3.5: Biofuel: production of biomethane up to 2 billion cubic meters. m per year 3.6: Hydrogen: Launch of pilot projects for 1–2 GW with the prospect of building up to 15 GW in combination with RES (mostly at the expense of private investors)
Measurable indicators of	- Updated the Energy Strategy of Ukraine, the Report on the	- Updated the Energy Strategy of Ukraine, the Report on the	- Updated the Energy Strategy of Ukraine, the Report on the

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
objective achievement	Assessment of the Compliance (Sufficiency) of Generating Capacities to Cover the Forecast Demand for Electric Energy and Ensuring the Necessary Reserve, the Development Plan of the United Energy System of Ukraine and DNO, the Development Plan of the GTS and GDS, other strategic documents as of 2022 - Negotiations were held with donors, potential investors and market participants regarding attracting financing and creating favorable conditions for the construction of low-carbon generation facilities and energy infrastructure	Assessment of the Compliance (Sufficiency) of Generating Capacities to Cover the Forecast Demand for Electric Energy and Ensuring the Necessary Reserve, the Development Plan of the United Energy System of Ukraine and the DNO, the Development Plan of the GTS and GDS, other strategic documents as of the time end of hostilities - Funding sources were determined, organizational resources, diplomatic and regulatory support were provided for the implementation of the investment strategy of Energoatom NNEGC - The strategic and regulatory basis for the development of the hydrogen economy has been implemented	Assessment of the Compliance (Sufficiency) of Generating Capacities to Cover the Forecast Demand for Electric Energy and Ensuring the Necessary Reserve, the Development Plan for the United Energy System of Ukraine and the DNO, the Development Plan for GTS and GDS, other strategic documents taking into account obligations of EU candidate countries - Funding sources were determined, organizational resources, diplomatic and regulatory support were provided for the implementation of the investment strategy of Energoatom NNEGC - Production of biomethane up to 2 billion cubic meters. m per year

Objective 4: Modernisation and development of energy transportation, transmission, distribution and storage infrastructure

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measures to achieve the objective	4.1: Start-up of the 400-kV Khmelnytskyi NPP - Rzeszów power export line, providing capacity for exporting up to 1.5 GW of electricity to the EU 4.2: Ensuring the capacity of gas networks in the direction from Ukraine to the EU in volumes of at least 42 million cubic meters. m/day	4.1: Completion of new high-voltage transmission lines to connect new capacities (stations for the production of energy from renewable sources, hydroelectric power plants and nuclear power plants) and provide capacity for exporting up to 3 GW of electricity to the EU 4.2: Optimizing the operation of the gas transportation system (GTS), facilitating the creation of gas import routes from LNG terminals in Poland, Lithuania, Italy, Croatia and/or Turkey 4.2a: Optimizing the operation of gas distribution networks (GDN) 4.3: Construction of pilot energy storage projects with a capacity of 50-200 MW to ensure balancing of the system and fulfillment of climate obligations 4.4: Modernization and completion of oil pipelines (Brody – Adamova zastava, etc.) and product pipelines taking into account the needs of the Ukrainian market	4.1.: Expansion of transmission capacity from ENTSO-E to 6 GW, modernization of internal power grids taking into account the needs of the Ukrainian economy (smart grids) 4.2: Optimizing the operation of the gas transportation system (GTS) in accordance with the needs of the Ukrainian economy and the EU, potentially ensuring the transportation of hydrogen, promoting the creation of gas import routes from LNG terminals in Germany and other countries 4.2a: Optimizing the operation of gas distribution networks (GDN) ensuring the accounting of gas use at the level of the EU average 4.3: Increasing the capacity of energy storage systems to 750 MW – 1 GW to ensure balancing of the system and fulfillment of climate obligations 4.4: Modernization and completion of oil pipelines and product pipelines taking into account the needs of the Ukrainian and EU markets
Measurable indicators of objective achievement	- Launch of the 400 kV line Khmelnytskyi NPP-Rzeszów - Approval of export capacity at the level of 1.5 GW by ENTSO-E	- Launch of the modernized overhead line 400 kV Mukacheve – Velké Kapusany (Slovakia) with	- The expansion and creation of additional routes from European LNG terminals to Ukrainian underground gas storage has been

	Stage 1: 06/2022 – 12/2022	*Stage 2: 2023 – 2025*	*Stage 3: 2026 – 2032*
	- Availability of agreements between GTSOU and related operators regarding the creation of guaranteed capacities in the direction of Ukraine	the conversion of the existing PL into a two-wheeler - Design and construction of the 400 kV substation of -Isaccia (Romania) powerline - The creation of routes from European LNG terminals to Ukrainian underground gas storage is ensured through active participation in the relevant EU negotiation groups (Gas Coordination Group, Energy Security Group, etc.), as well as negotiations with transit countries and gas suppliers - Identified sources of funding, provided organizational resources, diplomatic and regulatory support for the construction of pilot projects of energy storage systems - Funding sources were identified, organizational resources, diplomatic and regulatory support were provided for the completion of the oil pipeline along the route Adamova Zastava - Brody	ensured through active participation in the relevant negotiating groups of the EU (Gas Coordination Group, Energy Security Group, etc.), as well as negotiations with transit countries and gas suppliers; placement of part of the gas reserves of the EU countries in underground storage facilities of Ukraine is ensured - Funding sources were identified, organizational resources, diplomatic and regulatory support were provided for the construction of additional projects of energy storage systems - Funding sources were identified, organizational resources, diplomatic and regulatory support were provided for the modernization or construction of oil pipelines and oil product pipelines necessary for trade with EU countries

Objective 5: Improvement of energy efficiency and demand response

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measures to achieve the objective	5.1: Determining the demand response and energy efficiency improvement strategy – *cross-sectoral with the Ministry of Regions and the Ministry of Infrastructure* 5.2: Development and implementation of secondary legislation in pursuance of the Law of Ukraine "On Energy Efficiency"	5.1: Updating the demand management strategy and increasing energy efficiency, taking into account the situation after the end of hostilities – *cross-sectoral with the Ministry of Regions and the Ministry of Infrastructure* 5.2: Development and implementation of by-laws for the implementation of the strategy and requirements within the framework of negotiations on EU membership 5.3: Ensuring the needs of the transport industry in access to power grids and electricity for the transfer of transport (railway, municipal, private) to electricity - *cross-sectoral with the Ministry of Infrastructure* 5.4: Provision of heat generation needs in access to power grids and electricity for switching heating (centralized or individual) to electricity where it is economically feasible - *cross-sectoral with the Ministry of Regions* 5.5: Promotion of energy modernization projects of district heating and household consumers - *cross-sectoral with the Ministry of Regions*	5.1: Updating the demand management strategy and increasing energy efficiency, taking into account the current state of the economy, the availability of technologies and financing - *cross-sectoral with the Ministry of Regions and the Ministry of Infrastructure* 5.2: Development and implementation of by-laws to fulfill the requirements for EU membership 5.3: Ensuring the needs of the transport industry in access to power grids and electricity for the transfer of transport (railway, municipal, private) to electricity - *cross-sectoral with the Ministry of Infrastructure* 5.4: Provision of heat generation needs in access to power grids and electricity for switching heating (centralized or individual) to electricity where it is economically feasible - *cross-sectoral with the Ministry of Regions* 5.5: Promotion of energy modernization projects of district heating and household consumers - *cross-sectoral with the Ministry of Regions*

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
Measurable indicators of objective achievement	- A plan for preparing legislature to meet the requirements of Annex XXVII to the Association Agreement in terms of energy efficiency and eco-design has been developed - Increasing energy efficiency in the building sector by 5% (by implementing low-cost measures in existing buildings and rebuilding destroyed buildings to a high energy efficiency class) - regulatory and diplomatic assistance in achieving the goal	- The legislature was developed and approved to meet the requirements of Annex XXVII to the Association Agreement in terms of energy efficiency and eco-design - Implementation and provision of continuous improvement of the energy management system at the state and municipal level, as well as at enterprises, in particular in accordance with the requirements of standards and international agreements - Increasing energy efficiency in the building sector by 13% (by rebuilding destroyed buildings to the NZEB level and thermal modernization of the most energy-consuming buildings) - regulatory and diplomatic assistance in achieving the goal - Conditions have been created for connecting heat generation facilities to power grids in accordance with the request of local self-government bodies and taking into account the economic feasibility of switching heating to electricity	- The legislature has been implemented to fulfill the requirements of Annex XXVII to the Association Agreement in terms of energy efficiency and eco-design, the development and implementation of the NPA continues in connection with the negotiations on the acquisition of membership in the EU - Increasing energy efficiency in the building sector by 35% (through mass thermal modernization of buildings and construction of buildings with close to zero energy consumption - NZEB) - regulatory and diplomatic assistance in achieving the goal - Conditions have been created for connecting heat generation facilities to power grids in accordance with the request of local self-government bodies and taking into account the economic feasibility of switching heating to electricity - Conditions have been created for connecting fast electric charging

	Stage 1: 06/2022 – 12/2022	***Stage 2: 2023 – 2025***	***Stage 3: 2026 – 2032***
		- Conditions have been created for connecting fast electric charging stations to the power grid in accordance with the request of the transport industry	stations to the power grid in accordance with the request of the transport industry

7 National projects

Key principles of project and initiative selection

Priority is given to projects and initiatives that correspond to the greatest extent and the greatest number of the following principles:

№	Principle	Description	Approximate criteria for measurement
1	Strengthening energy security	The measure contributes to ensuring access of Ukrainian consumers to energy resources, provides for the rejection of Russian fuel, diversification of suppliers and reduction of import needs	- % coverage of energy resource needs - 0% from Russia - Increase in the number of suppliers/ decrease in the average share of one supplier - % of substituted imports in total demand - % of local resources and components
2	Economic validity	The measure is economically feasible without state aid, promotes GDP growth, lowers the average cost of energy, increases exports, has a proven attractiveness for investments	- Expected indicators of IRR, NPV - The need for special conditions from the state - Lower LCOE - Increase in export volumes - Availability of financing/partner
3	European integration and achievement of climate goals	The measure contributes to the fulfillment of Ukraine's European integration obligations and requirements for the candidate country, including the fulfillment of climate goals	- List of obligations to be fulfilled - %/volume reduction of emissions of harmful substances - % reduction of energy losses - % increase in carbon-neutral types of energy in the energy mix
4	Marketability and promotion of competition	The measure contributes to increasing competition in energy markets and does not provide for special pricing conditions (with the exception of natural monopolies)	- Increase in the number of suppliers/ decrease in the average share of one supplier - Refusal of non-market restrictions and special pricing conditions
5	Socio-economic justice	The measure contributes to the reduction of energy poverty, the return of temporarily displaced persons, the creation of jobs and favorable living conditions	- Increase of the number of citizens who have access to the necessary energy resources - Expected number of temporarily displaced persons who will return - Expected number of new jobs

			- Expected number of consumers who will have access/more reliable access to energy resources
6	Technological availability and development	The measure involves the use of technological solutions that are available for purchase and can be delivered in time to meet the goal	- Waiting time for the delivery of the necessary technological solution % of substituted imports in the total demand - Involvement of the latest technology in Ukraine/localization of new production

List of national projects*

			CapEx, USD bln	**Time horizon for project start**
Low-carbon energy	Nuclear	Increasing nuclear capacity (prolongation, higher utilization of existing capacities, and 2 GW new units at KhmelnytskyiNPP)	~14	2023-25
		Localizing nuclear value chain (uranium mining, plant for fuel production, waste storage)	1,3	2023-25
	RES	Build out 5-10+ GW RES (depends on the export capacity)	~11,5	2026-32
	Balancing	Build out of 3.5 GW hydro and pumped hydro capacities	~3,5	2023-32
		Build 1.5–2 GW peaker and 0.7–1 GW of storage	~2,8	2023-25
	Supporting supply chain	Localize RES equipment production (towers, transformers, cables, solar panels, electrolyzers, Li batteries, etc.)	~2+	2026-32
	Biofuels	Developing biofuels (bioethanol, biodiesel, biomethane, biomass) production from agroproduce, residues and waste	~4,2	2022
	Infrastructure	Expanding interconnectors with ENTSO-E to ~7 GW (multiple projects)	0,6	2022
		Smart grids	~5-10	2026-32
		Re-build damaged / destroyed energy objects (CHPs, networks)	~0,4	2022-25
H2	RES	Build 30+ GW RES for H2 production	~38	2026-32
	Infrastructure	Build out ~15 GW electrolyzer capacities	~7	2026-32
		Test and develop H2 transport infrastructure	~2	2026-32
Gas	Production	Increase gas production from existing fields, develop unconventional gas fields (not including Black Sea shelf development~$11 bn)	~18	2023-32
	Infrastructure	Modernize gas transmission and distribution networks	~2,5	2023-32
		Securing gas supplies/storage for EU and Ukraine (e.g.,extension of Świnoujście/Gdansk LNG and/or interconnect or import from Turkey/Italy/Germany)	0,7	2023-27
	Stock	Natural gas stock replenishment	~5	2022
Oil	Infrastructure	Expanding oil refining capacity post-war (rebuild, build or modernize 2 facilities) + oil pipeline Brody-Adamova Zastava	~2,5	2023-25
		Expanding oil products interconnectors with EU refineries and ports	0,7	2022
	Stock	Oil, oil products emergency stock for 30+ days (protected storages)	1,2+	2022
Total			**>128**	

Full list of submitted projects can be accessed here https://bit.ly/3xQg4KB

* The list and terms of implementation of the projects significantly depends on security, regulatory and financial preconditions

List of current strategies/concepts/programs

- Program of activities of the Cabinet of Ministers of Ukraine, approved by Resolution No. 471 of the Cabinet of Ministers of Ukraine dated June 12, 2020;
- National economic strategy for the period until 2030, approved by the resolution of the Cabinet of Ministers of Ukraine dated 03.03.2021 No. 179;
- The state program to stimulate the economy to overcome the negative consequences caused by restrictive measures to prevent the emergence and spread of the acute respiratory disease COVID-19, caused by the SARS-CoV-2 coronavirus, for 2020-2022, approved by Resolution No. 534 of the Cabinet of Ministers of Ukraine dated 05/27/2020 ;
- Energy strategy of Ukraine for the period until 2035 "Security, energy efficiency, competitiveness", approved by the order of the Cabinet of Ministers of Ukraine dated 08.18.2017 No. 605-r;
- Energy security strategy, approved by the order of the Cabinet of Ministers of Ukraine dated August 4, 2021 No. 907;
- National action plan on energy efficiency for the period until 2030, approved by the order of the Cabinet of Ministers of Ukraine dated 12.29.2021 No. 1803-r;
- National plan for reduction of emissions from large incineration plants, approved by the order of the Cabinet of Ministers of Ukraine dated November 8, 2017 No. 796;
- The hydropower development program for the period until 2026, approved by the order of the Cabinet of Ministers of Ukraine dated July 13, 2016 No. 552;
- The state economic program for the management of spent nuclear fuel of domestic nuclear power plants for the period until 2025, approved by the resolution of the Cabinet of Ministers of Ukraine dated August 11, 2021 No. 847;
- Comprehensive (consolidated) program to increase the level of safety of power units of nuclear power plants, approved by the resolution of the Cabinet of Ministers of Ukraine dated 07.12.2011 No. 1270;
- State targeted environmental program of priority measures to bring the facilities and site of the former uranium production of the industrial association "Prydniprovsk Chemical Plant" into a safe state for 2019-2023, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 21.06.2019 No. 756;
- National transport strategy of Ukraine for the period until 2030, approved by the order of the Cabinet of Ministers of Ukraine dated 05/30/2018 No. 430-r;
- The concept of the State target program for the fair transformation of the coal regions of Ukraine for the period until 2030, approved by the resolution of the Cabinet of Ministers of Ukraine dated September 22, 2021 No. 1024;
- The updated nationally determined contribution of Ukraine to the Paris Agreement, approved by the order of the Cabinet of Ministers of Ukraine dated July 30, 2021 No. 868;
- Plan for the development of the transmission system for 2022-2031, approved by the resolution of the NCRECP dated 10.12.2021 No. 2477

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Environmental safety” working group

July 2022

Introduction

The situation before the full-scale war

In 2020, greenhouse gas emissions decreased to 33.7% from 1990 levels. Still, the energy intensity of Ukraine's GDP in 2018 was three times higher than in Poland. In 2021, an updated nationally determined contribution under the Paris Agreement was approved, setting the goal of achieving carbon neutrality no later than 2060. The environmental safety of Ukraine before the full-scale war was alarming while the impact of Russian military aggression is raising the risk of environmental disaster. In 2020, Ukraine ranked 4th in the world in terms of the level of economic losses from air pollution. The main polluters of air are enterprises of extractive and processing industries and energy, their emissions of pollutants amounted to more than 90% of the total volume. The situation with waste was also critical - due to the dominance of resource-intensive multi-waste technologies in the national economy, about 500 million tons of waste are generated per year, of which only up to 25% is disposed. The resource intensity of Ukraine's economy is also the cause of the depletion and deterioration of natural resources. The specific indicator of the use of natural resources per unit of output in Ukraine is much higher than in Western Europe. The total water resources are 94.1 km3, which makes Ukraine one of the countries with insufficient water supply. 30% of water bodies in Ukraine are highly polluted by chemicals. Forest cover in Ukraine is 15.9% of the total area, a similar indicator in Germany, for example, is about 32%. Territories and objects of the nature reserve fund, of which there are 8633 in Ukraine, occupy 6.8% of the country's area. From 2012 to 2018, due to the destruction of meadow-steppe ecosystems and self-seeding forests, the area of arable land increased from 53.8 to 56.8% of the country's territory. For comparison, in the EU arable lands account for roughly 25%.

The tasks and projects of the Recovery plan in the field of environmental safety will ensure the implementation of environmental policy following the European integration aspiration of Ukraine and the European Green Deal provisions, as well as integration of environmental component into all recovery projects and reforms.

Lack of effective systems of public administration, environmental control, monitoring, as well as inefficient integration of the environmental policy into the socio-economic development of Ukraine before the full-scale war impeded in achieving the objectives of environmental safety, sustainable use of natural resources, and European integration.

The signing of the Association Agreement in 2014 between Ukraine and the European Union gave impetus to solving environmental problems and launched the key reforms in the environment and climate sphere. The progress in these reforms gave Ukraine a chance to be one of the first to support the European Green Deal and to enter into a dialogue with the European Union on Ukraine's participation in it. Ukraine has begun a green transformation of its economic development.

Key challenges

- High carbon intensity of the economy, the low adaptive capacity of social, economic, and natural systems to climate change, lack of an effective system of green financing;
- High environmental risks caused by industrial pollution and alarming state of chemical, nuclear and radiation safety;
- Depletion and deterioration of natural resources due to their unsustainable use and inefficient management, which is exacerbated by the consequences of climate change and the destructive impact of russian aggression;
- Reduction and degradation of natural ecosystems, critical losses of biodiversity, the insufficient share of protected areas to balance the landscape structure.
- The demand to improve legal and institutional mechanisms for ensuring effective public administration in the field of environmental protection, including in the area of state environmental surveillance (control) and the environmental liability.

Key opportunities

- Reconstruction of destroyed infrastructure and structural economic recovery based on clean, low-carbon and energy-efficient technologies, integration into EU industrial alliances and participation in new production chains;
- Attracting international financial assistance, green financing and investments for measures to prevent and adapt to climate change, build a circular economy and preserve the environment;
- Transition to balanced natural resource management, conservation and restoration of natural heritage;
- Development of the market of critical mineral raw materials;
- Achieving conformity of environmental legislation with EU law;
- High level of political, financial and technical support from the EU.
- Public administration reform as a basis to ensure the implementation of further reforms in the sector, the integration of environmental policy in the economical and political life, as well as the green recovery course.

Key restrictions

- Low capacity to assess the extent of the adverse environmental impact of military activities;
- The need to coordinate the recovery with the preparation for accession to the EU and with the objectives of the European Green Deal, in particular, to attract investment funds;
- The need to adapt the time frame of achievement ecological to consequences of war;
- Low institutional capacity of the public administration, further reduced during the wartime.

Influence of war

As a result of the full-scale war, the environmental problems which existed in Ukraine before are much more complicated. Lack of access to the territories and facilities of environmental management, loss and destruction of infrastructure, loss of personnel and limited work opportunities, suspension of environmental inspections and cancellation of the duty to pay environmental taxes for the period of the state of war adversely affected the efficiency of public administration in the field of environmental protection.

During the war, a demand to assess the damage to the environment caused by the war and the restoration needs was raised. The scale of environmental crimes of russian invaders is shocking. Some ecosystems and unique natural objects are no longer subject to recovery. Although the environmental damage is evident, its assessment requires new approaches, and at present, the full amount of losses and damage to the environment remains unclarified, as environmental monitoring systems have been damaged or destroyed, and access to forests and other natural territories is restricted or absent. The recording of the facts of ecological damage caused by the russian invasion is carried out within the framework of the functioning of the application "Eco-Threat" and activities of the operational headquarters at the State Environmental Inspectorate. Until now 330 events that threaten the environment on the territory of Ukraine have been recorded.

As a result of the war, about 20% of the area of all protected areas of Ukraine are threatened, 17 Ramsar sites of a total area of 627,3 thousand hectares, approximately 160 territories of the Emerald network of an area of 2,5 million hectares and 4 biosphere reserves faced the risk of extinction. This poses a threat to the strategic objectives of biodiversity conservation, reduces the capacity for greenhouse gas absorption, and increases the process of desertification. The critical threat is posed to endemic species of plants and animals, which extinction would have catastrophic effects on biodiversity on the global scale. Almost 3 million hectares of forest in Ukraine were covered by military activities. Because of the war, more than 4,6 million people in Ukraine have problems with access to drinking water.

Environmental and security risks are increasing, dangerous waste from destruction and military waste is formed, and 160 thousand square kilometers of territory of Ukraine are contaminated with explosive objects. As a result of the destruction of buildings, a large amount of building waste, containing ozone-depleting substances, in

particular, insulation materials, insulation foam, etc. is generated. Pollution is caused by the destruction of transport and industrial infrastructure, which leads to large-scale oil products and other dangerous substances. More than 227 enterprises, and factories, including chemical enterprises, were damaged or destroyed by the war. The activity of several mining enterprises has stopped, which has led to a shortage of salt, coal, and other minerals, the condition of the deposits and the possibility of their further development remain in question.

There are significant threats to nuclear and radiation safety due to damage to nuclear and radiation-hazardous facilities (in particular, due to the temporary occupation of the Zaporizhzhia NPP and the Chornobyl Exclusion Zone). The radiation monitoring system has been destroyed in the exclusion zone.

The effects of armed invasion will have a long-term negative impact on the national economy's ability to prevent and adapt to climate change.

The strategic goal of post-war recovery - clean and safe environment:

- integration of climate goals into all sectors of economy and social life
- minimize risk for environmental safety (chemical and radiation)
- reduction and prevention of industrial pollution and introduction of the "polluder pays" principle
- efficient waste management
- balanced use of natural resources and ensuring their proper quality
- biodiversity conservation, restoration and development of protected areas
- achievement of the EU standards of public administration in the field of environmental protection

Key reforms needed to achieve the goals:

1. Integrated climate policy
2. Environmental safety (chemical and radiation)
3. Reform of industrial pollution regulation
4. Efficient waste management
5. Sustainable use of natural resources
6. Environmental management to preserve landscape and biological diversity
7. Effective public administration in the field of environmental protection
8. Environmental control and legal liability
9. Comprehensive environmental monitoring

Each stage of the recovery plan has its own operational goals in the area of "Environmental safety":

2022

- Development/adoption of the necessary legal framework in the field of environmental protection, nuclear and chemical safety, climate and sustainable use of natural resources in accordance with the requirements of EU legislation
- Audit and assessment of losses and damage to the environment
- Restoration of the work of registers (databases) in the field of environmental protection

- Integration of environmental and climatic policies into the process of post-war recovery

2023 - 2025

- Identifying the mechanisms of compensation for environmental damage and for the expenses required for restoration of environmental protection facilities affected by the war
- Strengthening the institutional capacity of public administration in the field of environmental protection and sustainable use of natural resources, in particular environmental monitoring and control, digitization of the sector
- Implementation of a new permitting system on prevention, reduction and control of industrial pollution
- Introduction of the extended liability systems of the manufacturer for packing waste, batteries and accumulators, electric and electronic equipment taken out of operation of vehicles
- Promoting prevention of generation, increase of volume of recycled and re-used wastes of the mining industry
- Restoration and development of the network of protected areas that are in compliance with the best EU practices.

2026 - 2032

- Development of environmental monitoring system
- Launch of the national emissions trading system
- Development of waste management infrastructure
- Implementation of the conclusions of the best available technologies and management methods (BATM) according to the EU regulation of industrial pollution
- Achieving "good status" of water for 9 areas of river basins
- Restoration of ecosystems in all protected areas of the nature reserve fund, damaged through the russian military aggression

The objectives of the Recovery Plan are expected to achieve these results:

- environmental and climate goals integrated into sectoral policies (synchronized with the European Green Deal);
- the level of chemical, radiation and nuclear safety increased;
- the waste management system improved; 142 waste management facilities created;
- reduced industrial pollution (quantification will be carried out after the end of hostilities);
- the damage caused by the harmful effects of water reduced by 20% as a result of the restoration of flood protection structures;
- sustainable forest management introduced; the forest cover of the country's territory increased to at least 18% by 2035;
- creation of 170 new recreational facilities;
- 15 eco-ducts built on animal migration paths (wildlife crossings);
- state environmental monitoring system created in accordance with EU standards;
- 10 nature conservation areas created, which correspond to the best EU practices;
- public administration reformed in accordance with the principles of SIGMA/OECD, digitization of the sector
- achieved >60+% trust level in environmental control.

Structure of the section "Environmental safety"

1. Climate policy: mitigation and adaptation to climate change

2. Environmental safety and effective waste management

2.1 Improvement of environmental safety, including chemical, nuclear and radiation

2.2 Waste management

2.3 Industrial pollution: reduction and prevention of pollution of atmospheric air, water and land

3. Sustainable use of nature resources in terms of increased demand and limited offer

3.1. Land resources

3.2. Forest resources

3.3. Water resources

3.4. Subsoil

4. Conservation of natural ecosystems and biological diversity, restoration and development of protected area system

5. Effective public administration in the field of environmental protection and use of natural resources

5.1. Reform of public administration in the field of environmental protection and natural resources

5.2. Improvement of instruments of the state environmental policy implementation

5.3. Environmental control and legal liability

5.4. Environmental monitoring, public access to environmental information and participation in decision-making

Direction 1: Climate policy: mitigation and adaptation to climate change

Implementation Status of Program Documents: In line with international obligations, objectives outlined by the Law of Ukraine "On the Key Principles (Strategy) of the State Environmental Policy of Ukraine for the Period till 2030", as well as by the approved action plan to implement the Concept of State Policy in Climate Change for the period till 2030 (CMU Order of 6.12.2017 № 878-r), as well as within the framework of the **EU-Ukraine Association Agreement,** the following documents were adopted:

- CMU Order of 30.07.2021 № 868 "On approval of the **Renewed Nationally Determined Contribution of Ukraine to the Paris Agreement**" (development of the Action Plan for its implementation is underway);
- CMU Order of 20.10.2021 № 1363-r "On approval of the Strategy of ecological safety and adaptation to climate change for the period till 2030";
- Law of Ukraine "On Principles of Monitoring, Reporting and Verification of Greenhouse Gas Emissions" and bylaws that allow to start the process of forming the framework of the national emissions trading system in accordance with the requirements of **Directive 2003/87/EU;**
- Law of Ukraine "On regulation of economic activity with ozone-depleting substances and fluorinated greenhouse gases" in accordance with **Regulation (EC) No 842/2006, Regulation (EC) No 2037/2000, Regulation (EU) No 517/2014, Regulation (EC) No 1005/2009.**

A draft law "On the Basic Principles of Low-Carbon Development of Ukraine till 2050" has been developed in line with the provisions of **Regulation (EU) 2018/1999**, which establishes a general framework for integrated climate and energy policy.

Objectives, tasks and stages of the Recovery Plan according to the direction "Climate policy: mitigation and adaptation to climate change":

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem: High carbon intensity of the economy and low adaptability and resilience of social, economic and natural systems to climate change. Insufficient potential to prevent ozone-depleting substances from releasing into the environment, gradual increase in consumption of fluorinated greenhouse gases as substitutes for ozone-depleting substances			
Strategic objective (Impact)	Integration of climate objectives into all sectors of the economy and public life: implementing effective and consistent policies to reduce greenhouse gas emissions, including ozone-depleting substances and fluorinated greenhouse gases, and policies to adapt to climate change in socio-economic response and recovery plan in line with EU climate goals		
Task to be achieved to at each stage	Analyze the impact of the war on the progress of climate policy and develop an implementation plan within the UNFCCC commitments, Paris Agreement and Montreal Protocol, including a methodology framework for taking into account adaptation to climate change as a cross-cutting theme in national socio-economic response and recovery plan.	Develop and implement a climate policy regulatory framework and financial instruments (ETS, green finances, the Climate Fund, mechanisms for the gradual reduction of consumption and emissions of ozone-depleting substances and fluorinated greenhouse gases), as well as launch pilot projects to mitigate and adapt to climate change.	Launch operations of the National Greenhouse Gas Emissions Trading System, continue implementation and monitoring of projects to mitigate and adapt to climate change, introduce full-fledged infrastructure for recovery, regeneration, recycling and utilization of ODS, including CFCs and HCFCs.
Implementation duration within each stage	June 2022 – end of the 2022	Jan. 2023 – Dec. 2025 p	Jan. 2026 – Dec. 2032 p.
Implementation risks	Lack of institutional capacity, need to attract technical assistance, delays in reviewing and adopting the necessary legal framework	Lack of institutional capacity, need to attract technical assistance, delays in reviewing and adopting the necessary legal framework	Lack of funding for the implementation of planned activities, delays in reviewing and adopting the necessary legal framework
Objective's qualitative indicator	GHG emissions; approved the Action Plan for the implementation of NDC2; developed guidelines for risk assessment and vulnerability to climate change; developed comprehensive programs /strategies /recovery projects at the regional and local level; list of approved BAT that can be used to restore destroyed facilities in line with the principles of Build Back Better.	Approved Law "On the Strategy of Low Carbon Development of Ukraine till 2050"; a single MRV GHGs register and the state register of operators of controlled substances (% of registered operators); # of implemented pilot projects to mitigate and adapt to climate change and reduce the use of ozone-depleting substances and fluorinated greenhouse gases; implemented financial climate policy mechanisms	GHG emissions; operational the national greenhouse gas emission allowance trading system (full legislative package approved and institutional structure established); ongoing climate change mitigation and adaptation projects; the amount of the ODS emissions reduction through its recovery or disposal.

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		(instruments of green finances (including green bonds), transposition of the EU Green Taxonomy, as well as an independent conformity assessment and reporting system in the legislative framework of Ukraine); conducted vulnerability assessments; prepared adaptation plans; pilot projects on adaptation to climate change; developed regulatory, analytical and institutional framework for the national greenhouse gas emission allowance trading system; adopted the Law "On Ratification of the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer" and the Concept for Reducing the Consumption of Hydrofluorocarbons and Transition to Ozone and Climate-Safe Technologies.	
The total amount of financial resources required to achieve the Objective	23.45 million euros		
Objective crosscutting with other directions	This is a cross-cutting, cross-sectoral theme of public policy, in line with Ukraine's commitments within the Association Agreement with the EU, the UNFCCC and the Paris Agreement, the Montreal Protocol on Substances that Deplete the Ozone Layer, and the National Economic Strategy to 2030.		
Tasks to achieve objective	**Task 1.** Renewal of the Action Plan for the implementation of NDC2 taking into account the economic impact of the Russian military aggression and the Recovery Plan objectives **Task 2.** Establishment of the national climate fund, development of financial incentives for decarbonization of the country's economy	**Task 6.** Implementation of climate policy, including NDC2, measures and pilot projects **Task 7.** Development of regulatory, analytical and institutional framework for the national greenhouse gas emission allowance trading system	**Task 11.** Launch of the national greenhouse gas emission allowance trading system and consequently linking it with EU ETS, in particular ensuring compliance with relevant EU requirements **Task 12.** Implementation of the NDC2 Action Plan

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Task 3. Analysis of the working progress of the system of monitoring, reporting and verification of greenhouse gas emissions and the accounting system of the controlled substances taking into the account the impact of Russian military aggression **Task 4.** Development of methodological recommendations for risk assessment and vulnerability of economic sectors and components of the natural environment to climate change **Task 5.** Inclusion of adaptation to climate change into the integrated recovery programs/ strategies / projects at regional and local level	**Task 8.** Implementation of measures to reduce the use of ozone-depleting substances and fluorinated greenhouse gases **Task 9.** Vulnerability assessment of economic sectors and components of the environment to climate change, and consequent development of the adaptation plans **Task 10.** Implementation of the pilot recovery projects at regional and local levels taking into account adaptation to climate change	**Task 13.** Ongoing implementation of the operational plan, monitoring the progress and preparation of the 2028-2030 operational plan for "Strategy of ecological safety and adaptation to climate change for the period till 2030"

Direction 2: Environmental safety and effective waste management

Implementation Status of Program Documents: On June 20, 2022, the Verkhovna Rada of Ukraine adopted the draft Law of Ukraine "On Waste Management" (reg. No. 2207-1-d dated June 4, 2020), and on June 21, 2022, it was sent to the President of Ukraine for signature. It should give a start to the waste management reform and ensure the organizational implementation of the National Waste Management Strategy in Ukraine until 2030 and the National Waste Management Plan until 2030, as well as the implementation of the provisions of EU Directives 2008/98/EC, 1999/31/EC and 2010/ 75/EU (in terms of waste incineration).

The Decree of the Cabinet of Ministers of Ukraine dated May 22, 2019 No. 402 approved the Concept of State Policy Implementation in the Field of Industrial Pollution. The Decree of the Cabinet of Ministers of Ukraine dated December 27, 2019, No. 1422 approved the Plan of measures for the implementation of the Concept. In order to implement a comprehensive system of prevention, reduction and control of industrial pollution in accordance with the Directive 2010/75/EU on industrial emissions, a number of legislative initiatives have been developed and registered in the VRU (reg. no. 6004, 6004-1, 6004-2).

The plan of measures for the implementation of the Concept of increasing the chemical safety until 2026 was approved by the order of the Cabinet of Ministers of Ukraine No. 314-r dated April 26, 2022. In accordance with the decision of the National Security and Defense Council of Ukraine "On measures to increase the chemical safety in the territory of Ukraine", put into effect by the Decree of the President of Ukraine No. 104 dated March 19, 2021, a framework draft law "On Chemical Safety and Management of Chemical Products" was developed. The draft law aims to ensure the approximation of EU Regulation No. 1907/2006.

The decision of the National Security and Defense Council of Ukraine dated January 29, 2021 "On measures to neutralize threats in the field of nuclear energy and industry", put into effect by Presidential Decree No. 5/202, foresees the need to approve a new nationwide targeted environmental program for the management of radioactive waste. Ensuring responsible and safe handling of radioactive waste is required by the provisions of Directive 2011/70/Euratom and according to the United Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management ratified by Ukraine.

Objectives, tasks and stages of the Recovery Plan according to the direction "Environmental safety and effective waste management":

	Stage 1: June 2022 – December 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Problem: Alarming state of environmental safety in Ukraine, including due to russian aggression			
Strategic objective (Impact)	**Introduction of a risk-oriented approach to environmental safety in accordance with the requirements of EU legislation, aimed at preventing damage to the environment and human health:** ● minimization of environmental safety risks (chemical and radiation) ● reduction and prevention of industrial pollution and introduction of the "polluter pays" principle ● effective waste management		
Task to be achieved to at each stage	Adoption of key legislative acts in the field of improving environmental safety, creation of the necessary legal basis to eliminate threats to environmental safety.	Priority measures to improve environmental safety implemented, and the regulatory framework for the implementation of a risk-oriented approach developed.	Implementation of measures for transition to zero pollution and circular economy in accordance with the goals of the European Green Deal and reconstruction of waste management infrastructure.
Implementation duration within each stage	June 2022 – end of the 2022	Jan. 2023 – Dec. 2025 p	Jan. 2026 – Dec. 2032 p.
Implementation risks	● lack of political will for key environmental reforms; ● the influence of financial and industrial groups, delaying or preventing the adoption of regulation;	● low institutional capacity; ● reconstruction of industry based on outdated technologies; as a result - lack of opportunity to attract investments; ● large financial needs for upgrading the industry, improving chemical safety and implementing measures to stimulate recycling and waste disposal;	● Lack of investment in industry and waste management infrastructure, lack of development of new industries, general deindustrialization; ● Failure to maintain sustainable, environmentally safe economic development in the face of climate change and depletion of natural resources.
Objective's qualitative indicator	Approval of 3 draft laws on waste management, chemical safety, implementation of an integrated permit and approval of the National targeted	Development and adoption of necessary by-laws, digitization in the areas of chemical, nuclear and radiation safety. Waste management and industrial pollution reduction policies comply with EU legislation.	New waste management enterprises and infrastructure comply with EU standards, in particular the BAT. Ensuring the environmental safety of objects damaged as a result of russian aggression.

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	environmental program for the management of radioactive waste.		
The total amount of financial resources required to achieve the Objective	17721,446 million euros		
Objective crosscutting with other directions	All directions within the "Environmental Safety" group Other groups: European integration; audit of losses incurred as a result of the war; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;	All directions within the "Environmental Safety" group Other groups: European integration; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;	All directions within the "Environmental Safety" group Other groups: European integration; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;
Tasks to achieve objective	**Task 1.** Approximation of national legislation in the field of chemical safety with the requirements of EU legislation: approval of the draft law "On chemical safety and management of chemical products"; **Task 2.** Update of the National Environmental Program for the Management of Radioactive Waste, mechanisms for filling the State Fund for Management of Radioactive Waste, setting targets, increasing the efficiency of funds use; **Task 3.** Development and approval of the State environmental program for the	**Task 6.** Ensuring completion of tasks under the Plan of measures for the implementation of the Concept of increasing the level of chemical safety until 2026; **Task 7.** Establishing the regulation of the procedure for decommissioning and conservation of old reactors that will exhaust their resource by 2040, in accordance with international commitments; **Task 8.** Ensuring nuclear and radiation safety in the Chernobyl Exclusion Zone and transforming the "Shelter" facility into an environmentally safe system;	**Task 14.** Development and implementation of plans for the transition to zero pollution and circular economy in accordance with the goals of the European Green Deal. **Task 15.** Restoration of damaged and development of waste management infrastructure in accordance with EU standards, which will ensure at least 40% of waste recycling; **Task 16.** Creation of waste management facilities for the final removal of unprocessed waste generated as a result of military operations;

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	decommissioning of uranium facilities for the implementation of environmental protection measures in accordance with the Energy Strategy of Ukraine until 2035. **Task 4.** Adoption of the legislative framework for effective regulation in the field of waste management; **Task 5.** Establishing the principles of prevention and reduction of industrial pollution in Ukrainian legislation in accordance with Directive 2010/75/EU.	**Task 9.** Arranging of the collection of waste generated as a result of military actions, stored in unsuitable places, and stimulating the recycling and disposal of waste generated as a result of military actions; **Task 10.** Introducing the extended producer responsibility systems for packaging waste, batteries and accumulators, electrical and electronic equipment, decommissioned vehicles, etc. **Task 11.** Launch of the IT system of integrated permits, implementation of pilot projects for issuing integrated permits for economic entities, training on the operation of the IT system. **Task 12.** Implementation of a new permitting system for the prevention, reduction and control of industrial pollution. **Task 13:** Development and approval of the conclusions of the best available technologies and management methods (BATM) in accordance with the EU legislation on industrial pollution.	**Task 17.** Implementation of the conclusions on the best available technologies and management methods (BATM) in accordance with the EU legislation on industrial pollution.

Direction 3. Sustainable use of nature resources in terms of increased demand and limited offer

Status of program documents' implementation: Preservation and rational use of natural resources is ensured through the implementation of such legal acts - the Law of Ukraine "On the key principles (strategy) of state environmental policy of Ukraine for the period up to 2030" № 2697-VIII from 28.02.2019; Law of Ukraine "On approval of the All-National program on development of mineral & resources basis of Ukraine for the period up to 2030" № 3268-VI of 21.04.2011; National Economic Strategy for the period up to 2030, approved by the resolution of the Cabinet of Ministers of Ukraine dated 03.03.2021 № 179; National Action Plan for Environmental Protection for the period till 2025, approved by the order of the Cabinet of Ministers of Ukraine dated 21.04.2021 № 443; Marine Environmental Strategy, approved by the order of the Cabinet of Ministers of Ukraine from 11.10.2021 № 1240; State Forest Management Strategy of Ukraine until 2035, approved by the order of the Cabinet of Ministers of Ukraine from 29.12.2021 №

1777; Concepts of the National Targeted Program for Land Use and Protection, approved by the order of the Cabinet of Ministers of Ukraine from 19.01.2022 № 70 and other legal acts.

Objectives, tasks and stages of the Recovery Plan according to the direction of "Sustainable use of nature resources in terms of increased demand and limited offer ":

	Stage 1: Jun. 2022 – end of 2022	**Stage 2:** Jan. 2023 – Dec. 2025	**Stage 3:** Jan. 2026 – Dec. 2032
Problem: Depletion and deterioration of natural resources due to their unsustainable use and inefficient management, exacerbated by the effects of climate change and the destructive impact of russian aggression.			
Strategic objective: Sustainable use of natural resources and ensuring their proper quality			
The Objective that shall be achieved to solve the problem at every stage	Legal support to the sustainable use of natural resources	Development and start of implementation of state planning documents, taking into account measures to eliminate consequences of russian military aggression	Implementation of measures for the sustainable use of natural resources, monitoring, assessment, and reporting
Deadline within the stage	June 2022 – end of the 2022	Jan. 2023 – Dec. 2025 p	Jan. 2026 – Dec. 2032 p.
Risks of Objective's achievement	1) Inadequate level of environmental awareness of citizens and businesses regarding the importance of sustainable consumption and production; 2) Lack of legally defined background terminology for sustainable development and sustainable use of natural resources; 3) Low institutional, staff & professional capacity of public authorities to understand the needs for establishment of the legal framework of the sustainable use of natural resources.	1) Sectoral inconsistencies in understanding the programming principles of sustainable use of natural resources and lack of proper coordination of their efforts; 2) Lack of a clear strategic vision of approaches to sustainable development and the legal basis for the sustainable use of natural resources. 3) Low institutional, staff & professional capacity of public authorities to understand the necessary step by step sequence to implement the sustainable use of natural resources.	1) Significant delay in the process of preparation and approval of legal and programming basis for the sustainable use of natural resources; 2) Insufficiency or lack of necessary funding for the proper implementation of measures for the sustainable use of natural resources; 3) Inadequate institutional, technical and staff support for the implementation of measures for the sustainable use of natural resources.
Objective's qualitative indicators	Facts on approval by the Verkhovna Rada of Ukraine and the Cabinet of Ministers of Ukraine of legal acts to ensure the sustainable use of natural resources	The facts of approval at the appropriate level of state planning documents that take into account measures to eliminate consequences of russian military aggression.	Resource capacity of GDP (share of natural resources per unit of GDP), % to the level of 2015. Share of arable land in the total territory of the country, %. Forest cover of the country, %. Annual total water consumption, million cubic meters

The total amount of financial resources required to achieve the Objective	6421.25 million euros		
Relationships of the Objective and other directions	The Objective is directly related to other areas and significantly affects the socio-economic development of both regions and the state as a whole	The Objective is directly related to other areas and significantly affects the socio-economic development of both regions and the state as a whole	The Objective is directly related to other areas and significantly affects the socio-economic development of both regions and the state as a whole
Tasks aimed the Objective achievement	**Task 1**. Simplification and deregulation of land legislation concerning land conservation (including damaged by war), reproduction of natural ecosystems and creation and expansion of nature reserve facilities (NRF), including through participation of non-governmental institutions and individuals; **Task 2.** Organization of the process of inventory and classification of lands damaged as a result of russian military aggression; **Task 3**. Development and implementation of methods for determining the damage and losses caused by the destruction or damage of forest	**Task 9.** Adoption of the National target program on balancing of landscapes, updating and bringing into line with it the current regulations, development of relevant regional landscape programs; **Task 10**. Methodological and institutional support of measures for conservation, reclamation and improvement of lands; **Task 11.** Implementation of pilot projects aimed on clean up the areas affected by russian aggression; **Task 12.** Development of the Action Plan for the implementation of the State Forest Management Strategy of Ukraine until 2035,	**Task 19.** Implementation of measures for conservation, reclamation and improvement of lands affected by russian aggression; **Task 20**. Expanding the territory of the nature reserve fund by including preserved lands to achieve the EU targets; **Task 21.** Implementation of projects on adaptation of forests to climate change and the transition to nature's approximate methods of forestry with the formation of forests of natural composition and structure; **Task 22.** Implementation of measures to guarantee by the state the right of citizens of Ukraine to access safe and economically accessible water;

	resources, forest nurseries, forest crops, and damage of biological resources; **Task 4.** Creation of legal bases for ensuring equal access to safe and economically accessible water for all; **Task 5.** Prevention of reduction of water flow by ensuring observance of legal restrictions established for coastal protection strips and water protection zones, slopes; **Task 6.** Preparation of documents of state planning (management) aimed at improving the ecological and chemical condition of water bodies, taking into account the impact of russian military aggression; **Task 7.** Update of the Mineral Development Program until 2030and establishment of the State fund for development of the mineral resource base of Ukraine in connection with consequences of the Russia's military aggression; **Task 8.** Deregulation and simplification of access to subsoil with preserving environmental procedures and public participation in decision-making.	and the implementation of projects for the restoration of forests and forest areas affected by russian military aggression; **Task 13.** Development of ecological tourism, and recreational use of forests; **Task 14.** Preparation of public planning documents to guarantee the right of citizens of Ukraine to access safe and economically accessible water; **Task 15.** Ecological & economic analysis of expediency of implementation of drainage reclamation measures taking into account climate change and adaptation to these changes; **Task 16.** Update and approval by the Government of draft river basin management plans and flood risk management plans, taking into account measures to eliminate the consequences of russian military aggression; **Task 17.** Implementation of the updated Mineral Development Program until 2030 ; **Task 18.** Improving the legislation to stimulate and increase the amount of recycled and reused waste from the extractive industry.	**Task 23.** Implementation of measures for the restoration of small rivers and wetlands, as well as water conservation measures; **Task 24.** Implementation, updating of state planning documents aimed at improving the ecological and chemical status of water bodies; monitoring the effectiveness of their implementation; **Task 25.** Achieving sustainable subsoil use and monitoring the implementation of the updated Mineral Development Program until 2030; **Task 26.** Conducting an audit to determine the composition of resources and reserves of technogenic deposits; implementation of measures to increase the volume of recycled and reused extractive waste.

Direction 4: Conservation of natural ecosystems and biological diversity, restoration and development of protected area system

Implementation Status of Program Documents: The Law of Ukraine "On the Key Principles (Strategy) of the State Environmental Policy of Ukraine for the Period till 2030" frames the increase and expansion of nature reserves, including protected areas in national nature parks and regional landscape parks, as well as at the aquatorium and dry land of the Black Sea and the Sea of Azov. It also ensures the preservation and functioning of a representative and effectively managed protected area system of the nature protected fund (NPF), including transboundary and of European and international importance. The State Strategy for Regional Development for 2021-2027 provides for the expansion of the NPF area up to 15% of the total territory of the country in 2027. Currently, the area of the NPF is only 6.8% of the territory of Ukraine and should be significantly expanded.

Objectives, tasks and stages of the Recovery Plan according to the direction "Conservation of natural ecosystems and biological diversity, restoration and development of protected area system":

	Stage 1: June 2022 – December 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Problem: Reduction and degradation of natural ecosystems, critical biodiversity loss, inefficient management and insufficient share of protected areas to balance the structure of landscapes			
Strategic objective (Impact)	Biodiversity conservation, restoration and development of protected area system: balancing the structure of landscapes for the preservation of natural ecosystems and biodiversity, creating an effective system of management, restoration and development of protected area system.		
Task to be achieved to at each stage	To strengthen the institutional capacity to implement environmental policy and management of protected areas at both national and regional levels through the introduction of landscape planning.	To increase the effectiveness of public policy in the conservation and reproduction of landscape and biodiversity and their restoration.	To implement measures for conservation, restoration of biodiversity, development of protected area system and harmonize their management with EU standards.
Implementation duration within each stage	June 2022 – end of the 2022	Jan. 2023 – Dec. 2025 p	Jan. 2026 – Dec. 2032 p.
Implementation risks	Delays in reviewing and adopting the necessary legislative framework	Lack of institutional capacity, the need to engage technical assistance	Lack of funding for the implementation of planned activities

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Objective's qualitative indicator	Developed draft law of Ukraine "On Landscapes"; strengthened institutional capacity of the Ministry of Environment in the field of management of protected area system; adapted Law "On the Emerald Network".	Approved Law "On Landscapes", as well as the Landscape Program of Ukraine; updated the "General Plan of Spatial Planning of Ukraine", implemented pilot projects on landscape planning.	Approved regional landscape plans, implmented ecosystem restoration projects on the territory of NPF according to the principles of landscape planning.
The total amount of financial resources required to achieve the Objective	665.89 million euros		
Objective crosscutting with other directions	Sustainable use of natural resources, mitigation and adaptation to climate change	Sustainable use of natural resources, mitigation and adaptation to climate change	Sustainable use of natural resources, mitigation and adaptation to climate change
Tasks to achieve objective	**Task 1.** Establishment of a legislative framework for balancing the structure of landscapes and biodiversity conservation, as well as development of an effective management system for protected areas. **Task 2.** Inventory of losses within protected areas due to Russian aggression against Ukraine. **Task 3.** Development of a mechanism for assessing ecosystem services provided by natural areas, and taking into account their value in management decisions.	**Task 4.** Development of a Landscape Program for the preservation and restoration of areas that were damaged and transformed. **Task 5.** Development of methodological guidelines for the implementation of pilot projects on landscape planning in areas that have been destroyed by Russian aggression against Ukraine. **Task 6.** Establishment of an effective mechanism for the management of protected areas of international, European, national and local importance in Ukraine. **Task 7.** Setting up a network of exemplary protected areas aligned with European best practices. **Task 8.** Development of a system for monitoring the conservation status of species of	**Task 10.** Establishment of a representative and effectively managed network of protected areas, that are integrated into the network of protected areas of the EU (NATURA 2000). **Task 11.** Consistent and permanent monitoring of the conservation status of species of flora and fauna and natural habitats within protected areas. **Task 12.** Implementation of the Landscape Program for the preservation and restoration of areas that were damaged and transformed. **Task 13.** Continuation of setting up a network of exemplary protected areas aligned with European best practices. **Task 14.** Restoration of ecosystems on the territories and features of the nature protected fund, damaged as a result of the Russian aggression.

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		flora and fauna and natural habitats protected at the European level. **Task 9.** Implementation of pilot ecosystem restoration projects on the territory of protected areas, damaged by Russian aggression.	

Direction 5: Effective public administration in the field of environmental protection and use of natural resources

Status of program documents' implementation: The Law of Ukraine "On Basic Principles (Strategy) of the State Environmental Policy of Ukraine until 2030" envisages preparation of reports on the implementation of the state environmental policy in 2020, 2025 and 2030 as one of indicators of the policy implementation. The report on the state environmental policy implementation in 2020 is not available.

In order to fulfill the tasks set by the Law of Ukraine "On Basic Principles (Strategy) of State Environmental Policy of Ukraine until 2030", the Strategy of Public Administration Reform of Ukraine for 2022-2025, the Concept of reforming the system of state surveillance (control) in the field of environmental protection (order of the Cabinet of Ministers of Ukraine No.616-r of 31.05.2017), the draft legal acts were developed: draft law of Ukraine "On State Environmental Control" (registration No.3091 of 19.02.2020), draft laws on amendments to the Code of Ukraine on Administrative Offenses (registration No. 6175 of 13.10.2021) and to the Criminal Code of Ukraine (Reg. No.6148 of 07.10.2021), "On Amendments to Certain Legislative Acts of Ukraine Concerning the State Environmental Monitoring System" (Reg. № 7327 of 28.04.2022), "On the National Register of Emissions and Transfer of Pollutants"(Reg. № 6477 dated 28.12.2021), the Strategy for the Development of Hydrometeorological Activities (approved by the order of the Cabinet of Ministers of 24.11.2021 № 1501).

Progress has been made in implementing the EU - Ukraine Association Agreement (hereinafter - the AA) in the aspect of harmonizing legislation on environmental impact assessment, strategic environmental assessment, water and ambient air monitoring. However, no progress has been achieved on the implementation of the AA in the aspect of cooperation in the institutional capacity reform in the sector, in particular, on public administration reform, reform of environmental control system and liability for environmental offenses, as well as environmental monitoring system.

Objectives, tasks and stages of the Recovery Plan according to the direction "Effective public administration":

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem: Inefficient public administration in the field of environmental protection and use of natural resources			
Strategic objective (Impact)	Achieving the EU standards of public administration in the field of environmental protection		

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Task to be achieved at each stage	Establishing the legal and institutional preconditions for the improvement of instruments of public administration	Strengthening institutional capacity, improving instruments of public administration	Integration of environmental policy into socio-economic, sectoral and regional development, further improvement of instruments of public administration
Implementation duration within each stage	June 2022 – end of the 2022	Jan. 2023 – Dec. 2025 p	Jan. 2026 – Dec. 2032 p.
Implementation risks	Delays in the consideration and adoption of regulations; Low institutional capacity or funding. Loss of highly qualified staff. Insufficient funding. Delay in HRMIS or wage reform on the national level. Low capacity to implement KPI assessment systems and follow the systems due to the permanent "urgent cases"	Delays in the consideration and adoption of legal acts during the Stage 1; Low institutional capacity or funding; Low political willingness to diverge the functions on policy formulation and implementation, and create the appropriate CBEPs; Unreformed institutional capacity of the authority (the Ministry and the State Environmental Inspectorate) is insufficient to ensure effective public administration according to the tasks set; Cancellation of SEA and EIA procedures for particular plans, programs of sectoral projects for the period of post-war recovery.	Low institutional capacity or funding; Transformation in the strategic goals of state environmental policy over the time
Objective's qualitative indicator	● The Ministry of the Environmental Protection carried out: the analysis of its functions, job position classification, all training activities, implementation of HRMIS, including a financial module, and a system of planning and evaluation in accordance with KPI ; ● amendments made to: the legislation on strategic environmental assessment (SEA), according to those the competent body for compliance with the legislation on SEA is identified; the Strategy on the Regional Development for 2021-2027 in the aspect of	● Policy implementation functions relocated from the Ministry to the competent CBEPs ● created and are functioning CBEPs: on the implementation of the state policy on nature reserve fund and biodiversity, on the permit /authorization documentation and on the EIA and SEA procedures; CBEP on subsoil resources use reformed; ● conducted 2 full cycles of evaluation based on KPI in the Ministry and central competent authorities	● Provisions of the EU Directive on Environmental Liability implemented by means of amendments to the national legislation; ● The share of conducted environmental inspections meeting the minimum criteria for environmental inspections in EU; ● 100% of plans and programs of state and local importance passed the strategic environmental assessment;

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	sustainable spatial planning development; ● Adopted: laws of Ukraine on state environmental control, on strengthening responsibility for criminal offenses against the environment, on strengthening administrative responsibility for violations of environmental legislation, legislation on improving the state system of environmental monitoring, exchange and dissemination of information on the state of the environment, the National Register of Emissions and Transfer of Pollutants (hereinafter – National PRTR) ● Developed and adopted the methodology for ensuring sustainable spatial planning development; ● Developed and adopted 10 methodologies on the assessment of damage to the environment caused by russian military aggression; ● Audit of damages and losses carried out for all subsystems of state environmental monitoring.	● Established a competencies development system in accordance with the requirements to the qualification and KPI ● 100% of plans and programs of state and local level, incl. those related to the post-war recovery, passed the SEA; ● Increase of the share of state and local plans and programs in which the results of SEA are taken into account and amended before their adoption ● Increase in the number of up-to-date tools for the assessment and forecasting of environmental risks (legal methodologies, standards, mathematical tools and IT-technologies) for SEA purposes; ● Provided open access to the state environmental monitoring data for the purposes of SEA and EIA; ● A new authority on the state environmental control created and competitions for positions held in accordance with the main principles of the Public Administrative Reform; ● High level (60+%) of trust of citizens and businesses in the reformed authority on the state environmental control, decrease in the number of appeals regarding the corruption and other offenses by the new authorrity; ● Stable functioning of the open IT-system for the state environmental control purposes, publishing of the environmental inspections made available to the public results of 100% of environmental inspections and within the prescribed timelines;	increase in the share of state and local plans and programs in which the results of SEA were taken into account and required amendments before their adoption made; ● Increase in the number of up-to-date tools for the assessment and forecasting of environmental risks (legal methodologies, standards, mathematical tools and IT-technologies) for SEA purposes; ● Laws and by-laws on ecosystem services, their inventory, valuation, conservation and sustainable management adopted; ● The number of projects on the restoration of ecosystem services including after their degradation caused by the war implemented; ● The system of ecological and economic accounts compliant with the SEEA of Eurostat, integrated into the state system of statistical observations; ● The number of modernized infrastructure units of the state environmental monitoring system; ● Number of new observation sites, laboratories of the state environmental monitoring system;

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		● Increase of the share of prevented environmental damage to the environment in comparison with the share of committed environmental offenses, and increase in the share of the solved environmental offenses which environmental damage was compensated ; ● Laboratories for the state environmental control are equipped in accordance with a adopted standard; ● Developed and adopted legal acts on the implementation of responsibility for criminal offenses against the environment; regarding the minimum criteria for environmental inspections in accordance with EU acquis; regarding amendments to the State Strategy for Regional Development 2021-2027; ● The share of recognized and compensated amount of losses and damage to the environment caused by the armed aggression, in comparison with the total amount of compensation calculated in accordance with adopted methodologies; ● Developed and adopted: legislative acts on improving the system of environmental taxation and payments for the use of natural resources; on the creation of an independent environmental fund and its financing mechanisms; on environmental insurance of activities that pose an increased environmental hazard; on improving the procedure for issuing a permit for emissions of pollutants into ambient air; methodological basis for subsystems of the state environmental monitoring .	

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		• IT systems for environmental monitoring, National PRTR, electronic service for issuing permits for emissions of pollutants into the air are created and functioning; • The number of restored/modernized infrastructure units of the state environmental monitoring system	
The total amount of financial resources required to achieve the Objective	EUR 573.34 million		
Objective crosscutting with other directions	All directions within the "Environmental Safety" group Other groups: European integration; audit of losses incurred as a result of the war; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;	All directions within the "Environmental Safety" group Other groups: European integration; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;	All directions within the "Environmental Safety" group Other groups: European integration; restoration and development of infrastructure; economic recovery and development; energy security; public administration; construction, urban planning, modernization of cities and regions; new agricultural policy; digitization; anti-corruption policy; health care;
Tasks to achieve objective	**Task 1.** Establishing legal framework for the reform of environmental control by adopting the Laws of Ukraine on state environmental control, on strengthening responsibility for criminal offenses against the environment, on strengthening administrative responsibility for violations of environmental legislation.	**Task 7.** Effective implementation of reforms and the Recovery Plan by means of incorporating the guidelines of SIGMA/OECD (divergence of the functions by means of the central competent authorities on the implementation of policy on nature reserve fund and biodiversity, delivering public administrative services, ensuring the implementation of environmental policy at the	**Task 15.** Implementation of the minimum criteria for environmental inspections in accordance with EU aquis **Task 16.** Implementation of the tool of economic valuation of ecosystem services for the sectoral and regional development

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Task 2. Calculations of needs on environmental restoration and the amount of compensation for damage to the environment caused by Russian aggression, by means of adopting particular methodologies. **Task 3.** Improvement of the Strategic Environmental Assessment and Environmental Impact Assessment procedures for the wartime **Task 4.** Development of a methodology for ensuring sustainable spatial planning development and amendments to the State Strategy of Regional Development for 2021-2027 **Task 5.** Adoption of the legislative framework for the improvement of the state system of environmental monitoring, information provision of state administration and informing the population, the procedure for issuing permits for emissions of pollutants into the atmosphere, the National Register of Emissions and Transfer of Pollutants. **Task 6.** Conducting an audit of the damage caused to the infrastructure of state environmental monitoring as a result of military operations, determining the need for restoration	regional level, relaunching the bodies of the state environmental control) **Task 8.** Screening and identification of the mechanisms of compensation for environmental damage **Task 9.** Integration of the environmental policy component into post-war recovery plans and projects by means of Strategic Environmental Assessment and Environmental Impact Assessment **Task 10.** Analysis of the system of environmental taxation and payments for the use of natural resources with the purpose of harmonizing it with the EU environmental taxation system. Development of the concept of reforming the state environmental fund with the purpose to finance environmental protection measures and green transformation **Task 11.** Assessment of challenges and threats to the sustainable development of regions of Ukraine caused by russian armed aggression **Task 12.** Development and approval of the methodological framework for state environmental monitoring subsystems **Task 13.** Restoration of the infrastructure of the state environmental monitoring system damaged by military actions **Task 14.** Digitization of the environmental protection sphere. Implementation of IT systems for: environmental monitoring, National PRTR, electronic service for issuing permits for emissions of pollutants into the air, state environmental control, updating the EIA register, creating the SEA register, creating a system of integrated	**Task 17.** Modernization and development of observation networks, laboratories of the environmental monitoring system

	Stage 1: June 2022 – December 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		permitting, digitizing the services of the State Geological Survey, the state register of operators of controlled substances, the unified register for monitoring, reporting and verification of greenhouse gas emissions, in the field of waste management, forestry, water and land resources, biodiversity and protected areas	

ANNEX 1

Necessary legal framework of the section Environmental safety

The scope of analysis (a separate component) within the scope of the direction: Climate policy: mitigation and adaptation to climate change

№	Legal act name	Content of development/amendments to legal act	The state authority responsible for the development/amendments of the legal act	Term of development	Deadline for entry into force
1	Draft Law «On the strategy of low-carbon development of Ukraine for the period up to 2050»	National goals and principles of state climate policy and low-carbon development of Ukraine, principles of proper climate governance in the sphere of regulation of negative anthropogenic influence on climate change and low-carbon development of Ukraine established	MEPNR	Dec 2022	Jun 2023
2		Setting national goals for the implementation of Ukraine's integrated climate policy (goals to reduce carbon intensity,	MEU	Jun 2023	Sept 2023

	CMU Order "On approving the National Energy and Climate Plan by 2030"	increase energy efficiency and develop renewable energy sources), fulfillment of the terms of the Energy Community Treaty.	MEPNR MCTD		
3	CMU Order "On approving the Action Plan on implementation of the updated nationally determined contribution of Ukraine to the Paris Agreement"	A plan of measures to reduce greenhouse gas emissions and achieve the goal of the renewed nationally determined contribution to the Paris Agreement approved	MEPNR	Dec 2022	2023
4	Law “On ratification of the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer”	Ukrainian regulatory framework in the field of the circulation of fluorinated greenhouse gases complies with international requirements on the reduction of consumption of fluorinated gases	MEPNR	2023	2024
5	Amendments to the Resolution of the Cabinet of Ministers of Ukraine dated 17.09.1996 № 1147	Review the list of activities that belong to environmental protection measures and bring it into line with the EU classification.	MEPNR	Oct 2022	2023
6	Law "On the Ukrainian Climate Fund" and by-laws to implement the Law	An effective mechanism of environmental financing, accumulation of funds and their direction for long-term measures, which will help to reduce greenhouse gas emissions, introduced.	MEPNR MFU MECU other CBEP	2023	2024
7	Law “On amendments to certain laws concerning financial instruments, financial markets and capital markets”, legal acts on introduction of green bonds market in Ukraine,	Provision of mechanism of financing of measures on reduction of greenhouse gas emissions, determination of procedure of support of green projects. The classification of activities and projects corresponding to the EU Green course has been approved, as well as the system of confirmation of conformity and reporting formats	MEPNR MFU MECU	2023	2024

	the CMU Resolution "On Approval of the European Green Taxonomy", the NBU decree, decision of NSSMC		other CBEP		
8	CMU Order on Approval of the Regulation on the Innovative Technology Center for mitigating Climate Change impacts"	Creation of an analytical and technological support center for testing and dissemination of innovative and clean technologies, which are included in projects on implementation of climate policy	MEPNR	2023	2024
9	Order of the MEPNR on approval of "Methodical recommendations for assessment of risks and vulnerability of socio-economic sectors and natural components to climate change"	Implement unified approaches to risk assessment and climate change vulnerability in economic sectors and natural ecosystems	MEPNR MCTD MECU MAPF MIU MCIP SES MHS NAS NAAS NAMS	Dec 2022	2023
10	Order of the MEPNR on approval of "Methodical recommendations on inclusion of adaptation to climate change in the program of socio-economic development of administrative-territorial units, regional development strategies and plans of measures for their implementation"	The purpose of the document is to introduce a unified methodology for developing strategies for adaptation to climate change and plans for their implementation at regional and local levels.	MEPNR MCTD NISS	Dec 2022	2023

11	Legal acts to introduce the national emissions trading system	Establishment of legal and institutional framework for the functioning of the ETS, introduction of changes into the effective legal acts on monitoring, reporting and verification of greenhouse gas emissions	MEPNR	2023-2025	2026
12	Order of the MEPNR on approval of the procedure of keeping records and reporting by operators of controlled substances moving through the customs territory of Ukraine, placed on the market, used and handled controlled substances and goods	The mechanism of keeping records and reporting by operators of controlled substances as a component of the system of monitoring the circulation of controlled substances in the country and ensuring compliance with international obligations under the Montreal Protocol on Substances that Deplete the Ozone Laye established.	MEPNR	Dec 2022	2024
13	Order of the MEPNR on approval of the list of technologies for destruction of controlled substances and their use	Defines the list of technologies for destruction of controlled substances and their use	MEPNR	2022	2023
14	Order of the MEPNR on approval of the minimum requirements for training programs for individuals who claim to receive a qualification document (certificate) for the performance of works defined in part one of Article 10 of the Law of Ukraine "On Regulation of Economic Activity with	Minimum requirements for training programs for individuals who claim to receive a qualification document (certificate) for work with controlled substances and equipment established.	MEPNR	Dec 2022	2023

	Ozone-Depleting Substances and Fluorinated Greenhouse Gases"				

The scope of analysis (separate component) within the scope of the direction: Environmental safety and effective waste management

№	Legal act name	Content of development/amendments to legal act	The state authority responsible for the development/amendments of the legal act	Term of development	Deadline for entry into force
1	**Chemical safety.** Law of Ukraine "On Chemical Safety and Chemicals"	Definition of legal, organizational and economic principles in the field of chemical safety, aimed at prevention of negative influence of chemical products on environment and public health, establishment of relations arising in the sphere of chemical safety management, taking into account Ukraine's international obligations in this sphere.	MEPNR	Drafted	6 month after approval of the law
2	**Radiation safety.** Amendments to the Law of Ukraine on "National Target Environmental Program for Radioactive waste Management"	Update of the mechanisms of replenishment of the State Fund for the Management of Radioactive waste, setting target indicators and to increase the efficiency of funds use	MEPNR MEU	Drafted	
3	**Industrial pollution.** Draft law "On protection of the constitutional rights of Ukrainians on the safe environment for health and livelihoods" № 6004-2	Implementation of a new permitting system (integrated permits) to regulate industrial pollution in accordance with EU legislation	MEPNR, CEPNR	Drafted	6 month after approval of the law
4	**Industrial pollution.** Legal acts for draft Law №6004-2 implementation	List of 12 legal acts, which includes implementation of the mechanism of integrated permitting, including the register of integrated permits, as well as the procedure of approval and updating of conclusions of the best available technologies and methods of management and informing about them.	MEPNR	During 6 month after approval of the draft law; for 2 legal acts - 10 month after approval of the draft law	Not later than 6 month after approval of the draft law; for 2 legal acts - 10 month after approval of the draft law

5	**Industrial pollution.** MEPNR oders regarding approval of the NTM conclusions	Legal acts for branch regulation of industrial activities	MEPNR	To Jan 1, 2024	To Jan 1, 2024
6	**Waste management.** egal acts for Law of Ukraine "About waste management" implementation (cording to list in Annex 1)	Implementation of the Law of Ukraine "About waste Management", improvement of waste management system, definition of legal, organizational, economic principles and control mechanisms to ensure comprehensive protection of human health and the environment by means of measures to prevent or reduce waste generation, reduction of negative consequences from waste management, facilitation of waste preparation for reuse and recovery.	MEPNR, MCTD, MHC	2022	2023
7	**Waste management.** Draft Law "On waste of Electrical and Electronic Equipment"	This draft Law supplements the general legislation of Ukraine on waste management of electrical and electronic equipment (EEE) and is designed taking into account the some requirements of Framework Directive 2008/98/EC of the European Parliament and of the Council of 19 November 2008 on waste and repealing certain Directives and Directive 2012/19/EC of the European Parliament and of the Council of 4 July 2012 on waste electrical and electronic equipment.	MEPNR	2023	2024

8	**Waste management.** Draft Law "On batteries and accumulators"	Developed. The draft Law aims to introduce a system of extended responsibility of the manufacturer regarding batteries and accumulators, promote their sustainable production and create a system of management of batteries and accumulators waste, provide a high degree of recycling and return to economic circulation of secondary raw materials, reduce the removal of unnecessary waste batteries and accumulators. The draft law complements the general legislation of Ukraine on waste management in the part of waste management of batteries and accumulators and was developed taking into account the main requirements of (Framework) Directive No. 2008/98/EC of the European Parliament and the Council of November 19, 2008 "On waste and the repeal of certain directives" and Directive 2006/66/EC of the European Parliament and the Council of September 6, 2006 on batteries, batteries and accumulators and their waste and repealing Directive 91/157/EC.	MEPNR	2023	2024
9	**Waste management.** Draft Law "On packaging and packaging waste"	The draft law complements the general legislation of Ukraine in terms of packaging waste management and was developed taking into account the main requirements of the Directive 2008/98/EC of the European Parliament and of the Council of 19 November 2008 on waste and repealing certain Directives and the European Parliament and Council Directive 94/62/EC of 20 December 1994 on packaging and packaging waste, Directive (EU) 2018/852 of the European Parliament and of the Council of 30 May 2018 amending Directive 94/62/EC on packaging and packaging waste, in order to apply the provisions of the European Circular Economy Package, which is aimed at improving the circularity of the use of resources and the circularity of the EU economy.	MEPNR	2023, In the process of drafting	2024

10	**Waste management.** Draft Law "On extraction industry waste"	The draft law complements the general legislation of Ukraine in terms of creating an effective and safe system of waste management of the extractive industry. The tasks of the draft law are: creation of conditions for a safe environment life activities of citizens; prevention and reduction of negative impact on the natural environment; harmonization of European legislation; transition to a circular economy; responsible mining.	MEPNR	2023	2024

3. The scope of analysis (separate component) within the scope of the direction: Sustainable use of nature resources in terms of increased demand and limited offer

№	Legal act name	Content of development/amendments to legal act	The state authority responsible for the development/amendments of the legal act	Term of development	Deadline for entry into force
1	Draft Law “On amendments to some legislative acts of Ukraine regarding the simplification of land conservation procedures and the expansion of natural ecosystems"	Amendments to the following legal acts: Land Code of Ukraine Law of Ukraine "On Land Protection", Law of Ukraine "On Land Management", Law of Ukraine "On Protection of the Natural Environment", Law of Ukraine "On expropriation of land plots, other immovable property placed on them, which are in private ownership , for public needs or for reasons of public necessity."	MEPNR	Oct 2022	to Jan 2023
2	Draft Law “On amending some legislative acts of Ukraine regarding the creation of linear and other agroforestry plantings”	Amendments to the following legal acts: the Land Code of Ukraine, the Forest Code of Ukraine, the Law of Ukraine "On Land Protection", the Law of Ukraine "On Land Management", "On Land Reclamation" and the development of relevant by-laws, which will make it possible to create plantations necessary for land protection.	MEPNR MAPF MCTD	Jun 2023	Jan 2024
3	Preparation of a program of measures to restore and rehabilitate lands affected by the military aggression of the russian federation	Military actions caused by the invasion of the russian federation led to large-scale destruction of warehouses (containers) with agrochemicals, mineral fertilizers, tanks with lubricants, motor oils, motor fuel, etc. Such destruction led to the contamination of land resources with subsequent diffuse contamination of groundwater and hydrodynamically connected surface water bodies. It is necessary to develop a program of measures for cleaning and restoration of land plots for its further immediate implementation.	regional state administrations, local self-government bodies, MAPF, SSUGCC, MEPNR	May 2023	Dec 2023

4	CMU draft order "On approval of the plan of measures for the implementation of the State Forest Management Strategy of Ukraine until 2035"	Effective implementation of the State Forest Management Strategy of Ukraine until 2035	MEPNR	In the process of drafting	Jul 2022
5	Draft resolution "On approval of the Concept of the state target program "Large-scale afforestation of Ukraine"	Implementation of the Decree of the President of Ukraine No. 228/2021 "On some measures for the preservation and reproduction of forests" to ensure the expanded reproduction of forests and increase their area	MEPNR	Approved by CBEP	2022
6	The draft CMU resolution "On approving the rules for felling in the forests of Ukraine, amending the Procedure for the special use of forest resources and recognizing certain resolutions of the Cabinet of Ministers of Ukraine as invalid"	Establishment of the legal basis for conducting forestry based on the principles of forestry close to nature, by reducing the volume of continuous felling and transitioning forest management and forest use to the principles of sustainable development	MEPNR SFRA	Drafted, goes through negotiation with CBEP	2022
7	Draft CMU Resolution "Some issues of management of state-owned objects in the field of forestry"	The purpose of the draft resolution is to reform forestry, including improving the management system of state forestry enterprises, through the creation of a state unitary commercial enterprise "Forests of Ukraine"	MEPNR SFRA	Goes through negotiation with CBEP	2022
8	Draft CMU Resolution "On some issues of felling in the forests of Ukraine and forest inventory under martial law"	The purpose of the draft resolution of the CMU is to regulate the conduct of felling in the forests of Ukraine by all forest users and forest owners and to publish related data sets under martial law in order to ensure the stable functioning of the forestry industry, prevent irreversible ecological and economic losses and strengthen the state's defense capabilities, as well as establish requirements to the forest inventory cycle.	MEPNR SFRA	Goes through negotiation with CBEP	2022

9	Draft order of MEPNR on the approval of the Methodology for determining damage and losses caused to the forest fund	Approval of the relevant Methodology for the purpose of determining damage and losses to the lands of the forest fund	MEPNR	In the process of development	2022
10	Draft CMU order "On the approval of the State target ecological program for improving fire safety in the forests of state-owned enterprises and institutions belonging to the management sphere of the State Forest Resources Agency for 2021-2025"	Increasing the level of fire safety in natural ecosystems, reducing the area and number of forest fires, consistently reducing the risks of emergency situations related to forest fires, increasing the protection of the population and territories from natural and man-made threats	MEPNR SFRA		2022
11	Draft Law "On Amendments to Certain Legislative Acts on Forest Conservation" of June 11, 2021 No. 5650	The purpose of adopting the act is to establish the legal and organizational basis for the identification and preservation of self-seeded forests, to simplify and stimulate the afforestation procedure, to ensure the preservation of pastures and hayfields, to ensure the preservation of forests by complicating the procedure for changing the purpose of land plots for forestry purposes and other forested areas.	MEPNR SFRA	Adopted as a basis in the first reading in 2021 (15.07.2021)	2022

12	Draft Law "On the territories of the Emerald Network" registration No. 4461	The purpose of the adoption of the act is to establish the legal and organizational basis for defining the territories of the Emerald Network and their management in Ukraine for the preservation of natural habitats and species of fauna and flora subject to special protection, legal and organizational basis for assessing the impact on the territory of the Emerald Network in the process of making decisions on the implementation of economic activities that may have a significant impact on the territory of the Emerald Network, taking into account state, public and private interests, ecological and Emerald Networks, preservation of biodiversity, fulfillment of Ukraine's obligations under international treaties, the binding consent of which has been granted by the Verkhovna Rada of Ukraine.	MEPNR SFRA	The draft law is being considered by VRU	2022
13	Draft CMU Resolution "On Approval of the Procedure for Creating Protection Zones for the Preservation of Biodiversity in Forests"	Establishment procedure for creating protection zones for the preservation of biodiversity in forests	MEPNR SFRA	Needs to be developed	2022
14	Draft CMU order "On approval of the Concept of stabilization of the ecological situation and provision of ecological security in the territories where military operations took place".		MEPNR SFRA	Needs to be developed	2023
15	Water Strategy of Ukraine	The draft Strategy lays the foundations for strategic planning for water sector reform	MEPNR, MCTD, MIA, SAWR, UGS, SEI	Goes through final negotiation with CBEP	Jul. 2022

16	**Water and marine resources.** All-National targeted program for the development of water management and ecological rehabilitation of the Dnieper river basin for the period till 2030	This program is a logical continuation of the All-National Targeted Program for Water Management and Environmental Rehabilitation of the Dnieper River Basin for the period till 2021 and is the financial basis for the development and operation of water management in Ukraine.	MEPNR, SAWR	Dec. 2022	Jun. 2023
17	**Water and marine resources.** Amendments to the Law of Ukraine "On Drinking Water, Drinking Water Supply and Sewerage" (News of the Supreme Council of Ukraine, 2002, № 16, p.112), Water Code of Ukraine in parts of ensuring equal access to safe and affordable water for all	There is a shortage of fresh water of proper quality in 13 regions of Ukraine. This situation is exacerbated by the effects of climate change and hostilities, which have led to the destruction of water supply infrastructure. Today, only 30.1% of the rural population has access to centralized water supply and 824 settlements in 9 oblasts are supplied with transported water.	MCTD, MEPNR, MHC	Development is needed	Dec. 2023
18	**Water and marine resources.** Concept of the State Targeted Science Program on water resources management till 2030	Lays the financial basis for scientific support of the process of sustainable water management	MEPNR, NAS, NAAS, NAMS	Developed, goes through negotiation with CBEP	Dec. 2023.
19	**Water and marine resources.** State Targeted Science Program on water resources management till 2030	Lays the financial basis for scientific support of the process of sustainable water management	MEPNR, NAS, NAAS, NAMS	Jun. 2023	Dec. 2023

20	**Water and marine resources.** 9 River Basin Management Plans (RBMP)	RBMP are the basis for planning activities aimed on environmental water bodies rehabilitation	MEPNR, SAWR, UGS, SEI	Aug. 2024	Dec. 2024
21	**Water and marine resources** 9 Flooding Risk Management Plans (FRMP)	FRMP are the basis for planning activities aimed minimization of flooding risks	MIA, SES, SAWR	Developed, goes through final negotiation with CBEP	Dec. 2022
22	**Water and marine resources.** Action plan to achieve and maintain the "good" environmental status of the Azov and Black Seas for the period 2022-2027	The Action Plan is the basis of the planned activities for the ecological rehabilitation of the Azov and Black Seas and the main tool for the implementation of the Marine Environmental Strategy	MEPNR	Dec. 2022	May 2023
23	**Water and marine resources.** Guidelines for developing and approving plans for integrated coastal zone management	Forms the order of preparation, structure and level of approval of plans on integrated management of coastal territories	MEPNR	Dec. 2022	May 2023
24	**Water and marine resources.** The program of state ecological monitoring of the seas of Ukraine for 2022-2027	Identifies the locations, frequencies and ingredients that are monitored	MEPNR	Dec. 2022	May 2023
25	**Water and marine resources.** Plans for integrated coastal zone management (for Azov and Black Seas)	Forms approaches to sustainable use of coastal and marine resources	MEPNR	Dec. 2023	May 2024

26	**Water and marine resources.** The program of reserve supply of undegroundwater to the settlements of Ukraine, an alternative to this program may be to amend the National Program "Drinking Water of Ukraine for the period 2022 - 2026."	Provides priority needs of the population in drinking water in case of the destroyed water supply infrastructure as a result of military actions	MCTD, UGS	Dec. 2022	May 2023
27	**Water and marine resources.** Amendments to the legislation in order to solve the problems of reproduction and preservation of wetlands with their subsequent reservation	It aims to recreate and preserve wetlands with their subsequent reservation	MEPNR, MAPF, SAWR, SAAF	Dec. 2023	May 2024
28	**Water and marine resources.** Development of methods for classification of wetlands and determination of suitable and important for wetlands reservation	Aims to create scientific and methodological principles of reproduction and conservation of wetlands with their subsequent reservation	MEPNR, MAPF, SAWR, SAAF	Dec. 2025	Dec. 2026
29	**Subsoil.** Draft Law of Ukraine "On Amendments to the Mineral Development Program until 2030"	The draft law aims to improve the procedure of geological study of the subsoil. The draft law envisages concentration of geological exploration on priority areas of mineral development; concentration of state funding exclusively on exploration and prospecting in order to identify investment-attractive objects.	UGS	Draft Law registered in the Supreme Council of Ukraine on October 27, 2021, № 6227.	January 2023

30	**Subsoil.** Draft Law of Ukraine "On Amendments to the Budget Code of Ukraine to ensure the Mineral Development of Ukraine"	The draft law provides amendments to the Budget Code of Ukraine regarding creation of the State Fund for Mineral Development of Ukraine as part of the special fund of the State Budget of Ukraine, determination of sources and areas of usage of the State Fund for Mineral Development of Ukraine.	UGS	Draft Law registered in the Supreme Council of Ukraine on October 27, 2021, No. 6228	January 2023
31	**Subsoil.** Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Concerning the Improvement of Legislation in the Sphere of Subsoil Use" (redrafted), (No.4187 dated October 05, 2020)	The draft law aims to improve and unify requirements to various stages of the subsoil use and permission procedures.	UGS	Draft Law was adopted in the first hearing on June 01, 2021. It is currently being prepared for the second hearing.	January 2023
32	**Subsoil.** Acts of secondary legislation necessary for digitlization of services in the sphere of subsoil use	Digitalization of services of SE "Geoinform", other services of UGS (namely, incorporation of single state informational system regarding subsoil use which provides access to all information necessary for subsoil use; submission of documents and reporting exclusively in electronic form via e-cabinet of the subsoil user; digitalization of services of SE “Geoinform”; digital comparison of coordinates of deposits and protected areas with the aim to provide to potential subsoil users information about existing restrictions; digital comparison of coordinates of deposits and land plots).	UGS, MEPNR, CBEP	To be drafted	January 2023
33	**Subsoil.** Amendments to the Subsoil Code of Ukraine	Changes in the status of technogenic deposits, their definition as an object of subsoil use; changes to establish a mechanism for the use of technogenic deposits; changes	SCU, UGS, MEPNR, CBEP	To be drafted	December 2025

		on a simplified system of accounting and use of small wastes from the processing industry located on land plots.			
34	**Subsoil.** Acts of secondary legislation related to the adoption of amendments to the Subsoil Code of Ukraine concerning status of technogenic deposits	Changes to the specifics of accounting and use of technogenic deposits / small wastes of the processing industry.	UGS, MEPNR, CBEP	To be drafted	December 2025

4. =The scope of analysis (separate component) within the scope of the direction: Conservation of natural ecosystems and biological diversity, restoration and development of protected area system

№	Legal act name	Content of development/amendments to legal act	The state authority responsible for the development/amendments of the legal act	Term of development	Deadline for entry into force
1	Draft law “On landscapes"	Implementation of the European Landscape Convention in Ukraine	MEPNR	2022-2023	2024
2	Updated "General plan of the territory of Ukraine"	Provision and monitoring of the implementation of the landscape program in the process of planning documentation development	MEPNR	2022-2023	2025
3	Introduction of complex amendments to the Law of Ukraine "On Ecological Network"	Legal framework for expansion of eco-commerce, increase of institutional capacity of United Territorial Communities in issues of organization of protection of nature at the local level, ensuring proper fulfillment of international environmental obligations of the country.	MEPNR	2022-2023	2024
4	Draft Law “On Emerald Network”	Legal framework for fulfillment of obligations in accordance with the Berlin Convention in the part of preservation of valuable natural territories with international status	MEPNR	2022	2023
5	Amendments to the State Strategy for Regional Development for 2021-2027	Legal framework for issues of sustainable development and organization of environmental activities at the regional level	MEPNR	2023	2024

5. The area (the component) of analysis within the direction: Effective public administration in the field of environmental protection and use of natural resources

№	Legal act name	Content of development/amendments to legal act	The state authority responsible for the development/amendments of the legal act	Term of development	Deadline for entry into force
1	**Environmental control.** Draft Law "On state environmental control» (reg.. № 3091 dated 19.02.2020)	Draft law provides for reforming the state environmental control	MEPNR	Draft law ready to go through second reading	01.10.2022
2	**Environmental control.** Draft Law "On amendments to the Code of Ukraine on Administrative offenses (reg. № 6175 dated 13.10.2021) .	The draft law envisages increasing administrative responsibility in the sphere of nature protection, use of natural resources	MEPNR	Draft law registered in VRU	31.12.2022
3	**Environmental control.** Draft Law "On amendments to the Criminal Code of Ukraine (reg № 6148 від 07.10.2021)	The draft Law envisages increasing criminal responsibility in the field of nature protection, use of natural resources	MEPNR	Draft law registered in VRU	31.12.2022 p
4	**Environmental control.** Draft methodologies on the assessment of damage to the environment, and a set of by-laws to the adopted laws to provide the work of the newly established body on environmental control	Developing methodologies and adopt appropriate legal acts to provide theassessment of losses and damage to the environment and environmental infrastructure facilities caused by the armed aggression of the russian federation	MEPNR	2023	Dec 31, 2023
5	**Environmental control.** Draft Law on implementation of the provisions of the EU Directive 2004/35/CE on Environmental Liability with the purpose to prevent and compensate damage to the environment	Implementing the provisions of the EU Directive with the view to harmonize the mechanisms of compensation for damage to the environment	MEPNR	2026-2032	12.2032

6	**Environmental control.** The draft Law onamendments to the laws of Ukraine to implement the minimum criteria for environmental inspections, in accordance with the EU Recommendation 2001/331/EC	Harmonizing regulations for environmental inspections with EU standards	MEPNR	2026-2032	12.2032
7	**Improvement of instruments of the state environmental policy implementation.** Draft Law "On Amendments to the Tax Code", concerning the revision of the profit tax and environmental tax rates, and revision the base of environmental taxation in accordance with the classification requirements of the Eurostat;	Regulatory and legal changes prepared that provide transformation of energy and transport sector taxes to the category of environmental taxes, adjust the rates of environmental taxes, introduce adjusting coefficients with the lowering or raising effect	MEPNR	2022-2026	12.2032
8	**Improvement of instruments of the state environmental policy implementation.** Draft Law "On amendments to the Budget Code on the procedure of distribution of environmental taxation revenues", and on revision of the base of environmental taxation in accordance with the classification requirements of the Eurostat	Providing revenues to the special environmental fund in accordance with the adjusted base of environmental taxation, as well as the adjusted rates of environmental taxes	MEPNR	2022-2026	12.2032

9	**Improvement of instruments of the state environmental policy implementation.** Draft Law of Ukraine "On amendments to certain legislative acts concerning the implementation of the SEA (support in the Supreme Council of Ukraine of the draft Law of Ukraine "on amendments to certain Legislative acts concerning introduction of liability for violation of the procedure of the strategic environmental assessment implementation". (reg. No 5159 on 25.02.2021)	Establishing responsibility for violation of the legislation on SEA and granting powers to the State Inspectorate for State Supervision (control) for its observance; Simplification and optimization of the SEA procedure (refusal of "archaisms" of the type of printing of messages in newspapers, wider application of electronic means of communication, registers, etc.).	MEPNR	drafted	12.2022
10	**Improvement of instruments of the state environmental policy implementation.** Draft Law on amendments to the Code of Ukraine on Administrative offenses concerning the liability for non-compliance with the legislation on Strategic Environmental Assessment"	Administrative liability for violation of the strategic environmental assessment regulations should be introduced	MEPNR	12.2022	12.2023
11	**Improvement of instruments of the state environmental policy implementation.** Draft CMU Resolution "On approvement of the Procedure for maintaining the Unified Register on Strategic Environmental Assessment"	It is required to create an open digital tool and database for access to information on strategic environmental assessment of draft plans, programs and other documents of public planning, and also to regulate the functioning of the register	MEPNR	Within two months from the date of entry into force of the Law of Ukraine on amendments to certain Legislative acts concerning the implementation of the SEA	12.2025

12	**Improvement of instruments of the state environmental policy implementation.** Draft MEPNR order on amendments to the methodological recommendations on implementation of strategic environmental assessment of the documents on public planning approved by the order of the Ministry on 10.08.2018 No 296 with taking into account changes emerging in the environmental, urban planning and land use legislation, and also effects of aggression of the Russian Federation against Ukraine	It is required to adopt methodological approaches to strategic environmental assessment with taking into account the impact and effects of the war	MEPNR	12.2022	12.2022
13	**Improvement of instruments of the state environmental policy implementation.** Draft Law of Ukraine "On amendments to the Law of Ukraine "On Environmental Impact Assessment"	Approaching the EIA procedure to EU aquis, reforming the system of the EIA, drafting the law on the basis of a new approach to the EIA, which will be a compromise for all stakeholders; Simplifying the procedure of EIA and reduce the timelines required to issue a final decision on environmental impact assessment	MEPNR	12.2022	31.12.2025

14	**Improvement of instruments of the state environmental policy implementation.** Amendments to the CMU Resolution No. 1026 of 13.12.2017 "On approving the Procedure on submitting the Documentation for Issuing the conclusion on Environmental Impact Assessment and on Financing of Environmental Impact Assessment and the Procedure for maintaining the Unified Registry on Environmental Impact Assessment"	Simplifying the procedure of public consultations	MEPNR	09.2022	12.2022
15	**Improvement of instruments of the state environmental policy implementation.** Amendments to the CMU Resolution of 13/12/2017 No.989 "On approving the procedure of public hearings in the process of environmental impact assessment"	Providing multi-functional EIA Register	MEPNR	09.2022	12.2022
16	**Improvement of instruments of the state environmental policy implementation.** Methodological recommendations on the implementation of the post-project monitoring by the developers of public and private projects, approved by the order of the MEPNR	Methodological approaches to the managing and conducting the post-project monitoring which is set by the Law of Ukraine "On Environmental Impact Assessment"	MEPNR	12.2023	12.2023

17	**Improvement of instruments of the state environmental policy implementation.** Draft Law of Ukraine "On Ecosystem Services" and relevant by-laws to the Law	Describes the content and significance of ecosystem services, legal and institutional mechanisms for inventorying and evaluating ecosystem services, calculating their economic value, requirements for taking into account when making decisions, as well as for the use of ecosystem services by individuals and legal entities or influence on them. By-laws determine the list of ecosystem services, methods of their inventory and evaluation, other mechanisms for implementing the provisions of the Law	MEPNR	31.12.2023	31.12.2025
18	**Improvement of instruments of the state environmental policy implementation.** Draft Law "On Environmental Protection Fund", and also draft legal act on the procedure of using the Fund's finances , criteria forselection of projects and assessment of financing performance	The decision of the National Security and Defense Council on 23.03.2021 set the task to improve the economic mechanism on financing of environmental protection measures. The draft law will set egal, economic and institutional provisions concerning the Fund creation and functioning . The by-law will set the procedure of assessment and selection of environmental protection projects for further financing within the framework of the Fund's programs.	CMU SCU	01.12.2022	01.12.2025
19	**Improvement of instruments of the state environmental policy implementation.** Draft Law "On environmental insurance and guarantees of compensation for damage caused by activities with an increased environmental hazard"	Draft law is designed to ensure the realization of the constitutional right for compensation ofdamage caused by the violation of the right for the safe environment for life and health and due to activities that pose an increased environmental hazard	SCU	Drafted	draft law is under consideration of the environmental committee of the SCU

20	**Improvement of instruments of the state environmental policy implementation.** Draft CMU Resolution "On amendments to the State Strategy of Regional Development for 2021-2027"	Ensuring the adjustment of the goals and tasks of the State Strategy of Regional Development of 2021-2027 to the challenges and threats caused by Russian military aggression	MCTD	2022-2023	2024
21	**Improvement of instruments of the state environmental policy implementation.** Draft CMU Resolution "On Approval of the Strategy of Sustainable Spatial Development of Ukraine"	Providing the implementation of the concept of sustainable development in strategic state documents on spatial planning	MEPNR MCTD	2022-2026	2025
22	**Improvement of instruments of the state environmental policy implementation.** Draft CMU Resolution "On Approval of the Strategy of State Policy on Public Administration in the field of Environmental Protection"	Provisions on the system of public administration in the field of environmental protection in Ukraine	CMU MEPNR	2022-2023	2024
23	**Environmental monitoring.** Draft law on amendments to certain legislative acts of Ukraine concerning the state system of environmental monitoring	Definition of the relationship between the state system of environmental monitoring and information needs of state administration, establishment of legislative grounds for establishing/updating procedures for state environmental monitoring, creation and integration of information and analytical systems in the sphere of environmental monitoring, level and modes of operation of the system of environmental monitoring	MEPNR	Drafted	Dec 2022

24	**Environmental monitoring.** Draft CMU Resolution on amendments to CMU Resolution No. 391 of March 30, 1998 on Approval of the State Environmental Monitoring System Regulation	Clarification of the functions of the subjects of the state system of environmental monitoring, the order of their interaction and integration of monitoring sub-systems	MEPNR	Aug 2022	Dec 2022
25	**Environmental monitoring.** Draft Draft CMU Resolution on amendments to CMU Resolution No. 827 of August 14, 2019 on some issues of state monitoring in the field of air protection	Full harmonization of the Resolution with EU air quality legislation	MEPNR	Dec 2022	Sep 2023
26	**Environmental monitoring.** Draft CMU Resolution on Approval of the Procedure for implementing Biodiversity and Landscape Diversity	Establishment of a procedure for monitoring biological and landscape diversity	MEPNR	Dec 2022	Sep 2023
27	**Environmental monitoring.** Draft CMU Resolution on Approval of Procedure for Land Monitoring	Establishment of the procedure of land monitoring	MEPNR	Dec 2022	Sep 2023

28	**Environmental monitoring.** Draft MEPNR order "On approving the Procedure of creation and functioning of the Information and Analytical System of Data on the Quality of Atmospheric Air"	The draft order defines requirements to the information and analytical system of data on the quality of atmospheric air, intended for collection, storage, analysis and dissemination of information on the quality of atmospheric air to provide informational interaction between subjects of monitoring of atmospheric air and prompt disclosure of the results of monitoring of atmospheric air the order determines requirements to the information and analytical system of data on the quality of atmospheric air, intended for collection, storage, analysis and dissemination of information on the quality of atmospheric air to provide informational interaction between subjects of atmospheric air monitoring and prompt publication of results of atmospheric air monitoring	MEPNR	Drafted	Dec 2022
29	**Environmental monitoring.** Draft CMU Resolution on approval of the Regulations on establishment and functioning of the Central reference-laboratory in the sphere of state monitoring of atmospheric air	Definition of the principles of creation and functioning of the central reference laboratory in the sphere of state monitoring system in the field of atmospheric air protection.	MEPNR	Dec 2022	Jun 2023
30	**Environmental monitoring.** Draft CMU Resolution on approval of the Procedure of preparation of the National Report on the State of the Environment of Ukraine	Establishment of the procedure for preparation of the National Report on the state of the environment of Ukraine	MEPNR	Dec 2022	Jun2023

31	**Environmental monitoring.** Draft CMU Resolution on approving the Procedure of the State System of Environmental Monitoring and its Subsystems	Defining the basis of the functioning of the state-wide, automated information and analytical system of management decision making and access to environmental information, its network of the state environmental monitoring system and its sub-systems	MEPNR	Dec 2022	Jun 2023
32	**Environmental monitoring.** Draft CMU Resolution on Approval of Procedure for ensuring Technological Compatibility and Information interaction of the State Environmental Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network with the System of Monitoring and Forecasting of Emergencies in Ukraine	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system of providing decision making and access to environmental information and its network with the system of monitoring and forecasting of emergency situations in Ukraine	MEPNR	Dec 2022	Jun 2023
33	**Environmental monitoring.** Draft CMU Resolution on Approval of List of Information needs of Management in the Field of Environmental Protection"	Establishment of information needs of management in the field of environmental protection	MEPNR	Dec 2022	Jun 2023
34	**Environmental monitoring.** Draft CMU Resolution on approval of the Regulations on the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Defining the basis of the functioning of the state-wide, automated information and analytical system of management decision making and access to environmental information, its network of the state environmental monitoring system and its sub-systems	MEPNR	Dec 2022	Jun 2023

35	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for Monitoring of Biodiversity and Landscape Diversity	Establishment of a procedure for monitoring biological and landscape diversity	MEPNR	Dec 2022	Jun 2023
36	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the Field of Biodiversity and Landscape Diversity with the nationwide Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical systems in the area of biodiversity and landscape diversity with the state-wide automated information and analytical system of ensuring decision making and access to environmental information	MEPNR	Dec 2022	Jun 2023
37	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for Monitoring places of waste formation, Storage and Removal	Establishing procedure for monitoring of waste generation, storage and removal sites	MEPNR	Dec 2022	Jun 2023
38	**Environmental monitoring.** Draft CMU Resolution on Approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of waste Management with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system in the field of waste management with the state-wide ecological automated information and analytical system of providing of managerial decisions making and access to environmental information and its network	MEPNR	Dec 2022	Jun 2023

39	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the Field of use and Protection of the Plant World with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information	Definition of the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system in the field of use and protection of the plant world with the state-wide ecological automated information and analytical system of providing of administrative decisions making and access to environmental information"	MEPNR	Dec 2022	Jun 2023
40	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for Monitoring of the Geological Environment	Establishment of the procedure for monitoring the geological environment	MEPNR	Dec 2022	Jun 2023
41	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of Protection and rational use of facilities with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system of protection and rational use of the resources with the state-wide ecological automated information and analytical system of providing for decision making and access to environmental information	MEPNR	Dec 2022	Jun 2023

42	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Tech determination of levels of pollutants - concentration of pollutants in atmospheric air or axles at a specified time	Determination of the unified levels of pollutants - concentration of pollutants in atmospheric air or in precipitation at the specified time	MEPNR	Dec 2022	Jun 2023
43	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of Atmospheric Air Protection with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Definition of the basis of the functioning of technological compatibility and informational interaction of the state-wide ecological automated information and analytical system with the system in the sphere of atmospheric air protection with the state-wide ecological automated information and analytical system of providing of decision making and access to ecological information and its network	MEPNR	Dec 2022	Jun 2023
44	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of Protection, use and Reproduction of the Animal World with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Definition the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system in the sphere of protection, use and reproduction of the animal world with the state-wide ecological automated information and analytical system of providing of decision making and access to ecological information and its network	MEPNR	Dec 2022	Jun 2023

45	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of Land use and Protection with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system in the sphere of land use and protection with the information and analytical system of providing of administrative decisions making and access to ecological information and its network	MEPNR	Dec 2022	Jun 2023
46	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the sphere of use and Protection of the Eco-sector with the nationwide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system in the sphere of use and protection of eco-commerce with the state-wide ecological automated information and analytical system of providing of decision making and access to ecological information and its network	MEPNR	Dec 2022	Jun 2023

47	**Environmental monitoring.** Draft CMU Resolution on approval of Procedure for ensuring Technological Compatibility and Information interaction of Automated Information Systems in the Field of Genetic Engineering and GMO Management with the State-wide Ecological Automated Information and Analytical System for ensuring Management decision making and Access to Environmental Information and its Network	Defining the principles of the functioning of technological compatibility and information interaction of the state-wide ecological automated information and analytical system with the system in the field of genetic engineering activity and GMO management with the state-wide ecological automated information and analytical system of providing management decisions making and access to ecological information and its network	MEPNR	Dec 2022	Jun 2023
48	**Environmental monitoring.** Draft CMU Resolution on approval of the Procedure for establishing Regional Environmental Monitoring Centers	Definition of the mechanism of establishment and functioning of regional environmental monitoring centers	MEPNR	Dec 2022	Jun 2023
49	**Environmental monitoring.** Draft CMU Resolution on approval of the Decree on Regional Environmental Monitoring Centers"	Definition of basic principles, tasks, functioning of regional centers for environmental monitoring	MEPNR	Dec 2022	Jun 2023
50	**Environmental monitoring.** Draft order of the MEPNR "On approving the Procedure of Development and Approval of plans for improving the Quality of Atmospheric Air and short-term Action plans for zones and agglomerations"	Definition the mechanism of development and approval of plans for improvement of atmospheric air quality and short-term plan of actions for zone or agglomeration	MEPNR	Dec 2022	Jun 2023

51	**Environmental monitoring.** Draft Law on the National Register of emissions and Transfer of pollutants	Implementation of legal and organizational principles of creation and functioning of a national register of emissions and transfer of pollutants and creation of a single unified electronic system of access to environmental information for authorities and provision of access to such information for every citizen to improve the efficiency of e-governance in the field of environmental protection	MEPNR	drafted	Dec 2022
52	**Environmental monitoring.** Draft Law on amendments to certain laws of Ukraine concerning improvement of the mechanism of regulation of emissions of pollutants in the atmosphere	Creation of conditions for improvement of the procedure of emission of pollutants in atmospheric air	MEPNR	Apr 2023	Dec 2023
53	Draft CMU Order on approval of the Regulation on the functioning of the Coordination Center and National Contact Points of the EU Framework Program for Research and Innovation "Horizon Europe"	Creation of legal preconditions for the functioning of the Coordination Center and national contact points of the EU's Horizon Europe Framework Program for Research and Innovation	MESU	Apr 2023	Dec2023
54	Draft CMU Order on delegation of representatives and experts to the committees responsible for monitoring the implementation of the framework program of the European Union for research and innovation "Horizon Europe" and the "Euratom" Research and Training Program (2021-2025)	Creation of legal preconditions for the identification of representatives and experts to the committees responsible for monitoring the implementation of the EU's Horizon Europe Framework Program for Research and Innovation and the Euratom Program for the period 2021-2025	MESU	Apr 2023	Dec 2023

55	Draft CMU Resolution on amendments to the Procedure of using the funds provided in the State Budget for fulfillment of Ukraine's obligations in the field of international scientific and technical and educational cooperation	Introduction of provisions on specification of the mechanism of use of funds provided by the Ministry of Education in the state budget under the program "fulfillment of obligations of Ukraine in the field of international scientific, technical and educational cooperation; Participation in the framework program of the European Union for Research and Innovation" for the implementation of the framework program of the European Union for Research and Innovation "Horizon Europe" and the "Euratom" Research and Training Program	MESU	Apr 2023	Dec 2023

Explanation of Abbreviations

Abbreviations used	Explanation
CBEP	Central Bodies of Executive Power
SCU	Supreme Council of Ukraine
CMU	Cabinet of Ministers of Ukraine
ETS	Emission Trading System
EIA	Environmental Impact Assessment
MAPF	Ministry of Agrarian Policy and Food of Ukraine
MCTD	Ministry of Communities and Territories Development of Ukraine
MCIP	Ministry of Culture and Information Policy
MECU	Ministry of Economy of Ukraine
MESU	Ministry of Education and Science of Ukraine
MEU	Ministry of Energy of Ukraine

MEPNR	Ministry of Environmental Protection and Natural Resources of Ukraine
MFU	Ministry of Finance of Ukraine
MIA	Ministry of Internal Affairs of Ukraine
MHC	Ministry of Health Care of Ukraine
MIU	Ministry of Infrastructure of Ukraine
NAAS	National Academy of Agrarian Sciences of Ukraine
NBU	National Bank of Ukraine
NSSMC	National Securities and Stock Market Commission
NAMS	National Academy of Medical Sciences of Ukraine
NAS	National Academy of Sciences of Ukraine
SAWR	State Agency on Water Resources of Ukraine
SAAF	State Agency of Amelioration and Fisheries of Ukraine
SEA	Strategic Environmental Assessment

SEI	State Ecological Inspection
SES	State Emergency Service os Ukraine
SFRA	State Forest Resources Agency
UGS	Ukrainian Geological Survey
NISS	National Institute of Strategic Studies
CEPNR	Committee of Environmental Policy and Natural Resources of the Supreme Council of Ukraine
SSUGCC	State Service of Ukraine on Geodesy, Cartography and Cadastre

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “European integration” working group

July 2022

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INTRODUCTION

Since 2014, Ukraine has been actively moving towards European integration, signing an Association Agreement with the European Union. Over the past 8 years, Ukraine has implemented a number of European integration reforms and has come significantly closer to the EU acquis, despite the actual state of war in which Ukraine has been all this time, which has reduced the state's ability to carry out reforms.

In February 2022, the Russian Federation launched an unprovoked full-scale attack on Ukraine, launching the first open military confrontation between states in Europe since World War II. Responding to the existential threat to the state, President of Ukraine Volodymyr Zelensky submitted an application for accession to the European Union on February 28, 2022, thus intensifying the process of European integration in the state. Already on June 15, the European Commission recommended granting Ukraine the status of a candidate for EU membership, and on June 24, the European Council granted Ukraine the status of a candidate for EU membership. These events determine the direction and pace of work in the field of European integration for the future and make European integration one of the most urgent tasks in the postwar reconstruction of Ukraine.

The purpose of this section of the Recovery Plan is to make Ukraine meet the criteria for full membership and readiness to join the EU.

It is important to note that the European Integration Group is cross-cutting to other groups of the National Council for Recovery of Ukraine from the effects of war (hereinafter – the National Council), and the content of the European Integration Group is relevant to each of the 23 National Council groups. Thus, in most working groups there were subgroups on European integration. At the same time, the European Integration Group sought not to duplicate the work of other groups in its planning, but to develop a general framework for European integration that would be relevant to all sectors. During its work, the European Integration Group has compared the work of all working groups with each other to avoid inconsistencies and duplication and ensured the inclusion of relevant European integration provisions in the work of the relevant sectoral groups.

No separate subgroups have been created within the working group on European integration, as the process of European integration is extremely complex. The section of the Recovery Plan on European Integration covers the implementation of European integration reforms and approximation to the EU acquis, increasing the institutional capacity of the authorities, implementation of the European Union principles and standards, and implementation of procedural measures to approach the EU.

This section of the recovery plan will address the current state of the industry, the impact of the war on the industry, the challenges and opportunities that exist in the field of European integration, the framework in which European integration will take place, and the operational goals, objectives and measures to be taken. used to successfully achieve the goal stated above. The section also contains a description of priority national projects in the field of European integration.

1. The main problems that need to be addressed in the Recovery Plan (in this area)

1.1. Current state of the industry / sector: key figures, the impact of the war on the industry, the state of implementation of program documents

- With the signing of the Association Agreement between Ukraine and the European Union, Ukraine has begun to actively move towards European integration. As of the end of 2021, the state of implementation of the Association Agreement was estimated by the Ukrainian side at 63%.
- On February 28, 2022, President of Ukraine Volodymyr Zelensky has submitted an application to join the European Union.
- At the same time, support for Ukraine's accession to the EU is steadily growing. Thus, in April 2014, support for Ukraine's membership in the EU among Ukrainians was 54%, and in March 2022 it rose to a record 91%.
- Moreover, support for Ukraine's accession to the EU is growing among European voters. Thus, as of April 2022, the level of support for citizens of EU member states is 66%. The highest level of support is shown by residents of Portugal (87%), and the lowest - Hungary (48%), which is the only EU member state where the level of support is less than 50%.
- In addition, the European Union abolished customs duties on imports of Ukrainian goods for a period of one year in support of Ukraine.
- Another important step was the connection of the unified energy system of Ukraine to the energy network of continental Europe (ENTSO-E), which took place on March 16, 2022, ahead of schedule.
- In April 2022, a report on the implementation of the Association Agreement between Ukraine and the European Union for 2021 was published. At the time of its preparation, in accordance with the government's Pulse Agreement Performance Appraisal System, Ukraine had completed 63% of all tasks set out in the 2024 Association Agreement with the EU. During the year, progress reached +9%, but in general during 2014-2021, the Cabinet of Ministers performed 62% of its tasks, the Verkhovna Rada performed 53% of tasks, other authorities performed 52% of tasks.
- On April 8, 2022, the President of the European Commission Ursula von der Leyen submitted to the President of Ukraine Volodymyr Zelensky a questionnaire for obtaining the status of a candidate for EU membership.
- On April 18, President of Ukraine Volodymyr Zelenskyi handed over to the Head of the European Union Delegation to Ukraine Matti Maasikas the completed first part of the questionnaire for Ukraine to receive the status of a candidate for EU membership.
- On May 9, the President of Ukraine presented the second part of the completed questionnaire for obtaining the status of a candidate for membership in the European Union.
- On 16 May, EU Commissioner for Neighborhood Policy and Enlargement Oliver Vargey confirmed that the European Commission had received Ukraine's replies to the questionnaire and announced that the European Commission was preparing an opinion on the application, which Ukraine received in June 2022 with a positive recommendation.
- European Council granted Ukraine candidate status on June 23-24.
- However, it should be noted that in 2022, due to the start of a full-scale war of the Russian Federation against Ukraine, the speed of adoption of bills and bylaws has decreased significantly compared to the plans approved by the Minutes of the 5th meeting of the

Commission the European Union, the European Atomic Energy Community and the Member States, of the other part, from 26 January 2022.

1.2. Key challenges

- A full-scale war and its consequences lead to significant losses of human, time and financial resources, has slowed down the pace of reforms, and made some impossible. There are also limited opportunities to assess the consequences of aggression in the current environment.
- Reduction of trade with the EU due to the war and disruption of logistics and production chains with the EU, and as a result - the loss of Ukrainian producers of European consumers who may reorient (temporarily or permanently) to other suppliers;
- Further opposition of the Russian Federation to Ukraine's European integration aspirations in all directions;
- The need to reach a consensus among EU member states on Ukraine's support for EU membership, including in the context of updating the discussion among EU countries on enlargement to the east and the Balkans, the fears of individual member states about the consequences of enlargement.
- The risk of a gradual decline in the European Union's interest in supporting Ukraine's European integration.
- The need to continue and make appropriate progress in reform in key areas, such as public administration, the rule of law (judiciary, law enforcement), the fight against corruption, etc. It is important to ensure that the success of reforms in these areas is communicated with the EU and its Member States.
- The need to retain existing European integration professionals working in the public sector with the necessary skills and sectoral competence, a gradual increase in the number of such professionals and an increase in their efficiency in the process of increasing the number of tasks related to Ukraine’s EU membership. Such professionals should be paid decently and have a high level of social protection.
- Weak involvement of local governments in the planning of national reforms, government programs, including aimed at European integration.
- Low awareness of the EU cohesion policy.

1.3. Key opportunities

- Significant support for European integration in parliament, reducing the influence of oligarchic interests in various sectors that hampered the adoption of European integration laws
- A key opportunity remains to expand access to the EU market for Ukrainian goods and services as a result of the implementation of the Association Agreement, its trade, economic and sectoral segments.
- New opportunities for Ukrainian exporters - sanctions on Russian goods and services create opportunities to replace these goods and services with Ukrainian ones in the EU markets and other markets of our trading partners. In addition, the EU has lifted all customs restrictions on goods from Ukraine, thus creating the conditions for further reduction of tariff and non-tariff barriers.

- Increasing the level of transparency of the public sector.
- Right now, with the support of both the EU Member States, the European institutions and the citizens of the Member States at such a high level, it is time for decisive reforms and a speedy conclusion of the European integration process.
- The countries of the European Union (including, but not limited to) are interested in investing in Ukraine and providing assistance in rebuilding the country from the effects of war. This is an opportunity for Ukraine to receive the necessary support and not just to rebuild the country, but to rebuild it on the principle of "build back better".
- Ukraine now has a chance to finally put an end to its colonial past and complete the process of formalizing its geopolitical choice, thus asserting its independence.
- Currently, the best conditions are being created for concluding the Agreement on Conformity Assessment and Acceptance of Industrial Products (ACAA Agreement), which will open access of Ukrainian industrial products to the EU market on the basis of mutual recognition of conformity assessment results.
- Sufficient implementation of the acquis and gaining candidate status gives Ukraine access to financial resources, including donor funds - the efficiency of their use is the key to economic growth
- Support for political leadership, the "single voice" of the coalition and the opposition on the need to develop and implement a reform of the administration of international aid by the EU.
- Ukraine's application for EU candidate status has intensified the political discourse on EU enlargement.
- Ukraine has a chance to rebuild its infrastructure immediately in line with the EU's environmental and energy efficiency approaches.
- Establishing cooperation with the European Parliament and the national parliaments of the EU member states.
- Thanks to the creation of "solidarity corridors" and the support of neighboring EU member states, there is an opportunity to modernize cross-border connections and logistics routes between the EU and Ukraine.
- Working together with the European energy system allows to reduce energy dependence on the Russian Federation and fully move to European standards in the electricity sector, as well as to start exporting electricity to ENTSO-E countries.
- Obtaining access to European markets through the standardization and certification of Ukrainian products in accordance with European rules.
- Gaining access to developed world markets after the introduction of EU standards, which are among the highest in the world and those that are accepted and valued in most developed economies.

1.4. Key limitations / framework

- It should be understood that the European Union's assistance for post-war reconstruction, and subsequently for European integration reforms, will in any case take place under certain conditions, with the specific aim of bringing Ukraine closer to European and international norms and standards (in particular, the judiciary), regulatory environment, etc.), and, most likely, taking into account the principle of “more for more”.

- Ukraine must realize that, despite the enormous support of the European Union, accession will not be immediate, and Ukraine still needs to go through all the stages as other candidates, carry out all the necessary reforms and meet the political and economic criteria for membership.
- During the period after the restoration of independence, domestic producers mainly focused on the market of the former Soviet Union, which led to the use of old Soviet standards, and the transition to European standards for most sectors of the economy will take some time.
- The transition to European standards will also mean that Ukraine will need specialists in various fields who will already be familiar with the new standards of work. This means that Ukraine should already start training specialists in relevant fields and retraining existing specialists. This process should be based on an in-depth analysis of which sectors of our economy are competitive and which professionals and how many we need.
- Ukraine needs to clearly define which sectors should be the drivers of the economy, and in order to restore or develop such sectors, targeted programs and necessary legislation need to be developed and implemented.
- Effective recovery of Ukraine's economy will be impossible without an active state policy and cooperation with business in the direction of return of citizens, development of human capital and assistance in determining the center of vital interests of citizens in Ukraine
- Insufficient institutional capacity of the Government, CEB to implement full-scale European integration processes.
- Decreased support for Ukraine's European integration by the EU is a plausible scenario, but public support for European integration, both internally and externally, will largely shape the framework of European integration.
- The image of a country with a high level of corruption has a negative impact on Ukraine's negotiating position on the path to EU accession.
- EU enlargement policy decisions are taken by consensus among member states, and one must be prepared for the fact that each EU country can veto and / or impose additional conditions at each stage of the membership negotiations.
- Ukraine's losses in infrastructure and human capital (including due to the threat of brain drain) create additional risks in terms of implementation of European integration priorities, tasks and qualitative transformations.
- The trade preferences granted by the EU are temporary, which makes it necessary to start negotiations on trade liberalization at the end of this period now.
- Russia continues to block Ukrainian seaports, however, there is insufficient capacity of rail and road transport infrastructure across the EU border, queues for freight at the border, insufficient number of road checkpoints with the EU, insufficient number of checkpoints with joint control with the EU.
- EU integration should be systematic and supported by high-quality analysis of the state of affairs.

2. Goals, objectives, stages of the Recovery Plan in this area

2.1. The goal (objectives) of the proposed changes

- Ensure support for the European Union's recovery plan by the European Union and its member states.
- Fully implement the Association Agreement between Ukraine and the EU, including by implementing reforms under the obligations under the Agreement and other conditions specified in the opinion of the European Commission on Ukraine's application to join the European Union .
- Ensure continuity and consistency of the European integration process.
- Carry out effective communication to maintain the level of support for Ukraine's membership in the EU both within the country and directly within the EU.
- Attracting the maximum possible amount of foreign direct investment by providing investors with risk insurance through the implementation of judicial and law enforcement reforms.
- Complete the reform of the management and audit system for raising / spending public funds in line with the EU acquis.
- Implement the EU acquis and perform tasks related to the process of Ukraine's membership in the EU.
- Ensure economic support and deepening sectoral ties with EU countries.
- Integrate into EU internal markets, ensure food security and the functioning of the logistics network with EU countries.
- Get the actual (real) opportunity for Ukraine to administer EU structural funds.
- Strengthen the institutional capacity of the Government, the CEB and the Parliament to implement the acquis communautaire in the field of European integration.
- Reaching a new level of trade liberalization and sectoral European integration, modernizing relations with the EU and the Association Agreement, including by removing tariff and non-tariff barriers to trade with the EU and promoting Ukrainian exports to the EU, including assistance to new exporters who want to enter the EU market.
- Introduction of an inclusive approach to decision-making, formation of road maps, development of normative and regulatory documents in order to receive feedback from the real sector of the economy.

2.2. Main tasks and necessary measures / steps (short-term)

stage "Economics of wartime: All for victory!", June - December 2022.

№	Task	Measure / Step
1.	Ensure the implementation of reforms in the framework of	1. Implementation of the schedule for submission of NPA projects in the field of European integration for 2022 to the Government and approval by the Parliament of the list of priority bills

	commitments under the Association Agreement between Ukraine and the EU, as well as plans for 2022	approved by the Commission for Coordination of Implementation of the EU-Ukraine Association Agreement (recommended list of bills as attached); 2. Formation of a plan-schedule for submission to the Government of NPA projects in the field of European integration for 2023; 3. Ensuring the cross-sectoral work of CEBs on the development, adoption, implementation of NPAs approved by the Recovery Plan; 4. Analysis of draft laws in the field of European integration for 2022, taking into account the following criteria: - whether they provide for the development of bylaws and which; - whether they envisage the creation of new bodies, the financing of which will be carried out at the expense of the state budget; - whether they provide for the establishment of additional regulatory requirements for business entities and which ones. 5. Providing support, including active work of members of the Government with the parliamentary corps, of bills in accordance with the above list of bills in the areas of European and Euro-Atlantic integration for 2022 (recommended list of bills as of… is attached); 6. Take urgent action by 1 July 2022 to implement the obligation to implement Regulation (EU) № 1227/201 in accordance with the decision of the Council of Ministers of the Energy Community № 2021/07 / MC-EnC of 30 November 2021.
2.	Ensure the institutional and administrative capacity of the Government, Parliament and the executive to carry out reforms, implement the EU acquis and carry out tasks related to Ukraine's EU membership process	1. Ensure effective coordination of the work of the Government, Parliament and executive bodies to perform tasks related to Ukraine's accession to the EU; 2. Increasing the institutional capacity of the executive branch and increasing the human capital involved in European integration reforms, implementing the EU acquis in order to fulfill the tasks related to the negotiations on Ukraine's membership in the EU and preventing the deterioration of working conditions; 3. Strengthening the administrative capacity of the Parliament in the field of European integration, in particular reforming the structure of the secretariats of parliamentary committees in order to introduce the position of deputies for European integration; 4. Carrying out a comparative analysis of administrative structures recommended by the EU for the implementation of the EU acquis with the relevant organization of such structures in Ukraine; 5. Prepare an “administrative capacity roadmap” to ensure the formation of an overall level of administrative capacity in line with EU best practices in order to assess the needs of public authorities and Parliament at national and subnational levels.

		6. Engage technical assistance projects to strengthen the institutional capacity of the Government and the Verkhovna Rada, including at the expert level, for the implementation of the EU acquis and proper screening of Ukrainian legislation for compliance with the EU acquis. 7. Involve technical assistance projects to strengthen the institutional capacity of the Government and the Verkhovna Rada, including at the expert level, to implement the EU acquis and to properly screen Ukrainian legislation for compliance with the EU acquis. 8. Introduce an accelerated procedure for consideration of draft laws aimed at fulfilling Ukraine's international legal obligations in the field of European integration, which must be submitted to the Parliament exclusively by the Government by: ○ Preparation and discussion of the concept of introduction of the accelerated procedure for bills aimed at fulfilling Ukraine's international legal obligations in the field of European integration, taking into account the Action Plan for the implementation of the Association Agreement ○ Preparation and registration of a draft law on amendments to the Rules of Procedure of the Verkhovna Rada on the introduction of an accelerated procedure for draft laws aimed at fulfilling Ukraine's international legal obligations in the field of European integration ○ Amendments to other regulations (CMU regulations, etc.) on the introduction of an accelerated procedure for bills aimed at fulfilling Ukraine's international legal obligations in the field of European integration.
3.	Implement cross-sectoral measures to support the economy and deepen sectoral ties with EU countries	1. Ukraine's accession to the EU's Digital Europe program by concluding an agreement; 2. Conclusion of the Agreement on Freight Transport by Road between Ukraine and the European Union; 3. Conclusion of the Trans-European Transport Network (TEN-T) Map Update Agreement; 4. Consultations with the European Payments Council on the conditions / criteria for Ukraine's accession to SEPA and analysis of compliance of Ukrainian legislation with EU law, which are necessary for the integration of participants in the Ukrainian payment services market to SEPA; 5. Ensuring the functioning of "solidarity corridors"; 6. Implementation of the “Schedule of Ukraine's accession to the EU / EFTA joint transit regime. 6.1. Adoption of the above-mentioned Law of the Verkhovna Rada - the first decade of June 2022; 6.2. Carrying out an evaluation mission of the EC and member states of the Convention on IT readiness and legislative components for Ukraine's participation in the EU / EFTA joint transit

		regime - mid-June 2022 in case of a high-level political decision or September 2022 in the absence of such a decision; 6.3. Invitation to Ukraine for membership in the Convention on the Regime of Joint Transit and the Convention on the Simplification of Formalities in Trade in Goods - the first decade of July 2022; 6.4. Submission to the government of draft laws on ratification of the above conventions and their adoption by the Verkhovna Rada - the second decade of July 2022; 6.5. Depositing ratification documents with the depositary of the Conventions and Ukraine's accession to the EU / EFTA joint transit regime - third decade of July 2022. 7. Ensuring support for Ukrainian exports to the EU and the world; 8. Criminalization of fraud with EU funds provided under projects (programs) to achieve the goals of the association; 9. Concluding administrative arrangements with the European Anti-Fraud Office; 10. Development and implementation of programs based on partnership between cities and regions of the European Union and Ukraine; 11. Analysis of the organizational structure and legal framework of the functioning of the system of protection of financial interests for compliance with the criteria of the acquis in order to prepare a roadmap of measures to gain access to the administration of EU structural funds; 12. Obtaining the results of the previous EU assessment mission on the readiness of Ukraine's quality infrastructure for the conclusion of the ACAA Agreement.
4.	Ensure coverage of the state budget deficit for the period before the end of the war from partner sources	1. Receiving approximately 5 billion dollars a month. 2. Raising funds within the framework of partnership initiatives for the reconstruction of Ukraine, including through preferential credit resources provided to cover the budget deficit and support macroeconomic stability.
7.	Create an international coordination "Platform for Reconstruction of Ukraine" as a single entry point for all actions for the reconstruction of Ukraine, under the joint leadership of the European Commission, which represents	1. Association of partners and organizations supporting Ukraine, including EU member states, other bilateral and multilateral partners, as well as international financial institutions, within the framework of the “Ukraine Reconstruction Platform”.

	the EU, and the Government of Ukraine	
8.	Implement the recommendations of the conclusion of the European Commission on Ukraine's application for membership in the European Union	1. Adoption and implementation of legislation on the selection procedure for judges of the Constitutional Court of Ukraine, which introduces preliminary selection of judges based on an assessment of their integrity and professional skills, in accordance with the recommendations of the Venice Commission 2. Completion of the integrity check by the Ethics Council of candidates for members of the High Council of Justice and selection of candidates for the establishment of the High Qualification Commission of Judges of Ukraine. 3. Further strengthen the fight against corruption, in particular at a high level, through the provision of a proactive and effective investigation and the establishment of a credible system of accounting for harassment and convictions; completion of the appointment of a new head of the Specialized Anti-Corruption Prosecutor's Office by approving the determined winner of the competition and launching and completing the process of selection and appointment of a new director of the National Anti-Corruption Bureau of Ukraine. 4. Ensuring compliance of anti-money laundering legislation with the standards of the Financial Action Task Force on Money Laundering (FATF) 5. Adoption of a comprehensive strategic plan to reform everything. law enforcement / law enforcement sector as part of the wider security bloc of Ukraine. 6. Introduction of anti-oligarchic legislation in order to limit the excessive influence of oligarchs on economic, political and social life; this should be done in a legally sound manner and should take into account the future conclusion of the Venice Commission on the relevant legislation. 7. Overcoming the influence of private interests by adopting a law that brings Ukrainian legislation in line with the EU Directive on audiovisual media services and gives the independent media regulator the appropriate powers. 8. Completion of the reform of the legal framework for national minorities, which is being prepared, in accordance with the recommendations of the Venice Commission, as well as the adoption of mechanisms for its immediate and effective implementation.

2.3. Main tasks and necessary measures / steps (medium-term)

stage "Recovery, restart of the economy and institutions", 2023-2025

№	Tasks	Measure / Step
1.	Ensure implementation of the Association Agreement	1. Implementation of the Action Plan for the implementation of the Association Agreement, approved by the resolution of the Cabinet of Ministers of October 25, 2017 № 1106 by the end of 2024; 2. Implementation of plans-schedules for submission to the Government of NPA projects in the field of European integration; 3. Formation by the Government together with the Verkhovna Rada of a list of bills in the field of European integration that require priority consideration by the Verkhovna Rada for 2024; 4. Support and adoption of draft laws necessary for the implementation of reforms in the field of European integration in accordance with the established lists. 5. Ensuring the full implementation of regulations adopted to implement the Association Agreement. 6. Update the government system Pulse of the Agreement for more efficient and convenient use.
2.	Ensure Ukraine's preparation for EU membership	1. Development and approval of the state program on implementation of the EU acquis and adoption of normative legal acts aimed at compliance with the Copenhagen criteria; 2. Carrying out proper screening of Ukrainian legislation for compliance with the EU acquis; 3. Implementation of the Declaration of Commitment and Cohesion of All Branches of Government in Ukraine on Reforms in the Sphere of the Rule of Law, First of All, the Fight against Corruption, as well as those Reforms Necessary for Ukraine's Accession to the EU; 4. Preparation and implementation of the Action Plan to support the EU / EU member states in the process of Ukraine's accession to the EU; 5. Strengthening the interaction of Ukrainian officials with EU officials / EU member states, Ukrainian MPs with members of the EU parliament / parliamentarians of EU member states, as well as deepening cooperation between Ukrainian business, NGOs and other associations with relevant EU representatives.

3.	Ensure the institutional capacity of the Government, Parliament and executive bodies to carry out tasks related to the process of Ukraine's membership in the EU	1. Establishment of administrative structures in the Government, Parliament and executive bodies in accordance with the recommendations of the EU and the "roadmap of administrative capacity" for proper support of the processes of implementation of the EU acquis; 2. Provision within the Natolin 4 Capacity Building project and other projects of formation and training of a pool of experts from among civil servants of Ukraine, for analytical support of the process of EU membership.
4.	Implement cross-sectoral measures to integrate into EU internal markets, ensure food security and operate a logistics network with EU countries	1. Ukraine's accession to the EU Connecting Europe Facility; 2. Ensuring the creation of a common space for international roaming between Ukraine and the EU. 3. Concluding an Agreement on conformity assessment and acceptability of industrial goods; 4. Conclusion of agreements on liberalization of transport transportation by rail and inland water transport; 5. Expanding mutual access to online markets and digital services, as well as Ukraine's accession to common rules, standards and procedures with the EU in the digital sphere; 6. Implementation of measures aimed at infrastructure rehabilitation, taking into account approaches to reducing harmful emissions, energy efficiency and energy transition within the framework of the EU initiative European Green Course; 7. Ensuring security of supply and operation of the energy sector for future trade in electricity and renewable hydrogen under the REPowerEU initiative; 8. Ensuring Ukraine's accession to SEPA by performing the necessary domestic and international procedures; 9. Ensuring national and world food security and minimizing the terrible losses from Russian aggression, in particular, in terms of broken food supply chains, by restoring, forming new economic chains and maintaining the competitiveness of enterprises; 10. Expansion of export potential of agricultural products of Ukraine by harmonization of normative documents and audits; 11. Liberalization of access of Ukrainian goods to the EU market by ensuring the preservation of zero import duty rates on all Ukrainian exports; 12. Inclusion of Ukraine in the list of beneficiaries for the purposes of Regulation (EU) 2021/1529 of 15.09.2021, which introduced the Instrument for Pre-Accession Assistance (IPA III) - Annex I of this Regulation;

		13. Creating a system for protecting the financial interests of Ukraine and the EU by implementing a roadmap of measures to gain access to the administration of EU structural funds, including strengthening the institutional component and determining the interaction of components of the financial protection system in accordance with the acquis; 14. Launch of a bilateral dialogue to assess Ukraine's ability to administer EU financial resources; 15. Advocacy for the extension of EU measures on unilateral abolition of tariff restrictions (zero rates and abolition of quotas and anti-dumping measures on Ukrainian exports) for a period longer than one year (at least until June 2024);
5.	Develop the institutional capacity of authorities at all levels and ensure their cooperation	1. Analysis and evaluation of the road map. 2. Development and approval of a plan for approximation to EU requirements in cohesion policy. 3. Building the administrative capacity of the bodies that will be involved in the policy of cohesion. 4. Creating a system of development institutions. 5. Preparation of special training programs for civil servants (at national and subnational levels) on the following topics: EU cohesion policy, principles of EU cohesion policy, work with EU structural funds (ERDF, ESF, CF, EAFRD, ESI), international assistance and MFIs, work with EU Pre-accession Assistance (IPA) instruments, strategic planning and programming in the context of cohesion policy, project management (project management), cross-border cooperation, etc. 6. Development of skills, experience, technical, managerial and strategic capacity by attracting international technical assistance, conducting short-term and long-term trainings, twinning, exchange of knowledge and experience, as well as involving relevant experts, peer-to-peer work 7. .

2.4. Main tasks and necessary measures / steps (strategic)

stage "Structural modernization and full integration into the EU", 2026-2032

№	Tasks	Measures / Steps
1.	Complete Ukraine's preparations for EU membership	1. Implementation of the state program for implementation of the EU acquis 2. Finalization of negotiations on EU membership;

		3. Gaining the support of the EU, its citizens and its Member States for Ukraine's accession to the EU.
2.	Restore Ukraine within the framework of the "Platform for Reconstruction of Ukraine"	1. Rebuilding the country, including infrastructure, health services, housing and schools, as well as digital and energy sustainability in line with the latest European policies and standards; 2. Continue to modernize the state and its institutions to ensure good governance and respect for the rule of law by providing support for administrative capacity and technical assistance, including at the regional and local levels; 3. Implementation of the structural and regulatory agenda in order to deepen the economic and social integration of Ukraine and its people with the EU in accordance with its European path; 4. Supporting the recovery of Ukraine's economy and society by promoting sustainable and inclusive economic competitiveness, sustainable trade and private sector development, while facilitating the country's green and digital transition. 5. Support for the recovery of enterprises belonging to strategic industries.
3.	Switch to the model of delegated management in the framework of the administration of EU structural funds	1. Obtaining Ukraine the right to administer the EU structural funds under the model of indirect management of structural funds; 2. Transition from the model of indirect management of structural funds to delegated.
4.	Complete institutional building at national and subnational levels, in line with EU best practices	1. Creating an implementation system with a clear definition of the tasks and responsibilities of the bodies involved, responsible for the formation and implementation of EU cohesion policy. 2. Raising the awareness of the staff of these bodies about the procedures and rules of cohesion policy, so that they have the necessary skills to work with the EU structural funds, the instrument of pre-accession support, and be able to work with international technical assistance projects. 3. Development of a system of multilevel governance and specialized institutions for territorial development.

3. Key expected results / key performance indicators

3.1. Main expected results / performance indicators (short-term)

stage "Economics of wartime: All for victory!", June - December 2022

Expected results

- Ukraine has received the status of a candidate for EU membership.
- Ukraine is a beneficiary of pre-accession assistance (IPA III).
- The plan-schedule for submission of legislative bills in the field of European integration for 2022 to the Government has been fulfilled.
- The plan-schedule for submission of legislative bills in the field of European integration for 2023 to the Government has been formed.
- The analysis of priority bills in the field of European integration for 2022 is carried out taking into account the following criteria:
  - whether they provide for the development of bylaws and which;
  - whether they envisage the creation of new bodies, the financing of which will be carried out at the expense of the state budget;
  - whether they provide for the establishment of additional regulatory requirements for business entities and which ones.
- The administrative structures and number of staff involved in reforming and implementing the EU acquis are in line with EU principles.
- Ukraine actively organizes contacts of Ukrainian high-ranking officials and people's deputies with high-ranking officials and deputies of EU member states and MEPs.
- Cross-sectoral measures to support the economy and deepen sectoral ties with EU countries have been implemented.
- A roadmap for Ukraine's administrative capacity to work with the Structural Funds in the framework of the EU's cohesion policy has been prepared, which will be the basis for developing an action plan to bring Ukraine closer to the EU's cohesion policy requirements.
- An accelerated procedure has been introduced for draft laws aimed at fulfilling international legal obligations in the field of European integration, which must be submitted to the Parliament exclusively by the Government. Amendments have been made to other normative legal acts (CMU regulations, etc.) on the introduction of an accelerated procedure for draft laws aimed at fulfilling Ukraine's international legal obligations in the field of European integration.
- Implement the recommendations set out in the opinion of the European Commission on Ukraine's application for membership in the European Union.
- Completed recommendations laid down in the European Commission's opinion on Ukraine's application for membership in the European Union have been fully implemented.

Key Performance Indicators

- The Commission approved a plan for the adoption of legislative bills, a list of bills and other documents required to implement the decision of the European Council on 23-24 June 2022.

- By the end of 2022, the plan-schedule for submission of legislative bills in the field of European integration to the Government has been fulfilled by at least 75%.
- The plan-schedule for submission to the Government of legislative bills in the field of European integration for 2023 is formed by mid-December 2022.
- Cross-sectoral measures to support the economy and deepen sectoral ties with EU countries have been implemented to the planned extent.
- The roadmap for Ukraine's administrative capacity to work with the Structural Funds under the EU's cohesion policy has been prepared by the end of 2022.
- The law on amendments to the Rules of Procedure of the Verkhovna Rada on the introduction of an accelerated procedure for bills aimed at fulfilling Ukraine's international legal obligations in the field of European integration has been adopted. Amendments have been made to other normative legal acts (CMU regulations, etc.) on the introduction of an accelerated procedure for draft laws aimed at fulfilling Ukraine's international legal obligations in the field of European integration.
- The number of civil servants working in the field of European integration and the EU acquis to perform tasks related to the process of Ukraine's accession to the EU is constant or increased.
- The recommendations set out in the European Commission's opinion on Ukraine's application for membership in the European Union have been fully implemented.

3.2. Main expected results / performance indicators (medium-term)

stage "Recovery, restart of the economy and institutions", 2023-2025

Expected results

- The action plan for the implementation of the Association Agreement, approved by the Cabinet of Ministers of October 25, 2017 № 1106, has been implemented by the end of 2024.
- Ukrainian civil servants provide high-quality analytical support to the EU membership process.
- Ukraine's Reconstruction Platform brings together most of Ukraine's bilateral and multilateral partners and leading international financial organizations.
- Cross-sectoral measures to integrate into the EU internal markets, ensure food security and the functioning of the logistics network with EU countries have been implemented.
- An action plan to bring Ukraine closer to EU requirements in cohesion policy has been approved.
- Increasing investment attractiveness by introducing uniform and transparent rules.
- Approval of the state program for implementation of the EU acquis.
- Ukrainian legislation has been screened for compliance with the EU acquis.
- Monitoring system Pulse of Agreement has been updated and supplemented with the module on EU acquis implementation.

Key Performance Indicators

- In 2025, 100% of the obligations under the Association Agreement in accordance with the Action Plan for its implementation have been fulfilled (CMU Resolution of October 25, 2017 № 1106).
- At least 500 civil servants have been trained in the Natolin 4 Capacity Building and other projects.
- In 2023, the Platform for Reconstruction of Ukraine will unite at least 20 participants, in 2024 - at least 30, in 2025 - at least 40 participants.
- At least 75% of such cross-sectoral measures were implemented in 2023, at least 90% in 2024, and 100% of such cross-sectoral measures were implemented in 2025.
- At least 80 percent of the measures of the action plan to bring Ukraine closer to the EU requirements in the policy of cohesion have been implemented in accordance with the set deadlines.
- 90% of government employees have improved their managerial capacity to implement the acquis through training.
- The state program for the implementation of the EU acquis has been implemented by 50%.

3.3. Main expected results / performance indicators (strategic)

stage "Structural modernization and full integration into the EU", 2026-2032

Expected results

- Ukraine's accession to the EU is supported in the member states.
- Ukraine has completed the EU accession negotiations.
- Ukraine is a member of the EU.
- Reconstruction of Ukraine in accordance to the European standards is completed.
- Ukraine uses the model of delegated management of EU structural funds.
- The quality of life in Ukraine is comparable to the quality of life in the countries of the European Union.
- The necessary institutional structure at the national and subnational levels has been developed, which meets the requirements of the EU in cohesion policy.
- Compliance with the principles of good governance of the Council of Europe, the OECD Recommendations on Effective Public Investment at All Levels of Government has been ensured.

Key Performance Indicators

- The state program for the implementation of the EU acquis has been implemented by 100%.
- Ukraine's accession to the EU is supported by at least the majority of citizens in each member state of the European Union.
- By 2032, the Agreement on Ukraine's accession to the EU has been ratified by Ukraine, the EU and its member states.

- At least 90% of the infrastructure has been rebuilt in accordance with European standards.
- The institutional and legal framework for the management of EU structural funds in Ukraine complies with the acquis.
- Ukraine implements its cohesion policy in accordance with the principles and approaches set out in the acquis, and the action plan to bring Ukraine closer to EU requirements in cohesion policy has been implemented 100 percent.
- The training and advanced training of employees involved in the field of European integration has been carried out at the level necessary to fulfill the tasks of EU membership.
- 100% of employees involved in the implementation of territorial cohesion policy have been trained in accordance with the approved programs and have the necessary knowledge and skills.

4. Approximate amount of financial resources for the implementation of tasks

4.1. Financial resources for the implementation of tasks (short-term)

stage "Economics of wartime: All for victory!", June - December 2022

№	Task, step, measure	Cost, mln $	Financing source
1.	Introduce an accelerated procedure for draft laws aimed at fulfilling Ukraine's international legal obligations in the field of European integration, which must be submitted to the Parliament exclusively by the Government.	Expenditures for remuneration of employees of public authorities (VRU staff (up to 10 people), SCMU (up to 10 people), other CEBs (up to 3 people/CEBs) involved in the implementation of the procedure are defined in the Law on the State Budget for 2023	State budget/ attracted technical assistance / grants for budget support
2.	Receive € 9 billion in emergency macro-financial assistance to support macroeconomic stability		
	Fulfillment of all necessary conditions for receiving macro-financial assistance	It does not need funding today. If the conditions of the future macro-financial assistance program include financial commitments (for example, the creation / implementation of new institutions or the improvement of institutional capacity), it will require funding from the state budget.	Possible expenditures from the state budget in the framework of commitments to meet the specific conditions of the future macro-financial assistance program
3.	Implement cross-sectoral measures to support the economy and deepen sectoral ties with EU countries		
	1. Ukraine's accession to the EU's Digital Europe program by concluding an agreement;	According to the draft Agreement between Ukraine and the European Union on Ukraine's participation in the	Does not require funding until the end of 2022

		European Union's Digital Europe program, the coefficient for calculating the adjustment of the contribution key must be equal to 0 for 2021 and 2022	
	2. Conclusion of the Agreement on Freight Transport by Road between Ukraine and the European Union;	Does not require funding	Does not require funding
	3. Conclusion of the Trans-European Transport Network (TEN-T) Map Update Agreement;	Does not require funding	Does not require funding
	4. Consultations with the European Payments Council on the conditions / criteria for Ukraine's accession to SEPA and analysis of compliance of Ukrainian legislation with EU law, which are necessary for the integration of participants in the Ukrainian payment services market to SEPA;	Expenditures from the State Budget of Ukraine are not required within the measures currently being considered by the NBU to join SEPA. Funding for the implementation of measures will be provided by the NBU and EU ITD projects. The amount of expenses that may be incurred by other public authorities of Ukraine in the framework of ensuring accession to SEPA cannot be estimated by the NBU.	NBU, other state bodies, EU's ITA projects
	6. Implementation of the "Schedule of Ukraine's accession to the EU / EFTA joint transit regime.	0,625 *	Funds of the European Commission *
	7. Ensuring support for Ukrainian exports to the EU and the world	Does not require funding	Does not require funding

	8. Obtaining the results of the previous EU assessment mission on the readiness of Ukraine's quality infrastructure for the conclusion of the ACAA Agreement	Does not require funding	Does not require funding
	9. Analysis of the organizational structure and legal framework for the functioning of the system of protection of financial interests for compliance with the acquis in order to prepare a roadmap of measures to gain access to the administration of EU structural funds	State Audit Service, BES	State Audit Service, BES

* In case of Ukraine's accession to the EU Customs Program, the relevant financial costs will be covered by the European Commission.

4.2. Financial resources for the implementation of tasks (medium-term)

stage "Recovery, restart of the economy and institutions", 2023-2025

№	Task, step, measure	Cost, mln $	Financing source
1.	Ensuring Ukraine's accession to SEPA by performing the necessary domestic and international procedures;	Expenditures from the State Budget of Ukraine are not required within the measures currently being considered by the NBU to join SEPA. Funding for the implementation of measures will be provided by the NBU and ITD projects. At the same time, the costs associated with the implementation of the technical component can be determined only after the development and coordination of a common approach to Ukraine's	NBU, other state bodies, EU's ITA projects

		integration with SEPA, as well as assessment of business requirements that will be formed based on the approved model of Ukraine's payment market participants. SEPA. The amount of expenses that may be incurred by other public authorities of Ukraine in the framework of ensuring accession to SEPA cannot be estimated by the NBU.	
2.	Liberalization of Ukrainian goods access to the EU market through ensuring preservation of the zero rates of the import duties for all Ukrainian experts	State budget	State budget
3.	Liberalization of access of Ukrainian goods to the EU market by ensuring the preservation of zero import duty rates on all Ukrainian exports		
	1. Ukraine's accession to the EU Connecting Europe Facility program	The amount of contributions will be determined during formal negotiations	State budget
	3. Concluding an Agreement on conformity assessment and acceptability of industrial goods;	Does not require funding	Does not require funding
	4. Conclusion of agreements on liberalization of transport transportation by rail and inland water transport;	Does not require funding	Does not require funding
4.	Ensure the institutional capacity of the Government, Parliament and executive bodies to carry out tasks related to the process of Ukraine's membership in the EU		

	Advanced training of civil servants in the field of European integration within the Natolin 4 Capacity Building project	1.076 EUR	Funds allocated by the EU under the Natolin 4 Capacity Building project
5.	Implement cross-sectoral measures to integrate into EU internal markets, ensure food security and operate a logistics network with EU countries		
	Creating a system for protecting the financial interests of Ukraine and the EU by implementing a roadmap of measures to gain access to the administration of EU structural funds, including strengthening the institutional component and determining the interaction of components of the financial protection system in accordance with the acquis	State Audit Service, BES	State Audit Service, BES

5. Nationwide recovery plan projects

№	Name, description of the project	Motivation	Preformace indicators	Main responsible body	Cost, mln $	Financing sources	Legislation
1	Ensuring joint customs control through the establishment of special contact points of EU member states on the principle of "single window" in order to carry out unimpeded exports to the EU and counter-imports. Modernization of infrastructure directly adjacent to Western junctions with European countries Review of the TEN-T map on the territory of Ukraine and its coordination with the TEN-T network of the EU countries	Thanks to the support of neighboring countries, there is an opportunity to modernize cross-border connections and logistics routes between the EU and Ukraine. Expanding capacity, increasing freight traffic and the number of passengers from the EU.	Improving the competitiveness of transport corridors, improving the quality of infrastructure, increasing both passenger and cargo traffic	Ministry of Infrastructure, Ministry of Interior, State Duties Service, State Border Service	3 436,3 mln UAH 3 7150,0 mln UAH 65, 0 mln UAH (overall for projects)	State budget, funds of specialized funds, funds of IFIs	

		Development of TEN-T network within Ukraine and coordination with TEN-T network in neighboring EU countries					
2	Strengthening the institutional capacity of the Ukrainian civil service to implement the EU acquis.	Necessity in effective and accelerated process of the EU acquis implementation till Ukraine's accession to the EU	Increased implementation of the EU acquis through development of the relevant legislative acts	SCMU, NASC	200 mln UAH per year	State budget / EU support	
3	Communication project to raise awareness of the EU, its benefits, etc. Draft order of the Cabinet of Ministers of Ukraine "On approval of the Communication Strategy of Ukraine's European integration until 2026" (submission to the Government - III quarter of 2022	Establishing in Ukrainian and European society a conscious support for Ukraine's full membership in the European Union, integration into the European economic, cultural and political space and the implementation of internal reforms and transformations aimed at a free, just, democratic, successful society based on European values: dignity , equality, human rights, rule of law, freedom and democracy	Indicators of the level of influence that measure the achievement of the main goal of the Strategy, such as: level of awareness, knowledge, understanding, support, attitude to the components and progress of Ukraine's European integration both within Ukraine and in EU member states. Outcome level indicators that measure the achievement of the strategic goals of the Strategy. Such indicators may be the level of understanding of the essence of the	MoC, SCMU	20 mln UAH per year for the EU integration	The implementation of the Communication Strategy will be carried out at the expense and within the budget allocations provided by the central executive bodies, other state bodies for the relevant year, as well as other sources not prohibited by law.	CMU Order (Communication Strategy + Action Plan)

			European integration process, for example, the role of European integration in improving the welfare of Ukrainians, its components, stages, areas of responsibility of Ukraine and the EU, European integration achievements and links to reforms, personal responsibility through personal behavior and actions. EU values				
4	Support for civil society involved in the process of monitoring and supporting the process of European integration of Ukraine. Civil society in Ukraine plays an important role in the process of reforming the country, including in the process of supporting, promoting and monitoring the quality of changes in public policy and institutions related to the European integration process.			NGOs	10 mln UAH per year	ITA	
5	Update and modernization of the monitoring system Pulse of the Agreement and creation of the monitoring system of implementation of the EU acquis.			SCMU	40 mln UAH	ITA	

The National Council for the Recovery of Ukraine from the Consequences of the War

Ukraine Recovery Plan: Financial System Functioning, Reform and Development

July 2022

Committee № 2

Working group "Financial System Functioning, Reform and Development"

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SUMMARY

The war significantly affected the financial system. According to national and international expert institutions, Ukraine's GDP losses in 2022 due to the russian military aggression may range from 30% to 50%. As a result of the economic downturn, state and local budget revenues are declining, while defense spending is rising. At the beginning of the war, the Parliament provided a number of benefits for taxes and duties to support business in difficult times. At the same time, the macroeconomic stability in recent years, the institutional capacity of the Ministry of Finance and the National Bank of Ukraine, and the priority measures taken allow the government to keep the situation under control in this extremely difficult period.

In order to ensure quick recovery, stimulate economic growth in the medium term and implement the European course of Ukraine, it is necessary to pursue a prudent fiscal policy, increase the efficiency of expenditures and tax/customs administration. At the same time, it is important to maintain partnership relations between business and the Government and improve the investment climate considering the social and environmental dimensions. Economic recovery requires financing, which can be provided through lending to businesses by commercial banks or raising capital through developed capital markets in Ukraine.

The purpose of the Recovery Plan is to rebuild a modern, stable and efficient financial system aimed at ensuring the financial stability of the state and creating conditions for further sustainable growth of a socially inclusive economy and improving citizens' welfare through providing efficient savings, distribution and circulation of financial resources in the economy.

The Recovery Plan of the Working Group "Financial System Functioning, Reform and Development" is divided into areas: "State (public) finances" and "Development of the banking system, non-banking financial services and capital markets".

Achieving the goal of the area "State (public) finances" is expected by accomplishing the following strategic objectives:

- **Budget and debt policy**: Implement policies that will help restore fiscal and debt sustainability, ensure budget transparency and predictability of the budget system, increase the efficiency of budget expenditures and strengthen the financial capacity of local communities to ensure complete and timely financing of state commitments at national and local levels;
- **Tax policy**: Building a tax system that takes into account the requirements for Ukrainian integration into the global economy as a reliable tax jurisdiction, that provides taxpayers with the opportunity to fulfill their responsibilities necessary for the recovery and sustainable development of the country;
- **Customs policy**: Building a predictable customs system based on EU practice, which increases the quality of foreign trade in Ukraine, balances the security function of customs and partnerships with business, and integration of Ukrainian enterprises into international supply chains.
- Achieving the goal of the area "Development of the banking system, non-banking financial services and capital markets" is expected by accomplishing the following strategic objectives:
- **Banking system and non-bank financial services market:** Ensuring the stability of the financial system and providing businesses with affordable bank lending;
- **Capital markets:** Activation and efficiency increase of capital markets and organized commodity markets, as well as integration of Ukrainian capital markets into the European financial area in order to attract foreign investment in equity and debt capital of real sector enterprises.

Current state of the industry/sector:

As a result of the performed financial sector reforms Ukraine achieved macroeconomic and financial stability, the public debt-to-GDP ratio decreased, stable banking system functioning was ensured, and all the international credit rating agencies increased Ukraine's credit rating. In recent years, Ukraine completed the following:

- Performed the financial sector reform, which contributed to the increased ability of regulators and financial market participants to withstand crises;
- Introduced large-scale customs and tax authorities transformation processes with the support of the international partners;
- Achieved progress in approximating Ukrainian law (incl. tax and customs) to the EU legislation in the framework of the EU Association Agreement and other international obligations of Ukraine;
- Initiated changes to insurance market oversight.

In the first hours of the large-scale russian invasion, a number of measures were taken to maintain the stable operation of the banking system and banking payment infrastructure, which allowed to avoid a critical outflow of funds from the banking system. To ensure price and financial stability the exchange rate was fixed and a number of administrative restrictions were introduced. To mitigate the economic shock a decision was made to introduce tax benefits and additional social benefits.

The drastic decline in economic activity and tax and customs policy changes led to a significant reduction in tax revenues in February-May. The abolition of VAT and customs duties on imports led to a decrease in budget revenues, as well as to increased imports of goods in April and May, despite the implementation of a list of critical imports. At the same time, budget expenditures have increased significantly, primarily for military needs and social programs, business support, and the reconstruction of critical infrastructure in the regions affected by russian shelling and bombing. Expenditure prioritization has been introduced. The minimal need for financing the fiscal gap, according to the Ministry of Finance, is about USD 5 billion per month.

The budget deficit from March to May was financed primarily through direct buyouts by the National Bank of Ukraine and the market placement of war bonds. Another source of funding was international soft loans, while the amount of international grants (which are credited to budget revenues) is not yet significant. Inflation and devaluation pressures remain high and are growing, in particular, due to supply chain disruptions, difficult logistics and rising energy prices.

During the war financial institutions face significant problems in their activities: the inability to work in regions where active military actions are taking place, the decrease in customer solvency, damage or destruction of collateral, and lack of staff. At the same time, the amount of clients' funds in banks increased, which ensured a consistently high level of liquidity despite the risks. The banks maintained a moderate demand for credit resources from corporations, which was facilitated by the simplification of conditions for participation in the state program "Affordable Loans 5-7-9%". In the future, the main factor influencing the financial condition of banks will be the realization of credit risk, which will significantly reduce the capital of banks.

The war has significant impact on the functioning of the financial system, but all government functions are currently being performed, and the banking and budget systems are proving their resilience, including the National Bank, Ministry of Finance, State Treasury Service, State Tax Service and State Customs Service and other institutions that continue to work together and take measures to stabilize the work. Further losses from the war and impact on the financial system depend, among other things, on the duration of the active phase of the military actions, the scale of destruction, availability and speed of receiving international aid, the implementation of policies to support the economy, transparency and predictability of the state policy in all spheres.

Key indicators, the impact of the war on the industry, the state of implementation of policy documents, etc.

This year 7 laws were adopted amending the Law of Ukraine "On the State Budget of Ukraine for 2022", as a result of which the budget revenues were increased by UAH 26.5 billion, or by 2%, the budget expenditures were increased by UAH 581.7 billion, or 38.8%, the deficit limit increased by UAH 555.3 billion, or 3.9 times.

At the same time, the increase in state budget expenditures was made, first of all, on:

- implementation of measures to increase the defense capabilities and security of the state – UAH 338 billion;
- replenishment of the reserve fund - UAH 201.5 billion (of which UAH 200 billion is aimed exclusively at implementing security and defense measures, financial support for internally displaced persons);
- social protection and social security - UAH 38.4 billion.

In January-May 2022, the revenues of the general fund of the state budget amounted to UAH 467.2 billion, which was 99.8% of the revised plan for this period. At the same time, there was an unplanned receipt of certain incomes, most of which were:

- grants, assistance and other transfers from the EU, foreign governments, international organizations, donor institutions (+38.3 billion UAH, or 13 times, mostly unplanned and received in April-May);
- part of net profits of state-owned enterprises and dividends on the state share of ownership (+36.6 billion UAH, or 14.9 times, mainly due to advance payments in March);
- value-added tax on goods (works, services) produced in Ukraine, taking into account the budget reimbursement (+16.2 billion UAH, or 23.7%);
- rent for subsoil use (+9.3 billion UAH, or 30.6%);
- funds transferred by the National Bank (+5.2 billion UAH, or 38.3%, received early in February);
- excise tax on excisable goods (products) imported into the customs territory of Ukraine (+3.9 billion UAH, or 63.7%).

At the same time, the target indicators of some revenues have not been met, in particular: value-added tax on goods imported into Ukraine (-70.8 billion UAH, or 45.1%); corporate income tax (-13.4 billion UAH, or 17.8%), excise tax on excisable goods (products) produced in Ukraine (-11.7 billion UAH, or 45.9%); import duty (-5 billion UAH, or 49.7%); personal income tax and military tax (-3.4 billion UAH, or 6%).

According to the information from the State Treasury Service for 5 months of the current year, cash expenditures of the general fund of the state budget were made in the amount of UAH 740 billion, or 74.4% of the revised plan for this period. Funding for defense and security and social benefits was a priority for spending.

In January-May 2022, the general fund of the state budget deficit amounted to UAH 270.8 billion (51.5% of the revised plan for this period), public debt repayment amounted to UAH 169.3 billion (99.5% of the revised plan for this period), payments on public debt service were UAH 75 billion (97.5% of the revised plan for this period).

State borrowings to the general fund of the state budget during 5 months of the current year amounted to UAH 376.6 billion, or 170.5% of the plan for this period. In particular, UAH 225.5 billion were attracted from the placement of State Treasury Service bonds to finance the state budget, of which UAH 200.2 billion was due to the issuance of war bonds (including UAH 120 billion acquired by NBU). External borrowings amounted to UAH 151.1 billion, of which significant funds were received from: the International Monetary Fund (UAH 41.3 billion / USD 1.4 billion); the European Union (UAH 37.1 billion / EUR 1.2

billion); the International Bank for Reconstruction and Development (UAH 22.6 billion / USD 285.8 million and EUR 0.4 billion); the European Investment Bank (UAH 21.1 billion / EUR 639 million); the Government of Canada (UAH 11.5 billion / USD 392.8 million); the French Development Agency (UAH 9.7 billion / EUR 300 million); the German credit institution for reconstruction (UAH 4.8 billion / EUR 150 million); the Japan International Cooperation Agency (UAH 3 billion / JPY 13 billion).

Since the beginning of the year, 4 Government resolutions have been made that provide state guarantees in 2022 to ensure partial fulfillment of debt obligations on the portfolio of loans of 28 creditor banks provided to micro, small and medium enterprises, the residents of Ukraine, in total almost UAH 23 billion. During 4 months of the current year, relevant state guarantees were provided in the amount of UAH 19.1 billion, of which UAH 17.9 billion in April.

Funds of budgets and other clients of the State Treasury Service on June 1, 2022 amounted to UAH 24.7 billion, including: on the State Treasury Service single account – UAH 10.4 billion, on the accounts of the State Treasury Service in banking institutions – UAH 1.5 billion, on other accounts – UAH 12.8 billion.

Inflationary pressures are rising, prompting accelerated normalization of monetary policy. Consumer inflation accelerated to 18% YoY in May compared with 16.4% YoY in April. Given the increase in macroeconomic risks in June, the NBU returned to active interest rate policy, raising its Key Policy Rate from 10% to 25%, which will strengthen the protection of hryvnia income and savings and help the NBU to ensure exchange rate stability and curb inflation during the war.

Timely coordination of the efforts of the international partners and the government of Ukraine is an important element in the implementation of post-war recovery tasks. This will be facilitated by the implementation of the Public Finance Management Strategy 2022-2025, which was prepared in coordination with international partners and adopted in December 2021, and the Strategy of Ukrainian Financial Sector Development until 2025.

Further activities on the reform and development of the financial system should focus primarily on the implementation of already adopted policy documents, a gradual return to the operating conditions, that were before 24 February 2022, and the alignment of national legislation with EU legislation.

Key challenges of the area:

- Partial or complete destruction of infrastructure and industrial and logistical facilities
- Economic recession
- Growing state budget deficit and public debt
- Decrease in tax revenues, payment of taxes in advance, uncertainty about the payment of taxes by the end of the year
- Significant burden on the state budget while reducing revenues and increasing expenditures
- Further prioritization of expenditures and ensuring their efficiency and achievement of results
- Pressure on the national currency due to the deterioration of the balance of payments and the realization of pro-inflationary risks
- Capital outflows and deterioration of the financial condition of financial institutions
- Simultaneous rapid decline in real and nominal incomes and savings of the population
- High risks to the national economy and specific enterprises in the military and post-war economy
- Legislation on the functioning of the financial system that is not fully harmonized with EU legislation slows down European integration and accession to the EU

- Failure to fully apply the practice of combating fraud and terrorism through the instruments of customs and tax policy, the use of the security function of customs authorities
- Deteriorating financial conditions in international markets due to tighter financial conditions, the slowdown in the world economy and geopolitical tensions.

Key opportunities:

- Wide access to international cooperation and support from Ukraine's partners
- Accelerate efforts to analyze gaps and bring Ukrainian legislation in line with EU legislation
- Ukraine's further integration into the global economy as a reliable tax jurisdiction, whose tax policy provides taxpayers with an opportunity to fulfill their responsibilities, and allows the state to fund its obligations
- Integration of Ukraine's financial system with the EU countries
- Providing the financial system with long-term resources and expanding lending
- Rapid development of digital channels for financial services
- Strengthening the security of financial institutions.

Key constraints / framework:

- Uncertainty about the timing of the end of military actions
- Continuation of the infrastructure destruction until the end of military actions
- High need for funding the defense expenditures and further reconstruction of the country
- Lack of internal financial resources
- Maintaining price and financial stability
- Maintaining a balance between price and financial stability and economic development
- Insufficient level of Ukraine’s investment attractiveness
- High risks for restoration of crediting of the economy
- Destruction and damage of collateral for bank loans.

AREA: "STATE (PUBLIC) FINANCES"

SUBGROUP 1: TAX POLICY

1. The main issues that need to be resolved as a part of the Recovery Plan in the field of "Finance system operation, its transformation, and development"

Impact of the war on the defined sphere of analysis:	
Key challenges (summarized for a defined scope: **Tax policy**)	1. The need to find a balance between ensuring financing of the most critical budget items and encouraging restoration of the economy 2. Urgent need to improve procedures for the administration of mandatory payments to ensure transparency, eliminate unnecessary bureaucratic processes, and reduce administrative costs 3. Urgent need to transform the administration procedure of certain taxes according to the best international tax standard 4. The need to enhance the institutional capacity of tax authorities to ensure tax control's effectiveness and increase taxpayers' satisfaction with the level of service 5. The need to ensure fiscal discipline and maintain taxpayers' tax culture in the conditions of instability of political environment 6. Accumulating risks with a high probability of their occurrence – the mass nature and catastrophic character of the damages for people and businesses due to the warfare, which will significantly impact the level of tax revenues and taxpayers' possibilities to fulfill their obligations
Key opportunities (summarized for a defined scope: **Tax policy**)	1. The opportunities for developing the tax system, which considers the requirements for Ukraine's EU integration and the global economy as a reliable tax jurisdiction, ensure possibilities for taxpayers to fulfill their obligations and possibilities for the State –to fund its obligations 2. Unprecedented support of world leaders, prospects of Ukraine becoming a candidate country for EU membership. Opportunities for gradual harmonization of the tax and customs legislation of Ukraine with EU legislation (as a condition of EU membership) 3. Introduction of new IT solutions that are compatible with EU IT solutions that create new instruments to develop a risk analysis system, provide a balance of control measures and simplification and ensure fulfillment of the candidate's criteria for EU membership in the maturity of IT systems of tax authorities
Key constraints (summarized for a defined scope: **Tax policy**)	1. Inability to predict the time of the end of the war on the territory of Ukraine and the state of the infrastructure: - constant risks of increasing destruction of logistics, customs, other infrastructure, and the complexity of planning its reconstruction - the need to take into account the limitations of business in the restoration and development of foreign economic relations and volumes of export (lost or destroyed means of production, logistics routes, etc.; difficulty in keeping labor resources, ,

Impact of the war on the defined sphere of analysis:	
	unpredictability in the planning of business preservation, and development; decrease in volume and geography of markets for sale of goods and services; dependence on foreign exchange restrictions, currency fluctuations and unpredictable trends in the financial market during the war) 2. Inability to determine the fundamental indicators necessary to assess the effectiveness of the tax system, including for the purpose of defining the directions of its transformation in the post-war period (the number of active taxpayers at the time of the cancellation or termination of the martial law, the amount of tax debt, the number of accumulated losses, the number of hired workers and self-employed who continue their activity, etc.) 3. The need to finance the expenditures of the State budget in conditions of sharply falling revenues because of the war. 4. The inability of "immediate" implementation of any significant changes, the need for time for their development and implementation, especially the in part of IT systems of the State Tax Service and other state authorities

2. Goals, objectives, and stages of the Recovery Plan in the defined scope

2.1. Specific goals

	Stage I: June 2022 – end of 2022	**Stage II: January 2023 – December 2025**	**Stage III: January 2026 – December 2032**
I. COMPLEX ISSUES			
1.1. Presence of urgent issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Settlement of the issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities. Resolution of		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	particular technical problems that have arisen in the administration of taxes and duties as a result of the martial law period introducing		
Deadline within the stage	December 2022.		
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities		
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		
The total amount of financial resources required to achieve the goal	Does not require additional funding		
Proposed sources of financing	X		
Connection with other areas	WG on finance system operation, its transformation, and development /WG on customs policy		
International reports, standards, and regulations	X		
The related sphere of EU law regulation	X		
1.2. Presence of issues that must be resolved in tax periods accounting for the moment of termination or lifting of martial law, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance supervised by the control authorities.			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Settlement of the issues that must be resolved in tax periods accounting for the moment of termination or cancellation of martial law period, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance with which is supervised by the control authorities. Resolution of particular technical problems has arisen in the administration of taxes and duties after the termination or lifting of the martial law	
Deadline within the stage		Three months after lifting the martial law	
Risks for achieving the goal		Inability to predict the time of the termination or lifting of the martial law Inconsistency of positions of state authorities	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing		X	
Connection with other areas		WG on finance system operation, its transformation, and development /WG on customs policy	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
1.3. The inconsistency of Ukrainian legislation with the tax legislation of the European Union, the need for approximation due to granting Ukraine the EU candidate status.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (II):** Development of recommendations on the order of processing of the EU Directives` provisions on accrual and payment of taxes and administration of taxes that are required to be implemented in the Ukrainian legislation	**Goal 2 (II):** Development of provisions and proposals for the introduction of amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) following the results of the previous stage	**Goal 3 (III):** Preparation and adoption of legislative amendments necessary for the implementation of the EU Directives to the legislation of Ukraine **Goal 4 (III):** Development and introduction of the necessary IT solutions
Deadline within the stage	December 2022	December 2025	**Goal 3 (III):** December 2026 **Goal 4 (III):** December 2028
Risks for achieving the goal	Military aggression of aggressor-state Inconsistency of positions of state authorities	Lack of knowledge of EU legislation in the state authorities of Ukraine.	Inconsistency of positions of state authorities Lack of knowledge of EU legislation in the state authorities of Ukraine
Measurable indicator of goal achievement	Developed "The Roadmap of harmonizing Ukrainian legislation with EU tax legislation"	Developed amendments to Ukrainian legislation according to the approved roadmap	**Goal 3 (III):** Approved amendments to Ukrainian legislation developed according to challenges for achieving goal 2 (II);

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			Development and amendment of secondary legislation to implement the approved changes to the legislation of Ukraine. **Goal 4 (III):** Developed and introduced necessary IT solutions in connection with changes to the legislation of Ukraine.
The total amount of financial resources required to achieve the goal	Additional calculations are required	Additional calculations are required	Additional calculations are required
Proposed sources of financing	International technical assistance is required (project EU4PFM)	International technical assistance is required	International technical assistance is required
Connection with other areas	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy, WG "Digitalization"
International reports, standards, and regulations	X	X	X
The related sphere of EU law regulation	**Ref. to** Section 7 "The main legislative acts of the EU in the sphere of taxation and their implementation in the legislation of Ukraine"		
1.4. A request of taxpayers to determine and implement comprehensive qualitative transformations of the tax system in the postwar period. Within the framework of post-war reconstruction, Ukraine will face the issue of a significant transformation of tax policy that is connected not only to the necessity of considering the peculiarities and trends of economic development during the post-war period but to reconsidering vectors of expenditures within public financing. Key internal constraints and challenges will be the need for balance-building between the desire of taxpayers, both within the framework of taxation of personal incomes and corporate income tax, provision of tax privileges, reduction of the tax burden, and general liberalization of the tax system and also requirements of the business that are ensuring a high degree of involvement of the state in providing broad-based services to cover the needs of the private sector of the economy			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
for external financial resources and private ones to coverage not only of social guarantees but also compensation of damages caused by military actions (in particular, expansion of the state program of financing of the plan of “affordable housing”, coverage of lost income, etc.). Such a discussion requires harmonizing national tax legislation with EU law and Ukraine's integration into the world economy as a reliable tax jurisdiction. The proposed changes should ensure taxpayers' possibilities to fulfill their obligations and the state's possibilities to fund its obligations. An important requirement is to apply a comprehensive approach to the analysis of all elements of the tax system, taking into account the world`s best practices and trends in global tax policy development. Uncertainty at the first stage of the Plan regarding the amount of funding, which should be covered at the following stages through public sources, and lack of the possibility to forecast the uniformity of tax payments (because of the uncertainty of the number of taxpayers' figures, their distribution by sector of the economy, their financial condition at the moment of termination or lifting of the martial law and also their solvency and potential for economic growth) almost impossible to discuss the volume of tax incentives for their implementation in the medium and long term (from five and more years). As a result, the discussion of transformation directions should take place at the first stage, but the completion can be within the second stage of the Plan. Such a forum requires the involvement of not only national experts and business associations representatives but also international experts – OECD, Global Forum on Transparency and Exchange of Information for Tax Purposes, IMF, EU.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Development of the Concept of Transformation of the Tax System of Ukraine in the Post-War Period (with the Involvement of National and International Experts, OECD, IMF, and EU Experts)	**Goal 2 (II):** Clarification and harmonization of the Concept of transformation of the tax system of Ukraine in the post-war period. **Goal 3 (II):** Preparation and adoption of legislative changes provided by the Concept of Transformation of the Tax System of Ukraine. **Goal 4 (III):** Development and implementation of necessary IT solutions.	
Deadline within the stage	December 2022	**Goal 2 (II):** Two months after termination or lifting the martial law. **Goal 3 (II):** Six months after termination or lifting the martial law. **Goal 4 (II):** Terms are defined by amendments.	
Risks for achieving the goal	Military aggression of aggressor-state	**Goals 2 (II), 3 (II):**	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	Inconsistency of positions of state authorities and interested parties (stakeholders) Inconsistency of the proposals developed the Concept of the position of international partners	Inability to predict the time of the termination or lifting of the martial law **Goal 4 (II):** Lack of funding	
Measurable indicator of goal achievement	Developed "Concept of transformation of tax system of Ukraine", which takes into account requirements for Ukraine's integration into the world economy as a reliable tax jurisdiction, ensure taxpayers' possibilities to fulfill their obligations and the state's possibilities to fund its obligations	**Goal 3 (II):** Amendments to the legislation of Ukraine have been developed according to challenges for achieving goal 2 (II). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine. **Goal 4 (II):** Developed and introduced necessary IT solutions in connection with changes to the legislation of Ukraine.	
The total amount of financial resources required to achieve the goal	Additional calculations are required	Additional calculations are required	
Proposed sources of financing	International technical assistance is required.	International technical assistance is required	
Connection with other areas	WG on finance system operation, its transformation, and development / WG on customs policy, WG "Eurointegration", WG "Economic recovery and development", WG "Digitalization", WG "Social policy", WG	WG on finance system operation, its transformation, and development / WG on customs policy, WG "Eurointegration", WG "Economic recovery and development", WG "Digitalization", WG "Social policy", WG	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	"New Agricultural policy", and other working groups	"New Agricultural policy", and other working groups	
International reports, standards, and regulations	X	X	
The related sphere of EU law regulation	X	X	
II. VALUE-ADDED TAX PAYMENT			
2.1. The inconsistency of legislation of Ukraine on value-added tax (VAT) with some of the provisions of Directive 2006/112/EU dated 28 November 28 2006 "On the common system of value-added tax".			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Identifying the provisions of the EU Directive 112 (Directive 2006/112/EU dated 28 November 28 2006 "On the common system of value-added tax") that are required to be implemented in the legislation of Ukraine on value-added tax (VAT) and other legislation (if necessary)	**Goal 2 (II):** Development of provisions and proposals for the introduction of amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) following the results of the previous stage	**Goal 3 (III):** Development and introduction of the necessary IT solutions
Deadline within the stage	December 2022	December 2025	April 2027
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities involved in the process of implementation of Directive 2006/112/EU	Inconsistency of positions of state authorities involved in the process of implementation of Directive 2006/112/EU	Inconsistency of positions of state authorities involved in the process of implementation of Directive 2006/112/EU
Measurable indicator of goal achievement	Developed "The Roadmap of harmonizing Ukrainian legislation with Directive 2006/112/EU"	Developed and approved amendments to Ukrainian legislation harmonizing Ukrainian tax legislation with Directive 2006/112/EU	Developed and introduced necessary IT solutions in connection with changes to the legislation of Ukraine

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal	Additional calculations are required	Additional calculations are required	Additional calculations are required
Proposed sources of financing	International technical assistance is required (project EU4PFM)	International technical assistance is required	International technical assistance is required
Connection with other areas	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy	WG “Eurointegration”, WG on finance system operation, its transformation, and development / WG on customs policy
International reports, standards, and regulations	X	X	X
The related sphere of EU law regulation	Directive 2006/112/EU dated 28 November 2006 “On the common system of value-added tax”): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32006L0112	X	X
III. EXCISE DUTY			
3.1. The need to perform the obligations under the Association Agreement between Ukraine and the EU (in the part of excise duty on fuel). A shortfall in revenues to the state budget. The necessity to ensure financing of particular State Road Fund.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Removal of tax privileges (duty rate “0”) for excise duty on fuel (step-by-step increasing of excise duty rates on fuel to its pre-war levels, and after that – to the minimal EU rates		
Deadline within the stage	December 2022		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities		
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		
The total amount of financial resources required to achieve the goal	Does not require additional funding		
Proposed sources of financing	X		
Connection with other areas	WG “Eurointegration”		
International reports, standards, and regulations	X		
The related sphere of EU law regulation	X		
3.2. The necessity of implementing an Association Agreement between Ukraine and the EU (in the part of monitoring the movement of excise goods). Improvement of administration of the excise duty on fuel and ethyl alcohol.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Processing of the suggestion to improve the system of electronic administration of fuel and ethyl alcohol turnover (SEAFEAT)	**Goal 2 (II):** Preparation and negotiation with the Tax Service of Ukraine and business entities, the legislative amendments on reflection at the SEAFEAT the data on the owners of fuel for further identification of fake operation (currently, the records are	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		made using the places of storage and shipment) **Goal 3 (II):** Renewing the IT solutions (systems) used by the Tax Service of Ukraine	
Deadline within the stage	December 2022	**Goal 2 (II):** June 2023 **Goal 3 (II):** Six months after the adoption of legislative changes	
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities and interested parties (stakeholders)	Inconsistency of positions of state authorities.	
Measurable indicator of goal achievement	Developed suggestions for improvement SEAFEAT	**Goal 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 3 (II):** IT solutions of the State Tax Service have been updated by the changes introduced	
The total amount of financial resources required to achieve the goal	**Goal 1 (I):** Does not require additional funding	**Goal 2 (II):** Does not require additional funding **Goal 3 (II):** Additional calculations are required	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing		**Goal 3 (II):** International technical assistance is required	
Connection with other areas	WG “Eurointegration”	WG “Eurointegration”	
International reports, standards, and regulations	X	X	
The related sphere of EU law regulation	X	X	
3.3. Pressure on business entities storing fuel for their purposes and removing the obstacles to exercise of their legal business activities.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Removing pressure on business entities storing fuel for their purposes and any obstacles to exercise of their legal business activities		
Deadline within the stage	December 2022		
Risks for achieving the goal	Military aggression of aggressor-state Inconsistency of positions of state authorities		
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		
The total amount of financial resources required to achieve the goal	Does not require additional funding		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing	X		
Connection with other areas	X		
International reports, standards, and regulations	X		
The related sphere of EU law regulation	X		
3.4. The need for approximation of Ukrainian legislation to the provisions of EU legislation on control over the tobaccos turnover.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Regulatory control on the introduction of an electronic system of control over the tobaccos circulation	**Goal 1 (II):** Regulatory control on the introduction of an electronic system of control over the tobaccos circulation **Goal 2 (II):** Development of IT solutions to introduce an electronic system of control over the tobaccos circulation	
Deadline within the stage	December 2022.	**Goal 1 (II):** December 2023 **Goal 2 (II):** December 2025	
Risks for achieving the goal	**Goal 1 (I):** Military aggression of aggressor-state. Inconsistency of positions of state authorities	**Goal 1 (II):** Inconsistency of positions of state authorities and interested parties (stakeholders) **Goal 2 (II):** Ineffectiveness of the development of the appropriate IT solution	
Measurable indicator of goal achievement	Draft Law of Ukraine has been developed	**Goal 1 (II):** Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4)	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 2 (II):** IT system of the State Tax Service was updated to comply with legal changes and put into operation	
The total amount of financial resources required to achieve the goal	Does not require additional funding	Additional calculations are required	
Proposed sources of financing	X	**Goal 2 (II):** Funds within the framework of The State Tax Service financing	
Connection with other areas	WG “Eurointegration”, WG “Digitalization”	WG “Eurointegration”, WG “Digitalization”	
International reports, standards, and regulations	X	X	
The related sphere of EU law regulation	X	X	
3.5. The need for improvement of licensure for facilitating doing business and simplification of administration			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Lifting the paper-based licenses. Application of general requirements to the procedure of licenses` issuance and cancellation on all types of activities with excise goods	
Deadline within the stage		December 2023	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Risks for achieving the goal		Inconsistency of positions of state authorities and interested parties (stakeholders)	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Additional calculations are required	
Proposed sources of financing		Funds within the framework of The State Tax Service financing	
Connection with other areas		X	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
3.6. The need for regulation of consumption level of harmful to health food products in the way of excise duty introduction on them [tax on sugar-sweetened beverages].			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Introduction of excise duty on sugar-sweetened beverages for decreasing consumption of sugar-sweetened beverages	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage		December 2024	
Risks for achieving the goal		Risk of administrative and organizational performance of tasks (lack of coordination of positions, lack of understanding between the state authorities involved in the project)	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Additional calculations are required	
Proposed sources of financing		To be clarified	
Connection with other areas		WG “Health care” (providing measures to overcome key risk factors, which causes a high burden of disease)	
International reports, standards, and regulations		Taxes on Sugar-Sweetened Beverages Summary of International Evidence and Experiences. World Bank: https://elibrary.worldbank.org/doi/abs/10.1596/33969 Policy brief: sugar-sweetened beverage taxation. UNICEF:	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		https://www.unicef.org/media/116681/file/Sugar-Sweetened%20Beverage%20(SSB)%20Taxation.pdf? An analysis of the sugar-sweetened beverages tax in Catalonia, Spain: https://www.fao.org/publications/card/en/c/CB4176EN Implementing Taxes on Sugar-Sweetened Beverages: An overview of current approaches and the potential benefits for children. March 2019: https://scalingupnutrition.org/news/implementing-taxes-on-sugar-sweetened-beverages-an-overview-of-current-approaches/ A role for taxation in reducing Australia's sugar consumption: https://taxpolicy.crawford.anu.edu.au/sites/default/files/uploads/taxstudies_crawford_anu_edu_au/2022-03/complete_policy_brief_1_2022_m_parkes.pdf Paving the way for a sugar-sweetened beverages tax in Estonia: https://policycommons.net/artifacts/546044/paving-the-way-to-a-sugar-sweetened-beverages-tax-in-estonia/1523650/	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The related sphere of EU law regulation		Regulation of the European Parliament and the Council (EU) № 1169/2011 of 25 October 2011 on the provision of food information to consumers Regulation of the European Parliament and the Council (EU) №1333 / 2008 of 16 December 2008 on food additives	
IV. CORPORATE PROFIT TAX			
4.1. The need to implement provisions of OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 and BEPS Actions 7, 8-10 and 13 that have not been fully implemented.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Improvement of transfer pricing rules considering the OECD Recommendations and international taxation experience		
Deadline within the stage	December 2022		
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities and interested parties (stakeholders)		
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal	Additional calculations are required		
Proposed sources of financing	To be clarified		
Connection with other areas	Need to attract qualified specialists and international experts		
International reports, standards, and regulations	OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022: https://www.oecd.org/tax/transfer-pricing/oecd-transfer-pricing-guidelines-for-multinational-enterprises-and-tax-administrations-20769717.htm		
The related sphere of EU law regulation	X		
4.2. The need for developing incentives for reinvestment in capital expenditures for corporate profit tax taxpayers.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** The development of incentives for replacing outdated, worn-out, lost, and damaged manufacturing equipment through reinvestment		
Deadline within the stage	December 2022		
Risks for achieving the goal	Military aggression of aggressor-state. Inconsistency of positions of state authorities and interested parties (stakeholders)		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		
The total amount of financial resources required to achieve the goal	Additional calculations are required		
Proposed sources of financing	To be clarified		
Connection with other areas	X		
International reports, standards, and regulations	X		
The related sphere of EU law regulation	X		
V. PERSONAL INCOME TAX			
5.1. The existence of an imbalance in revenues of personal income tax (PIT) between local budgets			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Change PIT`s allocation mechanism according to the European rules based on information on where the taxpayers reside and vote **Goal 2 (II):** The development of IT decisions for ensuring the PIT`s allocation mechanism using the taxpayer`s place of residence	
Deadline within the stage		**Goal 1 (II):** June 2023.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		Goal 2 (II): January 2025.	
Risks for achieving the goal		**Goal 1 (II):** Political resistance to large cities that benefit from the current system The unwillingness of residents to register the change of their place of residence **Goal 2 (II):** Lack of resources to develop and implement new information systems	
Measurable indicator of goal achievement		**Goal 1 (II):** Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 2 (II):** Developed and implemented IT solutions envisaged by changes to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Additional calculations are required	
Proposed sources of financing		**Goal 2 (II):** International technical assistance is required	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Connection with other areas		WG “Public Administration", WG “Infrastructure Restoration and Development", WG “Economic Recovery and Development", WG “Construction, urban planning, modernization of cities and regions", WG “Eurointegration", WG “Digitalization"	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
5.2. The need to introduce incentive models for the taxation of individuals.			
Each stage's goal to be achieved to solve the problem			**Goal 1 (III):** The development of a legal base for the introduction of family-based taxation (household taxation): - granting of rights to specific categories of individuals to tax their total income by submitting a single joint declaration and the possibility of a joint tax discount (regard for common expenses) - increase of tax discount by providing tax deductions for expenses on dependent persons. **Goal 2 (III):** Development of IT solutions to provide the mechanism of family-based taxation.
Deadline within the stage			**Goal 1 (III):** January 2026.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			Goal 2 (III): January 2027.
Risks for achieving the goal		Risk of administrative and organizational performance of tasks (lack of coordination of positions, lack of understanding between the state authorities involved in the project)	**Goal 1 (III):** Risk of administrative and organizational performance of tasks (lack of coordination of positions, lack of understanding between the state authorities involved in the project. Political resistance to large cities that benefit from the current system; including the unwillingness to reduce the amount of PIT collected to the budget due to the expansion of the tax credit **Goal 2 (III):** Lack of resources to develop and implement new information systems
Measurable indicator of goal achievement			**Goal 1 (III):** Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4). Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 2 (III):** Developed and implemented IT solutions envisaged by changes to the legislation of Ukraine

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal			**Goal 2 (II):** International technical assistance is required
Proposed sources of financing			To be clarified
Connection with other areas			WG “Social Policy", WG “Digitalization"
International reports, standards, and regulations			X
The related sphere of EU law regulation			X
VI. RENT PAYMENT			
6.1. The need for simplification of rent payment administration and the development of equal conditions of taxation for all the mobile communication operators.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Lifting all the step-up and step-down ratios applied to the rent payment rates for using radio frequency resources for cellular communication with the simultaneous revision of rates	
Deadline within the stage		December 2022	
Risks for achieving the goal		Inconsistency of positions of state authorities and interested parties (stakeholders)	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted (as defined in Section 4) Relevant secondary legislation has been developed and adopted to implement	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		X	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
VII. ENVIRONMENT TAX			
7.1. The need for transformation of the national system of environmental taxation`s structure according to the EU classification standards.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** To reconsider the environment tax rates for waste disposal using the “polluter pays more” principle **Goal 2 (II):** To carry out analytical work and introduce an environmental taxation mechanism change regarding carbon dioxide emissions (CO^2) **Goal 3 (II):** To carry out analytical work necessary for the approximation of the current system of national environmental taxation to the EU tax system	**Goal 4 (III):** To harmonize the current system of national environmental taxation in Ukraine with the EU tax system
Deadline within the stage		**Goal 1 (II):** December 2022 **Goal 2 (II):** December 2023	December 2026

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		Goal 3 (II): December 2023	
Risks for achieving the goal		**Goals 1 (II), 2 (II), 3 (II):** Inconsistency of positions of public authorities and interested stakeholders	Inconsistency of positions of public authorities and interested stakeholders.
Measurable indicator of goal achievement		**Goals 1 (II), 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted (as specified in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 3 (II):** Analytical report regarding measures required to harmonize the existing system of national environmental taxation with the EU tax system	Amendments to the legislation of Ukraine have been developed and adopted (as specified in Section 4) Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine
The total amount of financial resources required to achieve the goal		Additional calculations are required	Additional calculations are required
Proposed sources of financing		International technical assistance	International technical assistance
Connection with other areas		WG “Environmental Safety”	WG “Environmental Safety”
International reports, standards, and regulations		Breuing J. A revision of Ukraine's Carbon Tax: https://www.lowcarbonukraine.com/wp-content/uploads/A-Revision-of-Ukraines-Carbon-Tax.pdf	X

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		OECD (2021). Effective Carbon Rates 2021. Pricing Carbon Emissions through Taxes and Emissions Trading: https://www.oecd-ilibrary.org/sites/0e8e24f5-en/1/3/1/index.html?itemId=/content/publication/0e8e24f5-en&_csp_=9e1e8b508d47c48ebab5cddb217622cd&itemOitig	
The related sphere of EU law regulation		X	Environmental taxes. A statistical guide / Luxembourg: Publications Office of the European Union, 2013: https://ec.europa.eu/eurostat/web/products-manuals-and-guidelines/-/ks-gq-13-005
VIII. LOCAL TAXES			
8.1. The need to strengthen the managerial functions of the local self-government bodies; improvement of local taxes administration; strengthening the financial capability and development of local authorities.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Grant additional powers to local self-government bodies in the part of local taxes and duties administration **Goal 2 (II):** Preparation of regulatory support for the introduction of real estate objects` estimated value for the aim of determining the tax base for imposing a tax on real estate other than a land plot **Goal 3 (II):** Development of IT solutions for the system of real estate objects for taxation aims	**Goal 4 (III):** Works on filling the registries regarding real estate objects` estimated value and verifying the authenticity of data possessed by control bodies **Goal 5 (III):** Introduction of requirements for applying the tax on real estate, other than a land plot, based on the estimated value of the real estate object

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage		**Goal 1 (II):** December 2023 **Goal 2 (II):** December 2025 **Goal 3 (II):** December 2025	**Goal 4 (III):** December 2026 **Goal 5 (III):** January 2027
Risks for achieving the goal		**Goals 1 (II), 2 (II):** Inconsistency of positions of public authorities and interested stakeholders. **Goal 3 (II):** Delay with the development of an appropriate IT solution Incomplete data of the State Register of Immovable Property Rights (data not transferred from the “old registers", which functioned until January 1, 2013)	**Goals 4 (III), 5 (III):** Lack (loss) of data to fill the registers on the appraised value of immovable property. Inconsistency of positions of public authorities and interested stakeholders on the audit of the completeness of these registers
Measurable indicator of goal achievement		**Goals 1 (II), 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 3 (II):** IT solutions developed and implemented following the legislation changes	**Goal 4 (II):** An audit of the reliability of the tax authorities’ databases in terms of taxpayers and objects for taxation by the tax on real estate, other than a land plot **Goal 5 (II):** Requirements for taxation by the tax on real estate, other than a land plot, based on the appraised value of the real estate have come into force and applied by taxpayers and tax authorities
The total amount of financial resources required to achieve the goal		Additional calculations are required	Additional calculations are required

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing		International technical assistance	International technical assistance.
Connection with other areas		WG “Justice", WG “Construction, urban planning, modernization of cities and regions"	WG “Justice", WG “Construction, urban planning, modernization of cities and regions"
International reports, standards, and regulations		X	X
The related sphere of EU law regulation		X	X
IX. UNIFIED SOCIAL CONTRIBUTION			
9.1. Insurers’ public request on finding opportunities for lowering the burden on the wage fund with a simultaneous maintaining of financial system stability and ensuring adherence to state guarantees to the insured according to the current types of compulsory state social insurance (social guarantees in case of unemployment, accidents or professional injuries, retirement security and other payments).			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Carry out the analytical work on determining the optimal model of accrual and payment of insurance contributions **Goal 2 (II):** Introduction of legislative amendments based on the chosen model	
Deadline within the stage		**Goal 1 (II):** June 2023 **Goal 2 (II):** December 2023	
Risks for achieving the goal		**Goals 1 (II), 2 (II):** Inconsistency of positions of public authorities and interested stakeholders regarding the model Inconsistency of the model with the position of international partners	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Measurable indicator of goal achievement		**Goal 1 (II):** The model of accrual and payment of insurance premiums is developed and agreed upon with interested stakeholders **Goal 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Additional calculations are required	
Proposed sources of financing		To be clarified	
Connection with other areas		WG “Social Protection"	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
X. ADMINISTRATION OF TAXES			
10.1. The need for the application of up-to-date approaches to tax audits. Introduction of electronic documentary audits (“E-audit”) for large taxpayers.			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Introduction of IT decisions for data processing of standard audit file (SAF-T UA) used for the aims of E-audit	**Goal 1 (II):** Introduction of IT decisions for data processing of	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		standard audit file (SAF-T UA) used for the aims of E-audit **Goal 2 (II):** Preparation and adoption of legislative amendments necessary for subsequent introduction of E-audit for large taxpayers	
Deadline within the stage	December 2022	**Goal 1 (II):** June 2023 **Goal 2 (II)**: December 2023	
Risks for achieving the goal	Lack of funding	**Goal 1 (II):** Lack of funding **Goal 2 (II):** Inconsistency of positions of public authorities and interested stakeholders	
Measurable indicator of goal achievement	**Goal 1 (I):** Software required for processing SAF-T UA file is purchased Tests for data analysis of the SAF-T UA file have been developed	**Goal 1 (II):** Implemented IT solutions for data processing of a standard audit file (SAF-T UA) **Goal 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal	300,000 Euros	Additional calculations are required	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing	International technical assistance	International technical assistance	
Connection with other areas	X	X	
International reports, standards, and regulations	OECD, Guidance for the Standard Audit File - Tax Version 2.0: https://www.oecd.org/tax/forum-on-tax-administration/publications-and-products/45045602.pdf	X	
The related sphere of EU law regulation	X	X	
10.2. The need for ensuring online – communication between control bodies and taxpayers aimed at achieving accessibility and transparency			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Preparation and adoption of legislative amendments necessary for providing the control bodies and taxpayers with the right of online communication during the conduction of the tax audits and consideration of taxpayers` objections, complaints, and other appeals **Goal 2 (II):** Introduction of IT solutions for online communication between control authorities and taxpayers	
Deadline within the stage		**Goal 1 (II):** January 2023 **Goal 2 (II):** December 2023	
Risks for achieving the goal		**Goal 1 (II):** Inconsistency of positions of public authorities and interested stakeholders **Goal 2 (II):** Lack of funding	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Measurable indicator of goal achievement		**Goal 1 (II):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 2 (II):** Developed and implemented IT solutions following the legislation changes	
The total amount of financial resources required to achieve the goal		Additional calculations are required	
Proposed sources of financing		International technical assistance	
Connection with other areas		WG “Digitalization”	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
10.3. Presence of problems with collection, storage, and analysis of data of payment transactions` registers and ensuring control over the execution of fiscal functions of the Register on payment transactions			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I).** Audit of the use of information technologies at the Tax Service of Ukraine in part of the functioning of the data accounting system of payment transaction registers	**Goal 2 (II):** Preparation of legislative amendments aimed at improving technologies for information transmitting from payment transaction registers to the Tax Service of Ukraine without the engagement of information	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	and elimination of identified shortcomings	acquirers and establishing requirements for payment transaction registers and the procedure for verification of the compliance with them **Goal3 (II):** The development (renewal) and introduction of IT solutions according to the introduced amendments	
Deadline within the stage	December 2022	**Goals 2 (II), 3 (II):** December 2023 - December 2025	
Risks for achieving the goal	Lack of funding	Lack of funding	
Measurable indicator of goal achievement	An audit of the information technology (IT audit) in the State Tax Service is conducted	**Goal 2 (II):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 3 (II):** IT solutions developed and implemented following the legislation changes	
The total amount of financial resources required to achieve the goal	Additional calculations are required	Additional calculations are required	
Proposed sources of financing	To be clarified	The State Tax Service's budget, international technical assistance	
Connection with other areas	WG "Digitalization"	WG "Digitalization"	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
International reports, standards, and regulations	X	X	
The related sphere of EU law regulation	X	X	
10.4. The existence of illicit trade. The existence of unequal competitive conditions due to the necessity of adhering to the requirements of goods accounting for conscientious taxpayers.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Introduction of compulsory goods accounting for all taxpayers in any taxation system	
Deadline within the stage		December 2023	
Risks for achieving the goal		Inconsistency of positions of public authorities and interested stakeholders	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		X	
International reports, standards, and regulations		X	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The related sphere of EU law regulation		X	
10.5. Presence of a great volume of tax privileges that influence the level of tax revenues; the absence of a unified approach to introducing tax privileges			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Lowering the amount and scope of tax privileges and developing a unified approach for the State to their introduction and control	
Deadline within the stage		December 2023	
Risks for achieving the goal		Inconsistency of positions of public authorities and interested stakeholders	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		X	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
10.6. A necessity for Ukraine to join the effective international system of automatic information exchange that will facilitate the fulfillment of the OECD recommendations and the need to improve the practice of international tax information exchange upon request and increase of transparency and reliability of Ukraine as a state-partner in information exchange			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Implementation of OECD international standards on transparency and information exchange for the aims of taxation	**Goal 2 (II):** Development of IT solutions for the introduction of automatic information exchange for tax purposes, as well as effective use of information	
Deadline within the stage	December 2022	December 2023	
Risks for achieving the goal	Lack of political support. Inconsistency of positions of public authorities and other interested stakeholders	Lack of funding to develop an appropriate IT solution Delay with the development of an appropriate IT solution in comparison to the specified deadlines for joining the automatic exchange of information Inconsistency of positions of public authorities and other interested stakeholders	
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	IT solutions developed and implemented following the legislation changes	
The total amount of financial resources required to achieve the goal	Does not require additional funding	Additional calculations are required	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Proposed sources of financing	X	The State Tax Service's budget, international technical assistance.	
Connection with other areas	WG "European Integration"	WG "European Integration"	
International reports, standards, and regulations	The standard for Automatic Exchange of Financial Account Information in Tax Matters: Implementation Handbook: https://www.oecd.org/tax/automatic-exchange/common-reporting-standard/	X	
The related sphere of EU law regulation	X	X	
10.7. The need for the introduction of individual models aimed at restructuring the tax debt for private persons and small and medium businesses			
Each stage's goal to be achieved to solve the problem	**Goal 1 (I):** Improvement of tax debt management and repayment system aimed at reducing the bureaucracy of the procedure and administrative costs for its repayment, ensuring the maximum automatization of the tax debt repayment processes	**Goal 2 (II):** Development and introduction of IT solutions for advanced tax debt management and repayment system	
Deadline within the stage	December 2022	December 2023	
Risks for achieving the goal	Inconsistency of positions of public authorities and other interested stakeholders	Lack of funding to develop an appropriate IT solution Delay with the development of an appropriate IT solution in comparison to the specified deadlines for joining the automatic exchange of information	
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted	IT solutions developed and implemented following the legislation changes	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine		
The total amount of financial resources required to achieve the goal	X	Additional calculations are required	
Proposed sources of financing	X	The State Tax Service's budget, international technical assistance	
Connection with other areas	WG "Justice", WG "Digitalization"	WG "Justice", WG "Digitalization"	
International reports, standards, and regulations	OECD (2014). Working Smarter in Tax Debt Management: https://www.oecd.org/ctp/working-smarter-in-tax-debt-management-9789264223257-en.htm Debt Respite Scheme (Breathing Space) guidance for creditors 31 May 2022: https://www.gov.uk/government/publications/debt-respite-scheme-breathing-space-guidance/debt-respite-scheme-breathing-space-guidance-for-creditors#contents OECD (2020). Tax Debt Management Network: Enhancing International Tax Debt Management: https://www.oecd.org/tax/forum-on-tax-administration/publications-and-products/enhancing-international-tax-debt-managament.pdf	X	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	IOTA. Risk analysis in tax debt management: https://www.iota-tax.org/system/files/ag-dm-tt3_0.pdf		
The related sphere of EU law regulation	An assessment of the performance of the Italian tax debt collection system: https://op.europa.eu/en/publication-detail/-/publication/f504d133-ae8d-400e-a37d-9bf6b56a492e/language-en	X	
XI. TAXATION OF CERTAIN SECTORS AND ACTIVITIES ACCORDING TO THE MEASURES OF THE RESTORATION PLAN			
11.1. Inconsistency of separate provisions of the Tax Code of Ukraine with the terminology of basic legislation on capital markets and organized commodity markets, and absence of harmonization of the taxation system in the abovementioned sphere with the tax incentives of investing.			
Each stage's goal to be achieved to solve the problem.	**Goal 1 (I):** Regulatory improvement of the taxation procedure of capital markets and organized commodity markets: - harmonization of the provisions of the Tax Code of Ukraine with the norms of special legislation regarding capital and organized commodity markets and legislation regarding the state regulation of financial services markets; - stimulating the development of personal investment in the capital market; - simplification of corporate profit tax implications.	**Goal 2 (II):** Development of IT solutions for ensuring effective reporting by capital markets and commodity market actors.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage	October 2022	October 2023	
Risks for achieving the goal	Lack of political support Inconsistency of positions of public authorities and other interested stakeholders	Lack of funding for the development of appropriate IT solutions Inconsistency of positions of public authorities and other interested stakeholders	
Measurable indicator of goal achievement	Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	IT solutions developed and implemented following the legislation changes	
The total amount of financial resources required to achieve the goal	Does not require additional funding	Additional calculations are required	
Proposed sources of financing	X	To be clarified.	
Connection with other areas	WG “Functioning of the financial system, its reform" / RPG “Capital Market”	WG “Functioning of the financial system, its reform" / RPG “Capital Market”	
International reports, standards, and regulations	X	X	
The related sphere of EU law regulation	Taxation trends in the European Union. Data for the EU Member States, Iceland, Norway and United Kingdom, 2021 edition: https://op.europa.eu/en/publication-detail/-/publication/d5b94e4e-d4f1-11eb-895a-01aa75ed71a1/language-en	X	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	Code of Conduct on Withholding Tax: https://ec.europa.eu/taxation_customs/sites/taxation/files/code_of_conduct_on_witholding_tax.pdf Review of current practices for taxation of financial instruments, profits, and remuneration of the financial sector: https://ec.europa.eu/taxation_customs/system/files/2016-09/taxation_paper_31_en.pdf		
11.2. Lifting of tax barriers that cause unequal investment conditions at the insurance market and market of financial leasing either for consumers of non-banking financial services or for financial institutions.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Improvement of the procedure of the insurance market and market of financial leasing taxation: - harmonization of taxation of transactions with financial instruments for both non-bank financial institutions and consumers of their services, including the elimination of double taxation of individuals' income; - stimulating the development of personal types of insurance; - increasing the attractiveness of financial leasing and stimulating the development of this financial instrument	
Deadline within the stage		December 2023.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Risks for achieving the goal		Inconsistency of positions of public authorities and other interested stakeholders	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		WG “Functioning of the financial system, its reform" / RPG “Banking system and the market of non-banking services”	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
11.3. Resolving issues of taxation of virtual asset transactions for the objectives of Law of Ukraine “On virtual assets”			
Each stage's goal to be achieved to solve the problem			**Goal 1 (III):** Improvement of institutional requirements for the functioning of the virtual assets market: - establishing proper state regulation and supervision of the virtual assets

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			market following international standards and EU legislation; - building an effective system of combating abuse in this market; - establishing rules for taxation of income received by participants and investors of the virtual assets market **Goal 2 (III):** Development of IT solutions for ensuring effective reporting by virtual assets market participants
Deadline within the stage			**Goal 1 (III):** January 2026 **Goal 2 (III):** January 2027
Risks for achieving the goal			**Goal 1 (III):** Inconsistency of positions of public authorities and other interested stakeholders **Goal 2 (III):** Lack of funding to develop appropriate IT solutions
Measurable indicator of goal achievement			**Goal 1 (III):** Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine **Goal 2 (III):**

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			IT solutions developed and implemented following the legislation changes
The total amount of financial resources required to achieve the goal			Additional calculations are required
Proposed sources of financing			To be clarified
Connection with other areas			WG “Functioning of the financial system, its reform" / RPG “Capital market”, RPG “Banking system and the market of non-banking services”, WG “Digitalization”
International reports, standards, and regulations			FATF (2019), Guidance for a Risk-Based Approach Virtual Assets and Virtual Asset Service Providers, FATF, Paris: www.fatf-gafi.org/publications/fatfrecommendations/documents/Guidance-RBA-virtual-assets.html
The related sphere of EU law regulation			Digital Finance Strategy for the EU Regulation he Markets in Crypto Assets ' (MiCA) https://www.consilium.europa.eu/en/press/press-releases/2021/11/24/digital-finance-package-council-reaches-agreement-on-mica-and-dora/
11.4. The negative influence of the unresolved issues of patronage dividends taxation on the agricultural cooperation development.			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Identification of the peculiarities of patronage dividends taxation at agricultural cooperatives.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage		December 2023	
Risks for achieving the goal		Inconsistency of positions of public authorities and interested stakeholders	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		WG “New Agrarian Policy”	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		X	
11.5. Absence of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and imperfection of non-governmental pension insurance system			
Each stage's goal to be achieved to solve the problem		**Goal 1 (II):** Introduction of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and improvement of non-governmental pension insurance	
Deadline within the stage		December 2023	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Risks for achieving the goal		Inconsistency of positions of public authorities and interested stakeholders, lack of understanding of the need for appropriate legislative changes. Reduction of the working population, rising unemployment, and falling GDP will negatively affect the growth rate of average wages, which is the basis for sustainable growth of the funded pension system	
Measurable indicator of goal achievement		Amendments to the legislation of Ukraine have been developed and adopted Relevant secondary legislation has been developed and adopted to implement the approved amendments to the legislation of Ukraine	
The total amount of financial resources required to achieve the goal		Does not require additional funding	
Proposed sources of financing		X	
Connection with other areas		WG “Functioning of the financial system, its reform” / RPG “Capital market”, RPG “Banking system and the market of non-banking services”	
International reports, standards, and regulations		X	
The related sphere of EU law regulation		Directive (EU) № 2016/2341 of 14 December 2016 on the activities and	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		supervision of occupational retirement provision institutions (IORPs): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2016.354.01.0037.01.ENG	

2.2. The current stage of implementation of program documents

Item of the plan	Name of the program document	Current status
1.	**Program of the Cabinet of Ministers of Ukraine's activity, June 2020 (approved by the Resolution of the Cabinet of Ministers dated June 12, 2020, № 471):** *6.2. Effective tax system* - Introduction of a "zero declaration" of income and assets to determine the zero-reference point to further introduce control over the compliance of the amounts of expenses incurred with the amount of income received. - Introduction of tax incentives for the investment of the profits of enterprises into their development. - Implementation of legislative changes to ensure taxpayers submit a single tax return for unified social contribution and personal income tax. - Implementation of legislative changes regarding the functioning of the Unified database of appraisal reports, the procedure for accessing, entering, and verifying information to/from the Unified database on a free basis, and the formation of electronic certificates on the appraised value of an immovable property. - Implementing legislative changes on electronic administration of excise tax on fuel and alcohol. - Implementing legislative changes regarding the introduction of software RRO and gradual "fiscalization" of business activities. - Revision of the environmental tax to increase its efficiency and reduce air pollution and the environment. - Effective implementation of the norms of the Tax Code of Ukraine on accelerated depreciation. - Improving the corporate tax system.	Under implementation

Item of the plan	Name of the program document	Current status
	- Settlement in the legislation of the issue of automated property valuation with the use of information and telecommunication system and the module of electronic determination of appraisal value. - Optimization of the organizational structure of the State Tax Service that is built on the functional principle. Restoration of the management vertical capable of performing the tasks attributed to the State Tax Service. - The introduction of tax incentives aimed to restore the economic activity of legal entities after the end of the quarantine established to prevent the spread of acute respiratory disease COVID-19 caused by the coronavirus SARS-CoV-2 in Ukraine. - Revision of the current international agreements of Ukraine on the avoidance of double taxation to prevent tax evasion of income and capital and to establish effective exchange of information. - Implementing FATCA legislation in terms of approving the algorithm of actions of the State Tax Service for the transmission of reports to the US Internal Revenue Service. - Introduction of legislative innovations to improve control over transfer pricing within the implementation of the BEPS action plan to increase the transparency of international transactions of legal entities.	
2.	**Strategy for reforming the public financial management system for 2022-2025 (Order of the Cabinet of Ministers dated December 29, 2021, № 1805-r):** *Adherence to the general budget and tax discipline in the medium term* *The tax system* *Improving the efficiency of tax administration and the quality of service for taxpayers* - Execution of the action plan for the implementation of conceptual areas of reforming the system of bodies implementing state tax policy. - Development of management strategy for compliance with tax discipline with the definition of segments of taxpayers and risks for each segment, development of approaches to risk reduction, and preparation of appropriate action plans. - Increasing the institutional capacity of the State Tax Service in terms of identifying and preventing threats of external and internal interference in the work of databases and information resources of the State Tax Service. - Introduction of electronic documentary audit (“e-audit”) of large taxpayers. - Surveying the level of satisfaction of taxpayers with the services of the State Tax Service. - Further approximation of tax legislation to EU legislation. - Expansion of the tax base.	Under implementation

Item of the plan	Name of the program document	Current status
	- Improving the rules of control over transfer pricing within the framework of the Action Plan to counteract the base erosion and profit shifting (BEPS). - Ensuring the creation of conditions for Ukraine's accession to the multilateral agreement on the automatic exchange of financial information. - Ensuring the creation of conditions for Ukraine's accession to the multilateral agreement on the automatic exchange of country-by-country reports. - Creating conditions for optimizing the tax burden through the mechanism of avoiding double taxation. - Introduction of tax rules for a controlled foreign company. - Amendment of environmental taxation. *Increasing the own financial resources of local governments* - Carrying out the analysis of possible ways of change of approaches of personal income tax payment charged on employees' remuneration. - Establishing the exchange of information between local governments and tax authorities.	
3.	**Strategy for digital development, digital transformations, and digitalization of the public financial management system until 2025 (Order dated November 17, 2021, № 1467-r):** *The tax system* - Improvement of the information and telecommunication system "Tax block". - Improvement of the information system for collection, storage, use of data of registers on payment transactions and program registers on payment transactions, verification of the authenticity of documents, development of free software for registers on payment transactions, etc. - Introduction of a hardware and software complex for control, including the monitoring by the Ministry of Finance of the administration of databases and information resources by the State Tax Service and the State Customs Service. *The expected results of achieving the strategic goal are:* - ensuring an unbiased, risk-oriented approach to select taxpayers for audit, increasing the quality of audits, the level of transparency and consistency, use of a unified methodology, reducing time spent by tax officers and taxpayers, the operation of a single account for payment of taxes and duties, unified social contribution, other payments; - increasing the convenience and quality of service for taxpayers, reducing the time spent by taxpayers and tax officers by switching taxpayers to use online channels, reducing the number of errors during the filling of tax returns, and ensuring its integration with the Unified State Web Portal of electronic services and its mobile application;	Under implementation

Item of the plan	Name of the program document	Current status
	- increasing the effectiveness of control over compliance with the procedure for cash operations; - identification of risks before the audit, which will significantly speed up and simplify the data analysis procedure, reduce the time spent for the audit of both officials and taxpayers, reduce human intervention in the selection of risks for verification and in-depth research; - international exchange of financial information according to the standards of international exchange of financial information on financial accounts and reporting on transfer pricing to counteract the base erosion and profit shifting.	

2.3. Determining tasks for achieving goals from subsection 2.1 (for every goal)

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
I. COMPLEX ISSUES			
1.1. Presence of urgent issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities			
Goal 1 (I): Settlement of the issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities. Resolution of particular technical problems, that has arisen in the administration of taxes and duties as a result of the martial law period introducing			
Stage I: June 2022 – December 2022			
1.1, 2.1	Preparation of legislative changes necessary for regulating issues related to taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance supervised by the control authorities	July 2022	
1.2, 2.2	Adoption of the developed legislative changes	September 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.2, 2.2	Development and amendment of secondary legislation	December 2022	
1.2. Presence of issues that must be resolved in tax periods accounting for the moment of termination or lifting of martial law, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance supervised by the control authorities			
Goal 1 (I or II): Settlement of the issues that must be resolved in tax periods accounting for the moment of termination or cancellation of martial law period, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance with which is supervised by the control authorities. Resolution of particular technical problems has arisen in the administration of taxes and duties after the termination or lifting of the martial law			
Stage I: June 2022– December 2022 or Stage II: January 2023 – December 2025			
1.1	Preparation of legislative changes necessary for regulating issues related to taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance supervised by the control authorities	Two months after lifting the martial law	
1.2	Adoption of the developed legislative changes	One month after achieving task 1.1	
1.3	Development and amendment of secondary legislation	Two months after achieving task 1.2	
1.3. The inconsistency of Ukrainian legislation with the tax legislation of the European Union, the need for approximation due to granting Ukraine the EU candidate status			
Goal 1 (II): Development of recommendations on the order of processing of the EU Directives` provisions on accrual and payment of taxes and administration of taxes that are required to be implemented in the Ukrainian legislation **Goal 2 (II):** Development of provisions and proposals for the introduction of amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) following the results of the previous stage **Goal 3 (III):** Preparation and adoption of legislative amendments necessary for the implementation of the EU Directives to the legislation of Ukraine **Goal 4 (III):** Development and introduction of the necessary IT solutions			
Stage I: June 2022 – December 2022			
1.1	Establish a working group to analyze the requirements of the EU Directives, which need to be implemented in the legislation of Ukraine on taxation and payment of taxes, tax	August 2022	WG “Eurointegration”, WG “Finance system operation, its

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	administration (with the involvement of international experts) at the Ministry of Finance of Ukraine – **National project**		transformation and development" / WG "Customs policy"
1.2	Developed "The Roadmap of harmonizing Ukrainian legislation with EU tax legislation"	December 2022	
Stage II: January 2023 – December 2025			
2.1	Implementation of further steps to assess the current state of implementation of the provisions of the Directives (working with international experts) according to the roadmap	January 2023 – December 2025	
2.2	Development of provisions and proposals for amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) according to the previous stage's results	January 2023 – December 2025	
Stage III: January 2026 – December 2032			
3.1	Preparation and adoption of legislative amendments necessary for the implementation of the EU Directives to the legislation of Ukraine Leading the decision-making process on amendments to the tax legislation and other legislation of Ukraine within the framework of the European integration process	December 2026	
3.2	Development and adoption of necessary draft normative-legal acts	June 2027	
3.3	Carry out promotional and explanatory activities for taxpayers and supervisory authority representatives on implementing changes	December 2027	
3.4	Evaluation of the effectiveness of the adopted legislative acts in the harmonization of tax legislation to determine the impact on public and tax relations and elimination or reduction of negative consequences of the adopted changes (analysis of the implementation of legal provisions and normative-legal acts, their interpretation, application of legislation by taxpayers, courts, lawyers and citizens)	December 2028	
4.1	Development and introduction of the necessary IT solutions	December 2027– December 2028	WG "Digitalization"

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.4. A request of taxpayers to determine and implement comprehensive qualitative transformations of the tax system in the postwar period			
Goal 1 (I): Development of the Concept of Transformation of the Tax System of Ukraine in the Post-War Period (with the Involvement of national and international experts – OECD, Global Forum on Transparency and Exchange of Information for Tax Purposes, IMF, EU) **Goal 2 (II):** Clarification and harmonization of the Concept of transformation of the tax system of Ukraine in the post-war period **Goal 3 (II):** Preparation and adoption of legislative changes provided by the Concept of Transformation of the Tax System of Ukraine **Goal 4 (III):** Development and implementation of necessary IT solutions			
Stage I: June 2022 – December 2022			
1.1	Continuation of the National Council of Restoration to work out the Concept of transformation of the tax system of Ukraine in the post-war period (with the involvement of national and international experts of **OECD, Global Forum on Transparency and Exchange of Information for Tax Purposes, IMF, EU**) – **National project**	December 2022	WG "Finance system operation, its transformation and development" / WG "Customs policy", WG "Eurointegration", WG "Economic Recovery and Development", WG "Digitalization", WG "Social Policy", WG "New Agrarian Policy", other working groups
Stage II: January 2023 – December 2025			
2.1	Implementation of further steps to clarify the parameters of the Concept and its coordination with interested parties	Two months after termination or lifting the martial law	
3.1	Development of provisions and proposals for amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) according to the results of the previous stage, support, and adoption of changes to the tax and other legislation provided by the Concept of the previous stage	Six months after termination or lifting the martial law	
3.3	Development and adoption of necessary draft normative-legal acts	In terms determined by changes	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.1	Development and introduction of the necessary IT solutions	In terms determined by changes	
II. VALUE-ADDED TAX PAYMENT			
2.1. The inconsistency of legislation of Ukraine on value-added tax (VAT) with some of the provisions of Directive 2006/112/EU dated 28 November 2006 “On the common system of value-added tax”			
Goal 1 (I): Identifying the provisions of the EU Directive 112 (Directive 2006/112/EU dated 28 November 2006 “On the common system of value-added tax”) that are required to be implemented in the legislation of Ukraine on value-added tax (VAT) and other legislation (if necessary) **Goal 2 (II):** Development of provisions and proposals for the introduction of amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) following the results of the previous stage **Goal 3 (III):** Development and introduction of the necessary IT solutions			
Stage I: June 2022 – December 2022			
1.1	Definition of the provisions of Directive 112, as indicated in the conclusion of the European Commission, which requires priority implementation in the legislation of Ukraine on value-added tax	October 2022	WG “Eurointegration" WG “Finance system operation, its transformation and development” / WG “Customs policy”, WG “Digitalization”, WG “Energy Security”, other working groups
1.2	Work with international experts on specific value-added tax administration issues identified as a priority for implementation	December 2022	
Stage II: January 2023 – December 2025			
2.1	Analysis of the impact of the implementation of certain provisions of Directive 112 on a budget of Ukraine	April 2023	
2.2	Definition of relevant articles of the Ukrainian legislation in the part of value-added tax, which need to be changed	April 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.3	Development of provisions and proposals for amendments to the Tax Code of Ukraine and Customs Code of Ukraine (other legislation of Ukraine if necessary). Leading the decision-making process on amendments to the tax and customs legislation within the framework of the European integration process	April 2025	WG “Eurointegration"
2.3	Development of necessary draft normative-legal acts to introduce changes on value-added tax	December 2025	
2.4	Carry out explanatory activities for taxpayers and supervisory authority representatives on introducing changes in VAT tax	December 2025	WG “Eurointegration”, other working groups
Stage III: January 2026 – December 2032			
2.5	Evaluation of the effectiveness of the adopted legislative acts in the harmonization of tax legislation to determine the impact on public and tax relations and elimination or reduction of negative consequences of the adopted changes (analysis of the implementation of legal provisions and normative-legal acts, their interpretation, application of legislation by taxpayers, courts, lawyers and citizens)	December 2026	
3.1	Development and introduction of the necessary IT solutions	December 2026	WG “Digitalization”
III. EXCISE DUTY			
3.1. The need to perform the obligations under the Association Agreement between Ukraine and the EU (in the part of excise duty on fuel). A shortfall in revenues to the state budget. The necessity to ensure financing of special State Road Fund			
Goal 1 (I): Removal of tax privileges (duty rate “0”) for excise duty on fuel			
Stage I: June 2022 – December 2022			
1.1	Detailed analysis of the impact of the fuel price in Ukraine on the increase of excise tax compared to European countries	September 2022	
1.2	Preparation and adoption of legislative changes necessary for the step-by-step increase of excise tax rates on fuel to the pre-war level and further to the minimum level in the EU	December 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
3.2. The necessity of implementing an Association Agreement between Ukraine and the EU (in the part of monitoring the movement of excise goods). Improvement of administration of the excise duty on fuel and ethyl alcohol			
Goal 1 (I): Processing of the suggestion to improve the system of electronic administration of fuel and ethyl alcohol turnover (SEAFEAT [in Ukrainian – "СЕАРПС"]). **Goal 2 (II):** Preparation and negotiation with the Tax Service of Ukraine and business entities, the legislative amendments on reflection at the SEAFEAT the data on the owners of fuel for further identification of fake operation (currently, the records are made using the places of storage and shipment). **Goal 3 (II):** Renewing the IT solutions (systems) used by the Tax Service of Ukraine			
Stage I: June 2022– December 2022			
1.1	Elaboration of proposals for improvement of SEAFEAT	December 2022	
Stage II: January 2023 – December 2025			
2.1	Preparation and coordination of legislative changes on displaying fuel owners in SEARPS for detecting fictitious operations (at present, the record-keeping is carried out at the place of storage and shipment), discussing those changes with The State Tax Service and business and adopting legislative changes	April 2023	
2.2	Adoption of the developed legislative changes	June 2023	
2.3	Development and amendment of secondary legislation	Six months after achieving task 2.2	
3.1	Updating IT solutions (systems), which apply to The State Tax Service.	In terms determined by changes	
3.3. Pressure on business entities storing fuel for their purposes and removing the obstacles to exercise of their legal business activities			
Goal 1 (I): Removing pressure on business entities storing fuel for their purposes and any obstacles to exercise of their legal business activities			
Stage I: June 2022 – December 2022			
1.1	Preparation and adoption of legislative changes to improve the fuel storage procedure for the needs of own consumption or industrial processing	December 2022	
3.4. The need for approximation of Ukrainian legislation to the provisions of EU legislation on control over the tobaccos turnover			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Goal 1 (I, II): Regulatory control on the introduction of an electronic system of control over the tobaccos circulation **Goal 2 (II):** Development of IT decisions to introduce an electronic system of control over the tobaccos circulation			
Stage I: June 2022 – December 2022			
1.1	Development and coordination with interested parties (Ministry of Finance of Ukraine, Ministry of Digital Transformation, State Tax Service, and representatives of the area) draft legislative changes on the introduction of an electronic system of control over the tobaccos circulation following the developed Concept of the introduction of electronic system of control over the circulation of tobacco products	December 2022	
Stage II: January 2023 – December 2025			
1.2	Further elaboration and adoption of legislative changes are necessary to introduce an electronic system of control over tobacco product circulation	December 2023	
1.2	Development and amendment of secondary legislation	June 2024	
2.1	Development of IT solutions of electronic system of control over tobacco products circulation	July 2024– June 2025	
2.1	Putting the system into use	December 2025	
3.5. The need for improvement of licensure for facilitating doing business and simplification of administration			
Goal 1 (II): Lifting the paper-based licenses. Application of general requirements to the procedure of licenses` issuance and cancellation on all types of activities with excise goods			
Stage II: January 2023 – December 2025			
1.1	Collection and analysis of proposals for improvement of licensing	June 2023	
1.2	Development and adoption of legislative changes on the improvement of licensing on providing the possibility of application both in paper and electronic form and eliminating the issuance of licenses in paper form	December 2023	
3.6. The need for regulation of consumption level of harmful to health food products in the way of excise duty introduction on them [tax on sugar-sweetened beverages]			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Goal 1 (II): Introduction of excise duty on sugar-sweetened beverages for decreasing consumption of sugar-sweetened beverages			
Stage II: January 2023 – December 2025			
1.1	Analysis of the experience of EU and OECD countries on the introduction of taxes on the consumption of food products harmful to health (tax on sugar-sweetened beverages, soda tax)	May 2023	WG “Eurointegration", other working groups
Stage II: January 2023 – December 2025			
1.2	Development of legislative changes on introducing excise tax on sugar-sweetened beverages, soda tax	October 2023	
1.3	Adoption of the developed legislative changes	January 2024 – February 2024	
1.4	Development and amendment of secondary legislation	Six months after achieving task 1.3	
IV. CORPORATE PROFIT TAX			
4.1. The need to implement provisions of OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 and BEPS Actions 7, 8-10 and 13 that have not been fully implemented			
Goal 1 (I): Improvement of transfer pricing rules considering the OECD Recommendations and international taxation experience			
Stage I: June 2022 – December 2022			
1.1	Development and adoption of legislative changes on the improvement of transfer pricing rules taking into account the OECD recommendations and international tax experience	December 2022	
1.2.	Development and amendment of secondary legislation	Six months after achieving task 1.2	
4.2. The need for developing incentives for reinvestment in capital expenditures for corporate profit tax taxpayers			
Goal 1 (I): The development of incentives for replacing outdated, worn-out, lost, and damaged manufacturing equipment through reinvestment			
Stage I: June 2022 – December 2022			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.1	Development and adoption of legislative changes on incentives for renewal of outdated, worn-out, lost, and damaged production equipment through reinvestment	December 2022	
1.2.	Development and amendment of secondary legislation	Six months after achieving task 1.2	
V. PERSONAL INCOME TAX			
5.1. The existence of an imbalance in revenues of personal income tax (PIT) between local budgets			
Goal 1 (II): Change PIT`s allocation mechanism according to the European rules based on information on where the taxpayers reside and vote. **Goal 2 (II):** The development of IT decisions for ensuring the PIT`s allocation mechanism using the taxpayer`s place of residence			
Stage II: January 2023 – December 2025			
1.1	Collection of information on the place of residence of taxpayers (correspondence of the taxpayer's ID and place of residence)	June 2023	WG “Digitalization"
1.2	Modeling the impact of the change of the personal income tax crediting mechanism on local budgets and the system of horizontal alignment	September 2023	WG “Public Administration", WG “Infrastructure Restoration and Development", WG “Economic Recovery and Development", WG “Construction, urban planning, modernization of cities and regions”
1.3	Development and adoption of legislative changes concerning the mechanism of the payment of personal income tax at the taxpayer's place of residence	December 2023	
1.4.	Development and amendment of secondary legislation	Six months after achieving task 1.3	
2.1	Development and introduction of the necessary IT solutions to distribute personal income tax based on the new mechanism	June 2024	WG “Digitalization"
2.2	Introduction of a new mechanism of enrolling in personal income tax	January 2025	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
5.2. The need to introduce incentive models for the taxation of individuals			
Goal 1 (III): The development of a legal base for the introduction of family-based taxation (household taxation) **Goal 2 (III):** The development of IT solution for ensuring the mechanism of family-based taxation			
Stage III: January 2026 – December 2032			
1.1	Analysis of the experience of EU and OECD countries on the introduction of family-based taxation (household taxation)	December 2024	WG “Eurointegration"
2.1	Development and introduction of IT solutions	January 2027	WG “Digitalization"
1.2	Elaboration of the draft Law of Ukraine “On amendments to the Tax Code of Ukraine concerning Family-based Taxation”	July 2023	
1.3.	Adoption of the developed legislative changes	January 2026	
1.4	Development and amendment of secondary legislation	Six months after achieving task 1.3.	
2.1	Development and introduction of IT solutions to ensure individuals can declare and pay their obligations within the framework of a family-based tax	January 2027	WG “Digitalization”
2.2	Improvement of information and telecommunication systems and other information resources of the State Tax Service on the provision of the possibility of registration of individuals within the limits of the family-based taxation and control them by the State Tax Service over the declaration and payment of personal income tax	January 2027	
VI. RENT PAYMENT			
6.1. The need for simplification of rent payment administration and the development of equal conditions of taxation for all the mobile communication operators			
Goal 1 (II): Lifting all the step-up and step-down ratios applied to the rent payment rates for using radio frequency resources for cellular communication with the simultaneous revision of rates			
Stage II: January 2023 – December 2025			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.1	Development and adoption of legislative changes concerning the rejection of all increase and decrease factors applied to the rates of the rent payments for the use of radio frequency resources for cellular communication, with the simultaneous review of the size of such rates	December 2022	WG “Infrastructure Restoration”, WG “Economic Recovery and Development”
VII. ENVIRONMENT TAX			
7.1. The need for transformation of the national system of environmental taxation`s structure according to the EU classification standards			
Goal 1 (II): To introduce an environmental taxation mechanism change regarding carbon dioxide emissions (CO^2) **Goal 2 (II):** To reconsider the environment tax rates for waste disposal using the “polluter pays more” principle **Goal 3 (III):** To carry out analytical work necessary for the approximation of the current system of national environmental taxation to the EU tax system **Goal 4 (III):** To harmonize the current system of national environmental taxation in Ukraine with the EU tax system			
Stage I: June 2022 – December 2022			
1.1	Development and adoption of legislative changes necessary for the implementation of the “polluter pays more” principle	December 2022	
Stage II: January 2023 – December 2025			
2.1	Continue analytical work on the transition model from taxation of CO^2 emission to taxation of fossil fuels (oil, gas, coal, etc.), depending on the carbon content, at the production and/or import stage	June 2023	WG “Environmental Safety"
2.2	Development and adoption of legislative changes necessary for the introduction of changes in the mechanism of environmental taxation of carbon dioxide emissions	December 2023	
3.1	Carrying out analytical work on the systematization of taxes and duties following the Eurostat standards of environmental taxation, development of a “road map” for harmonization	December 2023	WG “Environmental Safety"
Stage III: January 2026 – December 2032			
4.1	Development and adoption of legislative changes necessary to harmonize the existing system of national environmental taxation in Ukraine with the EU tax system	December 2026	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.2.	Development and amendment of secondary legislation	Within six months after completing the task 4.1	
VIII. LOCAL TAXES			
8.1. The need to strengthen the managerial functions of the local self-government bodies; improvement of local taxes administration; strengthening the financial capability and development of local authorities			
Goal 1 (II): Grant additional powers to local self-government bodies in the part of local taxes and duties administration **Goal 2 (II):** Preparation of regulatory support for the introduction of real estate objects` estimated value for the aim of determining the tax base for imposing a tax on real estate other than a land plot **Goal 3 (II):** Development of IT decisions for the system of real estate objects for taxation aims **Goal 4 (III):** Works on filling the registries regarding real estate objects` estimated value and verifying the authenticity of data possessed by control bodies **Goal 5 (III):** Introduction of requirements for applying the tax on real estate, other than a land plot, based on the estimated value of the real estate object			
Stage II: January 2023 – December 2025			
1.1	Development and adoption of legislative changes necessary to provide additional powers to local self-governments in the administration of local taxes and duties (assistance in collection of local budgets and improving administration)	December 2023	
2.1	Development and adoption of legislative changes necessary for the introduction of the European experience of local taxation in the national tax system	December 2024	
2.2	Development and amendment of secondary legislation	Within six months after completing the task 2.1	
2.3	Development and adoption of methods and procedures for valuation of real estate for tax purposes (transition from the tax base depending on the area to the base depending on the value)	December 2025	
3.1	Development of IT solutions for real estate appraisal system for tax purposes	December 2025	
3.2.	Improvement of information and telecommunication systems and other information resources of the State Tax Service on the introduction of the appraised value of a real estate to determine the tax base for tax on real estate, other than land plot	December 2025	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage III: January 2026 – December 2032			
4.1	Auditing the accuracy of tax authorities' databases in terms of data on taxpayers and objects of the real estate tax to include data in the system of valuation of real estate for tax purposes and eliminate the inaccuracy or incompleteness of the data as a result of the audit	June 2026	
4.2	Filling of registers and testing of the assessment system of real estate objects for the taxation	December 2026	
5.1	Transition to a new model of taxation of the real estate tax, other than land plot, by establishing a tax base depending on the value of a real estate	January 2027	
IX. UNIFIED SOCIAL CONTRIBUTION			
9.1. Insurers' public request on finding opportunities for lowering the burden on the wage fund with a simultaneous maintaining of financial system stability and ensuring adherence to state guarantees to the insured according to the current types of compulsory state social insurance (social guarantees in case of unemployment, accidents or professional injuries, retirement security and other payments)			
Goal 1 (II): Carry out the analytical work on determining the optimal model of accrual and payment of insurance contributions **Goal 2 (II):** Introduction of legislative amendments based on the chosen model			
Stage II: January 2023 – December 2025			
1.1	Carrying out a comprehensive analysis of the advantages and disadvantages of the current model of accrual and payment of the unified social contribution, taking into account the challenges of martial law and the economic situation in Ukraine and the world in the postwar period. Assessment of the current and optimal burden on the payroll	February 2023	
1.2	Development of possible concepts of the model. Calculating the possible implications for budgets and the economy as a result of the implementation of each concept	March 2023	
1.3	Discussion of model concepts with state and local authorities, international partners	June 2023	
2.1	Development and adoption of legislative changes necessary for the implementation of the agreed model	September 2023	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.2	Development and adoption of secondary legislation	December 2023	
X. ADMINISTRATION OF TAXES			
10.1. The need for the application of up-to-date approaches to tax audits. Introduction of electronic documentary audits (“E-audit”) for large taxpayers			
Goal 1 (I): Introduction of IT decisions for data processing of standard audit file (SAF-T UA) used for the aims of E-audit **Goal 2 (II):** Preparation and adoption of legislative amendments necessary for subsequent introduction of E-audit for large taxpayers			
Stage I: June 2022 – December 2022			
1.1	Purchase SAF-T UA data processing software	December 2022	
1.2	Development of tests for data analysis of the SAF-T UA file	December 2022	
Stage II: January 2023 – December 2025			
1.3	Training of tax officers to work with SAF-T UA file data processing software	June 2023	
2.1	Preparation and adoption of legislative changes necessary for further implementation of e-audit under the approved Concept of the Ministry of Finance of Ukraine	December 2023	
10.2. The need for ensuring online – communication between control bodies and taxpayers aimed at achieving accessibility and transparency			
Goal 1 (II): Preparation and adoption of legislative amendments necessary for providing the control bodies and taxpayers with the right of online communication during the conduction of the tax audits and consideration of taxpayers` objections, complaints, and other appeals **Goal 2 (II):** Introduction of IT solutions for online communication between control authorities and taxpayers			
Stage II: January 2023 – December 2025			
1.1	Development and adoption of the Law of Ukraine “On Amendments to the Tax Code of Ukraine" in regards to online communications	January 2023	
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.1	Development or acquisition of IT solutions for online communication between tax authorities and taxpayers	December 2023.	WG “Digitalization"
10.3. Presence of problems with collection, storage, and analysis of data of payment transactions` registers and ensuring control over the execution of fiscal functions of the Register on payment transactions			
Goal 1 (I, II): Audit of the use of information technologies at the Tax Service of Ukraine in part of the functioning of the data accounting system of payment transaction registers and elimination of identified shortcomings **Goal 2 (II):** Preparation of legislative amendments aimed at improving technologies for information transmitting from payment transaction registers to the Tax Service of Ukraine without the engagement of information acquirers and establishing requirements for payment transaction registers and the procedure for verification of the compliance with them **Goal 3 (II):** The development (renewal) and introduction of IT solutions according to the introduced amendments			
Stage I: June 2022 – December 2022			
1.1	Conducting an audit of the information technology (IT audit) in the State Tax Service in terms of the work of SOD RRO and elimination of identified shortcomings	December 2022	
Stage II: January 2023 – December 2025			
2.1	Preparation and adoption of amendments to the Law of Ukraine “On the use of register on payment transactions in the field of trade, catering, and services”, necessary for: - improving the technology of information transfer from registers on payment transactions to the tax authority without involving information acquirers; - establishing requirements for program registers on payment transactions and the procedure for verifying their compliance	December 2023 - December 2025	
3.1	Update of IT solutions (systems) used by the State Tax Service	In terms defined by changes	
10.4. The existence of illicit trade. The existence of unequal competitive conditions due to the necessity of adhering to the requirements of goods accounting for conscientious taxpayers			
Goal 1 (II): Introduction of compulsory goods accounting for all taxpayers in any taxation system			
Stage II: January 2023 – December 2025			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.1	Preparation and adoption of legislative changes necessary to introduce a requirement for documentary proof of origin of goods for all taxpayers in any taxation system	December 2023	
10.5. Presence of a great volume of tax privileges that influence the level of tax revenues; the absence of a unified approach to introducing tax privileges			
Goal 1 (II): Lowering the amount and scope of tax privileges and developing a unified approach for the State to their introduction and control			
Stage II: January 2023 – December 2025			
1.1	Analysis of current tax privileges, cancelation of ineffective tax benefits	June 2023	
1.2	Preparation and adoption of legislative changes necessary to improve public policy in the field of granting and using tax benefits	December 2023	
10.6. A necessity for Ukraine to join the effective international system of automatic information exchange that will facilitate the fulfillment of the OECD recommendations and the need to improve the practice of international tax information exchange upon request and increase of transparency and reliability of Ukraine as a state-partner in information exchange			
Goal 1 (I): Implementation of OECD international standards on transparency and information exchange for the aims of taxation **Goal 2 (II):** Development of IT solutions for the introduction of automatic information exchange for tax purposes, as well as effective use of information			
Stage I: June 2022 – December 2022			
1.1	Preparation and adoption of legislative changes necessary for the implementation of the international standard for automatic exchange of information on financial accounts	December 2022	International experts
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	
Stage II: January 2023 – December 2025			
2.1	Development or acquisition of IT solutions for the introduction of automatic information exchange for tax purposes, as well as effective use of information	December 2023	WG “Digitalization”
2.2	Improvement of information and telecommunication systems and other information resources of the State Tax Service regarding the usage of tax information obtained in the framework of automatic information exchange	June 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
10.7. The need for the introduction of individual models aimed at restructuring the tax debt for private persons and small and medium businesses			
Goal 1 (I): Improvement of tax debt management and repayment system aimed at reducing the bureaucracy of the procedure and administrative costs for its repayment, ensuring the maximum automatization of the tax debt repayment processes **Goal 2 (II):** Development and introduction of IT solutions for advanced tax debt management and repayment system			
Stage I: June 2022 – December 2022			
1.1	Preparation and adoption of legislative changes necessary to improve the management and repayment of tax debt	December 2022	WG “Justice”
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	
Stage II: January 2023 – December 2025			
2.1	Development and implementation of IT solutions for an improved system of tax debt management and repayment	December 2023	
XI. TAXATION OF CERTAIN SECTORS AND ACTIVITIES ACCORDING TO THE MEASURES OF THE RESTORATION PLAN			
11.1. Inconsistency of separate provisions of the Tax Code of Ukraine with the terminology of basic legislation on capital markets and organized commodity markets, and absence of harmonization of the taxation system in the abovementioned sphere with the tax incentives of investing			
Goal 1 (I): Regulatory improvement of the taxation procedure of capital markets and organized commodity markets **Goal 2 (II):** Development of IT solutions for ensuring effective reporting by capital markets and commodity market actors			
Stage I: June 2022 – December 2022			
1.1	Development and adoption of legislative changes necessary to improve the taxation of capital markets and organized commodity markets	October 2022	WG “Functioning of the financial system, its reform” / RPG “Capital market”, RPG “Banking system and the market of non-banking services”.

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	
Stage II: January 2023 – December 2025			
2.1	Development of IT solutions to ensure effective reporting by capital and commodity market participants	October 2023	
11.2. Lifting of tax barriers that cause unequal investment conditions at the insurance market and market of financial leasing either for consumers of non-banking financial services or for financial institutions			
Goal 1 (II): Improvement of the procedure of the insurance market and market of financial leasing taxation			
Stage II: January 2023 – December 2025			
1.1	Development and adoption of legislative changes necessary to regulate the taxation of the insurance market and the financial leasing market	December 2023	
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	
11.3. Resolving issues of taxation of virtual asset transactions for the objectives of Law of Ukraine “On virtual assets”			
Goal 1 (III): Improvement of institutional requirements for the functioning of the virtual assets market **Goal 2 (III):** Development of IT solutions for ensuring effective reporting by virtual assets market participants			
Stage III: January 2026 – December 2032			
1.1	Development and adoption of legislative changes necessary to regulate the requirements of tax legislation and improve the institutional requirements for the functioning of the virtual assets market	January 2026	WG “Functioning of the financial system, its reform” / RPG “Banking system and the market of non-banking services" / RPG “Capital markets”
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.1	Development of IT solutions to ensure effective reporting by virtual asset market participants	January 2027	
11.4. The negative influence of the unresolved issues of patronage dividends taxation on the agricultural cooperation development			
Goal 1 (II): Identification of the peculiarities of patronage dividends taxation at agricultural cooperatives			
Stage I: June 2022 – December 2022			
1.1	Preparation and adoption of legislative changes necessary for the implementation of the model of taxation of patronage dividends	December 2022	WG “New Agrarian Policy”
1.2.	Development and amendment of secondary legislation	Within six months after completing task 1.2	
11.5. Absence of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and imperfection of non-governmental pension insurance system			
Goal 1 (II): Introduction of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and improvement of non-governmental pension insurance			
Stage I: June 2022 – December 2022			
1.1	Preparation and adoption of legislative changes necessary to regulate the tax aspects of the functioning of private pension provision	September 2023	WG “Functioning of the financial system, its reform" / RPG “Banking system and the market of non-banking services” / RPG “Capital markets”
1.2	Development and adoption of secondary legislation	December 2023	

3. List of national projects corresponding with tasks under Section 2.3 (for the relevant task)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
Development of an agreed concept for the transformation of the tax system of Ukraine in the postwar period **(solving problem 1.4)**	As part of the post-war recovery, Ukraine will face the issue of a significant tax system transformation, which will be associated not only with the need to take into account the peculiarities and trends of economic development in the period but to review the vectors of expenditures within public funding**. Such a discussion will require the involvement not only of national experts and representatives of the business association but**	Approval of an agreed **concept** transformation of Ukraine's tax system in the post-war period, which takes into account the requirements for Ukraine's integration into the EU and the world economy as a reliable tax jurisdiction, provides taxpayers with opportunities to fulfill their obligations and the state the opportunity to finance its obligations	Assessment is required	Verkhovna Rada Committee on Finance, Tax, and Customs Policy Ministry of Finance of Ukraine State Tax Service of Ukraine	Assessment is required	International technical assistance, IMF technical missions, OECD, Global Forum on Transparency and Exchange of Information for Tax Purposes	The Tax Code of Ukraine and other legislation, compliance with which is entrusted to the supervisory authorities.	The need should be considered. implementation in the legislation of Ukraine of the provisions of the EU Directives on the calculation and payment of taxes and tax administration (see section 7 “The main EU legislation in the field of taxation”)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
	also taking into account the position of international Experts – OECD, Global Forum on Transparency and Exchange of Information for Tax Purposes, IMF, EU.							
Formation of a recommendation on the sequence of elaboration of the provisions of the EU Directives, which require implementation in the legislation of Ukraine on accrual and payment of taxes, tax administration	Inconsistency of Ukrainian legislation with EU tax legislation, the need for harmonization in connection with the granting of EU candidate status for Ukraine. A large amount of EU legislation needs to be implemented in case of limited resources and lack of knowledge of EU law	Development of a “road map" for harmonization of Ukrainian legislation with EU tax legislation with a justification of the most acceptable ways and sequence of adaptation	Assessment is required	Ministry of Finance of Ukraine State Tax Service of Ukraine	Assessment is required	International technical assistance, IMF technical missions, OECD, Global Forum on Transparency and Exchange of Information	The Tax Code of Ukraine and other legislation, compliance with which is entrusted to the supervisory authorities.	EU Directives on the calculation and payment of taxes, tax administration (see section 7 “Basic EU legislation in the field of taxation”

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
(solving problem 1.3)	in Ukrainian state bodies					for Tax Purposes		
Reconsideration of the procedures of tax debt administration **(solving problem 10.7)**	Existing procedures are rather bureaucratic and do not provide an individual approach. Tax debt administration has a low level of automatization.	Development of the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine and Other Laws of Ukraine on Improving the Procedure for Repayment of Tax Debt", which provides for improving the management and repayment of tax debt to reduce bureaucratization of the procedure and reduce administrative	Assessment is required	Committee of the Parliament of Ukraine on finances, tax, and customs policy Ministry of Finance of Ukraine, State Tax Service of Ukraine	Assessment is required	International technical assistance	Tax Code of Ukraine and other legislation, the control over the observance of which is entrusted to the tax authority.	Models of the tax legislation of other countries (including EU countries)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		costs, automation of processes accompanying the repayment of tax debt.						
Strengthening of the managerial powers of the local self-government authorities in part of local taxes administration **(solving problem 8.1, goal 1)**	The financial autonomy of local self-government bodies must be secured by the corresponding rights defining the procedures of administration and collection of local taxes and duties for meeting the needs of local development in their territory Monitoring of local taxes and duties revenues confirms significant losses of local budgets due to non-payment of, in	Development of a draft law of Ukraine "On Amendments to the Tax Code of Ukraine and the Law of Ukraine "On Local Government" granting additional powers to local governments in the administration of local taxes and duties	Assessment is required	Committee of the Parliament of Ukraine on finances, tax, and customs policy Committee of the Parliament of Ukraine on the organization of state power, local self-government, regional development, and urban planning Ministry of Finance of Ukraine Ministry of Justice of Ukraine Ministry for Communities and Territories	Assessment is required	International technical assistance	Tax Code of Ukraine.	Models of the tax legislation of other countries (including EU countries)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
	particular, tax on real estate, other than a land plot, for the reasons of absence of information at the local self-government bodies and substandard control over taxes` payment. The main task that will solve the issue of transferring administrative functions to local governments is the timeliness of response to various factors that cause the non-fulfillment of budget revenues, including through tax evasion schemes			Development of Ukraine State Tax Service of Ukraine				
Ensuring the legal and technical base for the	Many foreign countries consider market or estimated	Development and adoption of legislative changes	Assessment is required	Committee of the Parliament of Ukraine on finances, tax, and customs policy	Assessment is required	International technical assistance	Tax Code of Ukraine; legislation governing	Models of the tax legislation of other countries

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
introduction of the estimated value of real estate objects for the aims of determining of the tax base for applying the tax on real estate other than a land plot **(solving problem 8.1, goal 2)**	value as a base for taxation. In Ukraine transition to the model of taxation of real estate objects other than a land plot using estimated value is impossible till the elimination of technical problems connected with the application of respective state registries containing information on real estate objects and rights to them, in particular regarding their fullness and the access of control bodies to them	necessary for introducing local taxation in the national tax system. Completion of works on filling in the registers and testing of the real estate appraisal system for tax purposes		Committee of the Parliament of Ukraine on the organization of state power, local self-government, regional development, and urban planning Ministry of Finance of Ukraine Ministry of Justice of Ukraine Ministry for Communities and Territories Development of Ukraine State Tax Service of Ukraine			the operation of state registers containing information about real estate and property rights to them.	(including EU countries)

4. The necessity of legal amendments

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
I. COMPLEX ISSUES					
1.1. Presence of urgent issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities.					
Goal 1 (I): Settlement of the issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities. Resolution of particular technical problems has arisen in the administration of taxes and duties due to the introduction of martial law.					
1.2	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws of Ukraine"	<u>The propose of changes:</u> Providing regulation of urgent issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities (presented by experts involved by the National Council in the area "Finance system operation, its transformation and development"/"Tax policy")	Committee of the Parliament of Ukraine on finances, tax, and customs policy (development) Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	September 2022.	January 2023.
1.2. Presence of issues that must be resolved in tax periods accounting for the moment of termination or lifting of martial law, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance supervised by the control authorities.					
Goal 1 (I or II): Settlement of the issues that must be resolved in tax periods accounting for the moment of termination or cancellation of martial law period, related to the application of current requirements of the Tax Code of Ukraine and legislation control of compliance with which is supervised by the control authorities. Resolution of particular technical problems has arisen in the administration of taxes and duties after the termination or lifting of the martial law.					
1.2	The Law of Ukraine "On amendments to the Tax Code of	<u>The propose of changes:</u>	Committee of the Parliament of	Within three months after the	From the first day of the

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	Ukraine and other laws of Ukraine"	Providing regulation of urgent issues related to the military aggression of the russian federation (aggressor-state) against Ukraine and circumstances of martial law arising from taxpayers regarding the application of current requirements of the Tax Code of Ukraine and legislation, control of compliance with which is supervised by the control authorities (presented by experts involved by the National Council in the area "Finance system operation, its transformation and development"/"Tax policy")	Ukraine on finances, tax, and customs policy (development) Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	termination of the martial law	year following the change
1.3. The inconsistency of Ukrainian legislation with the tax legislation of the European Union, the need for approximation due to granting Ukraine the EU candidate status					
Goal 1 (II): Development of recommendations on the order of processing of the EU Directives` provisions on accrual and payment of taxes and administration of taxes that are required to be implemented in the Ukrainian legislation.					
3.1	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws of Ukraine"	The propose of changes: Implementing requirements of the EU directives on taxation and payment of taxes, tax administration in the legislation of Ukraine	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	Within three months after the termination of the martial law	From the first day of the year following the change
1.4. A request of taxpayers to determine and implement comprehensive qualitative transformations of the tax system in the postwar period.					
Goal 3 (II): Preparation and adoption of legislative changes provided by the Concept of Transformation of the Tax System of Ukraine.					
3.1	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws of Ukraine".	The propose of changes: Inplementing changes in the legislation of Ukraine envisaged by the developed Concept of transformation of the tax system of Ukraine in the post-war period	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	Six months after the termination of the martial law	According to the terms set out in the Concept

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
II. VALUE-ADDED TAX PAYMENT					
2.1. The inconsistency of legislation of Ukraine on value-added tax (VAT) with some of the provisions of Directive 2006/112/EU dated 28 November 2006 "On the common system of value-added tax"					
Goal 2 (II): Development of provisions and proposals for the introduction of amendments to the Tax Code of Ukraine (other legislation of Ukraine if necessary) following the results of the previous stage					
2.3	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws of Ukraine"	The propose of changes: Bringing the provisions of the Tax Code of Ukraine to conform with the provisions of the EU tax legislation	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	April 2026	December 2026
2.3	The Law of Ukraine "On amendments to the Customs Code of Ukraine"	The propose of changes: Bringing the provisions of the Customs Code of Ukraine to conform with the provisions of the EU tax legislation (regulation issues related to the movement goods across borders)	Ministry of Finance of Ukraine (development, support), State Customs Service of Ukraine (support)	April 2026	December 2026
III. EXCISE DUTY					
3.1. The need to perform the obligations under the Association Agreement between Ukraine and the EU (in the part of excise duty on fuel). A shortfall in revenues to the state budget. The necessity to ensure financing of special State Road Fund					
Goal 1 (I): Removal of tax privileges (duty rate "0") for excise duty on fuel					
1.2	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws of Ukraine concerning the administration of excise tax"	The propose of changes: Increasing excise duty rates on fuel to their pre-war levels, and after that – to the minimal EU rates	Ministry of Finance of Ukraine, (development), State Tax Service of Ukraine (support)	December 2022	January 2023

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
3.2. The necessity of implementing an Association Agreement between Ukraine and the EU (in the part of monitoring the movement of excise goods). Improvement of administration of the excise duty on fuel and ethyl alcohol					
Goal 2 (II): Preparation and negotiation with the Tax Service of Ukraine and business entities, the legislative amendments on reflection at the SEAFEAT the data on the owners of fuel for further identification of fake operation (currently, the records are made using the places of storage and shipment).					
2.2	The Law of Ukraine “On amendments to the Tax Code of Ukraine and other laws of Ukraine concerning the improvement of the system of electronic administration of realization of fuel and ethanol spirit”	The propose of changes: Providing regulations on proper reflection in SEAFEAT **[**in Ukrainian – "СЕАРПС"**]** owners of fuel for detecting fictitious operations	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	January 2023	July 2023
3.3. Pressure on business entities storing fuel for their purposes and removing the obstacles to exercise of their legal business activities					
Goal 1 (I): Removing pressure on business entities storing fuel for their purposes and any obstacles to exercise of their legal business activities.					
1.1	The Law of Ukraine “On amendments to the Tax Code of Ukraine’’ and to the Law of Ukraine “On state regulation of production and circulation of alcohol ethyl, cognac, and fruit, alcoholic beverages tobacco products, liquids, used in electronic cigarettes and fuel" regarding improvement of the storage of fuel for the needs of own consumption or industrial processing””.	The propose of changes: Providing regulation of licensing requirements for fuel storage sites for the subjects who use it for their consumption (reduction of responsibility for violations, accepted for the first time)	Ministry of Finance of Ukraine, (development, support), State Tax Service of Ukraine (support)	July 2022	December 2022
3.4. The need for approximation of Ukrainian legislation to the provisions of EU legislation on control over the tobaccos turnover					

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
Goal 1 (I, II): Regulatory control on introducing an electronic system of control over the tobaccos circulation.					
1.2	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws on introducing the automated system of control over the circulation of tobacco products based on a unique identification, which is applied to the package of tobacco products".	The propose of changes: Providing clarification of the definition of the term "tobacco products" Improving regulation of tobacco production and circulation, reduction of illegal production, and prevention or minimization of excise tax payments Implementing provisions required for an automated control system for tobacco product circulation	Ministry of Finance of Ukraine, (development, support), State Tax Service of Ukraine (support)	June 2023	January 2024
3.5. The need for improvement of licensure for facilitating doing business and simplification of administration					
Goal 1 (II): Lifting the paper-based licenses. Application of general requirements to the procedure of licenses` issuance and cancellation on all types of activities with excise goods.					
1.2	The Law of Ukraine "On amendments to the Law of Ukraine "On state regulation of production and circulation of alcohol ethyl, cognac, and fruit, alcohol beverages, tobacco products, liquids, used in electronic cigarettes and fuel"".	The propose of changes: Imposing the application of general requirements to the procedure of issuing and annulling licenses for all types of activity with excisable goods, including the submission of applications in electronic form Implementing provisions on lifting the paper-based licenses	Ministry of Finance of Ukraine, (development, support), State Tax Service of Ukraine (support)	June 2023	December 2023
3.6. The need for regulation of consumption level of harmful to health food products in the way of excise duty introduction on them [tax on sugar-sweetened beverages]					
Goal 1 (II): Introduction of excise duty on sugar-sweetened beverages for decreasing consumption of sugar-sweetened beverages					
1.2	The Law of Ukraine "On amendments to the Tax Code of Ukraine and other laws concerning the introduction of	The propose of changes: Determining mandatory tax elements:	Committee of the Parliament of Ukraine on finances, tax, and customs		

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	taxes on the consumption of health-damaging food products"	- taxpayers are producers and importers of the respective categories of goods; - types and technical characteristics of goods, such as tax object (for example, sweet drinks with the addition of monosaccharides, disaccharides, or food products containing these substances, as well as sweeteners, etc.); - the list of goods exempted from taxation – goods that place sugar and its analogs at the minimum and below the minimum level, 100% fruit juices (i.e., without sugar); products in which milk or dairy products are mentioned first in the list of ingredients, etc. Establishing the procedure of tax administration Imposing amendments to other laws on identifying and labeling sugar-containing products and their substitutes (if necessary)	policy (development), Ministry of Health (support), Ministry of Economy of Ukraine (support), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)		
IV. CORPORATE PROFIT TAX					
4.1. The need to implement provisions of OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2022 and BEPS Actions 7, 8-10 and 13 that have not been fully implemented					
Goal 1 (I): Improvement of transfer pricing rules considering the OECD Recommendations and international taxation experience					
1.1	The Law of Ukraine "On amendments to the Tax Code of Ukraine concerning the further improvement of transfer pricing rules and procedures for mutual agreement on international taxation issues"	<u>The propose of changes:</u> Reconsidering the cost criteria for recognition of transactions with related non-residents and non-residents from low-tax jurisdictions and separate organizational and legal forms controlled; Improving the mechanism of formation of the list of states (territories) and the list of organizational and	Ministry of Finance of Ukraine, (development, support), State Tax Service of Ukraine (support)	December 2022	January 2023

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
		legal forms of non-residents for purposes of transfer pricing; Introducing simplified documentation on transfer pricing in specific cases; Clarifying the rules of transfer pricing adjustments, as provided in Article 140, paragraph 140.5 of the Tax Code of Ukraine			
4.2. The need for developing incentives for reinvestment in capital expenditures for corporate profit tax taxpayers					
Goal 1 (I): The development of incentives for replacing outdated, worn-out, lost, and damaged manufacturing equipment through reinvestment					
1.1	The Law of Ukraine "On amendments to the Tax Code of Ukraine on the creation of incentives for reinvestment in capital expenditures"	<u>The propose of changes:</u> Introduction of the tax exemption for corporate profit tax on the amount of the tax charged to the payment of the corporate profit tax, which is spent for the purchase of new production fixed assets (equipment) for replacement of worn and/or obsolete, lost and/or damaged due to the warfare [*Such legislative changes may provide for a reduction in the amount of corporate profit tax accrued for the respective tax (reporting) period for the amount of expenses, incurred in such periods, which are associated with the implementation of measures to replace (renew) taxpayer's fixed assets]*	Ministry of Finance of Ukraine, (development, support), State Tax Service of Ukraine (support)	December 2022	January 2023
V. PERSONAL INCOME TAX					
5.1. The existence of an imbalance in revenues of personal income tax (PIT) between local budgets					
Goal 1 (II): Change PIT`s allocation mechanism according to the European rules based on information on where the taxpayers reside and vote					
1.1	The Law of Ukraine "On the deduction of a part of the	<u>The propose of changes:</u>	Committee of the Parliament of	December 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	proceeds from personal income tax to the budgets of local communities" (№ 4029 dated 2 September 2020, № 4062 dated 7 September 2020, № 4115 dated 17 September 2020, № 4369 dated 12 November 2020, № 5244 dated 15. March 2021 № 5244-1 dated 30 March 2021, № 5244-2 dated 30 March 2021, №5244-3 dated 30 March 2021, № 5281 dated 19 March 2021, № 5282 dated 19 March 2021, № 5364-1 dated 21 Arpil 2021)	Establishing a mechanism for the transfer of a part of the PIF to local budgets at the place of residence of the taxpayer	Ukraine on finances, tax, and customs policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)		
5.2. The need to introduce incentive models for the taxation of individuals					
Goal 1 (III): The development of a legal base for the introduction of family-based taxation (household taxation)					
1.1	The Law of Ukraine "On amendments to the Tax Code of Ukraine concerning family-based taxation".	<u>The propose of changes:</u> Determining the procedure of declaring tax obligations by natural persons within the framework of common tax reporting (family-based taxation) Increasing the volume of the tax credit by means of providing possibilities for tax deductions for expenses on dependent persons Establishing the procedure for payment of PIT and repayment of the tax debt in case of persons choosing the possibility of submitting joint tax reports	Committee of the Parliament of Ukraine on finances, tax, and customs policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)		

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
		Determining the procedure of application of the tax credit.			
VI. RENT PAYMENT					
6.1. The need for simplification of rent payment administration and the development of equal conditions of taxation for all the mobile communication operators.					
Goal 1 (II): Lifting all the step-up and step-down ratios applied to the rent payment rates for using radio frequency resources for cellular communication with the simultaneous revision of rates.					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine concerning the regulation of charges and payment of rent for the use of radio frequency spectrum in Ukraine"	<u>The propose of changes:</u> Determining in the Tax Code of Ukraine the method of rent calculation for the use of radio frequency spectrum and procedure of its calculation and payment following the principles stipulated in the Law of Ukraine "on Electronic Communications"	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	December 2022	January 2023
VII. ECOLOGICAL TAX					
7.1. The need for transformation of the national system of environmental taxation`s structure according to the EU classification standards					
Goal 1 (II): To introduce an environmental taxation mechanism change regarding carbon dioxide emissions (CO^2) **Goal 2 (II):** To reconsider the environment tax rates for waste disposal using the "polluter pays more" principle **Goal 4 (III):** To harmonize the current system of national environmental taxation in Ukraine with the EU tax system					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine concerning the collection of the ecological tax in waste management" (№ 6345 dated 24 November 2021)	<u>The propose of changes:</u> Increasing tax rates for the placement of extremely hazardous waste equipment and devices containing mercury, elements with ionizing radiation to 2,596.41 UAH per unit, fluorescent lamps to 166.18 UAH per unit; an increase of tax rates for waste disposal, which are set depending on the hazard class and level of hazard of waste	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	December 2022	January 2023

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
		Imposing gradual increase of tax rates for disposal of certain types of waste (within nine years) increase of tax rate for disposal of household waste, taking into account that due to the implementation of EU Directives in Ukraine, it is planned to introduce financial support for waste disposal and works after the closure of waste sites. [Relevant costs will be taken into account in the waste disposal tariff]			
2.2	Law of Ukraine "On amendments to the Tax Code of Ukraine on reforming the ecological tax for carbon dioxide emissions into the atmospheric air"	The propose of changes: Impementing provisions on the transition from taxation of CO^2 emissions to taxation of fossil fuels (oil, gas, coal, etc.), depending on the carbon content, at the production and/or import stage	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	December 2023	January 2024
4.1	Law of Ukraine "On amendments to the Tax Code of Ukraine"	The propose of changes: Implementing provisions on the harmonization of the environmental taxation system in Ukraine with the EU tax system	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	December 2026	January 2027
VIII. LOCAL TAXES					
8.1. The need to strengthen the managerial functions of the local self-government bodies; improvement of local taxes administration; strengthening the financial capability and development of local authorities					
Goal 1 (II): Grant additional powers to local self-government bodies in the part of local taxes and duties administration **Goal 2 (II):** Preparation of regulatory support for the introduction of real estate objects` estimated value for the aim of determining the tax base for imposing a tax on real estate other than a land plot					
1.2	Law of Ukraine "On amendments to the Tax Code of	The propose of changes:	Ministry of Finance of Ukraine	December 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	Ukraine and the Law of Ukraine "On local self-government" to grant additional powers to local self-government bodies in the administration of local taxes and duties"	Granting additional powers to local self-government in terms of administration of local taxes and duties.	(development, support), State Tax Service of Ukraine (support)		
2.1	Law of Ukraine "On amendments to the Tax Code of Ukraine on the reform of local taxes and duties in part of the tax on real estate other than the land"	The propose of changes: Introducing the appraised value of a real estate to determine the tax base for real estate other than land Resolving the issue of eliminating legal discrimination regarding joint ownership [*Currently, the Tax Code of Ukraine provides an incentive to owners in the form of a minimum tax-free area. At the same time, the Register of property rights consists of data only on the title owner for joint ownership*]	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	December 2024	January 2027
IX. UNIFIED SOCIAL CONTRIBUTION					
9.1. Insurers' public request on finding opportunities for lowering the burden on the wage fund with a simultaneous maintaining of financial system stability and ensuring adherence to state guarantees to the insured according to the current types of compulsory state social insurance (social guarantees in case of unemployment, accidents or professional injuries, retirement security and other payments).					
Goal 2 (II): Introduction of legislative amendments based on the chosen model.					
2.2	Law of Ukraine "On amendments to the Tax Code of Ukraine and other legislative acts to reduce the burden on the payroll". Law of Ukraine "On amendments to the Budget	The propose of changes: Implementing an agreed model accrual and payment by insurers and (possibly) insured persons of insurance contributions to the system of compulsory state social insurance	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance of Ukraine (support),	December 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	Code of Ukraine in connection with the adoption of the law on reducing the tax burden on the payroll" (possible)		State Tax Service of Ukraine (support)		
X. ADMINISTRATION OF TAXES					
10.1. The need for the application of up-to-date approaches to tax audits. Introduction of electronic documentary audits ("E-audit") for large taxpayers.					
Goal 2 (II): Preparation and adoption of legislative amendments necessary for subsequent introduction of E-audit for large taxpayers.					
2.1	Law of Ukraine "On amendments to the Tax Code of Ukraine concerning the implementation of electronic audits (e-Audit)" (№ 6255 dated 2 November 2021) and the Law of Ukraine "On amendments to article 9 of the Law of Ukraine "On accounting and financial reporting in Ukraine" (№ 6256 dated 2 November 2021)	<u>The propose of changes:</u> Imposing obligatory submission of SAF-T file by taxpayers to the tax authorities within 60 calendar days following the last calendar day of the reporting (tax) year [*This obligation arises for large taxpayers from 1 January 2025 and for VAT payers from 1 January 2027*]	Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	June 2023	January 2025 (January 2027)
10.2. The need for ensuring online – communication between control bodies and taxpayers aimed at achieving accessibility and transparency.					
Goal 1 (II): Preparation and adoption of legislative amendments necessary for providing the control bodies and taxpayers with the right of online communication during the conduction of the tax audits and consideration of taxpayers` objections, complaints, and other appeals. **Goal 2 (II):** Introduction of IT solutions for online communication between control authorities and taxpayers.					
1.1.	Law of Ukraine "On amendments to the Tax Code of Ukraine on online communications"	<u>The propose of changes:</u> Granting a right for taxpayers to consider their objections and complaints and other applications through online communication	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance	January 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
		Providing the tax authorities with the opportunity to conduct an online survey of taxpayers on issues arising during tax control measures and provide them with explanations in the process of conducting documentary audits (including remote)	of Ukraine (support), State Tax Service of Ukraine (support)		
10.3. Presence of problems with collection, storage, and analysis of data of payment transactions` registers and ensuring control over the execution of fiscal functions of the Register on payment transactions					
Goal 2 (II): Preparation of legislative amendments aimed at improving technologies for information transmitting from payment transaction registers to the Tax Service of Ukraine without the engagement of information acquirers and establishing requirements for payment transaction registers and the procedure for verification of the compliance with them.					
2.1	Law of Ukraine “On amendments to the Law of Ukraine “On the use of registers on payment transactions in the field of trade, catering and services”	<u>The propose of changes:</u> Improving the technology of information transfer from Registers on payment transactions/Program Registers on payment transactions to the State Tax Service without the involvement of information acquirers Establishing requirements for program Registers on payment transactions and the procedure for verifying their compliance	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	December 2023 - December 2025	1st January of the year following the year in which the changes were adopted
10.4. The existence of illicit trade. The existence of unequal competitive conditions due to the necessity of adhering to the requirements of goods accounting for conscientious taxpayers					
Goal 1 (II): Introduction of compulsory goods accounting for all taxpayers in any taxation system.					
1.1	Law of Ukraine “On amendments to the Tax Code of Ukraine" and the Law of Ukraine “On amendments to the law of Ukraine “On accounting and financial reporting in Ukraine”	<u>The propose of changes:</u> Introducing an obligatory requirement for all taxpayers in any taxation system to be able to provide a documentary proof of origin of goods	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support),	December 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
10.5. Presence of a great volume of tax privileges that influence the level of tax revenues; the absence of a unified approach to introducing tax privileges.					
Goal 1 (II): Lowering the amount and scope of tax privileges and developing a unified approach for the State to their introduction and control.					
1.2	Law of Ukraine "On amendments to the Tax Code of Ukraine and other Laws of Ukraine on state policy in the sphere of granting and using of tax privileges"	<u>The propose of changes:</u> Establishing a uniform requirements to the state policy in the field of granting and usage of tax incentives (benefits) Implementing the result of review of tax benefits.	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	June 2023	January 2024
10.6. A necessity for Ukraine to join the effective international system of automatic information exchange that will facilitate the fulfillment of the OECD recommendations and the need to improve the practice of international tax information exchange upon request and increase of transparency and reliability of Ukraine as a state-partner in information exchange					
Goal 1 (I): Implementation of OECD international standards on transparency and information exchange for the aims of taxation					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine and other Laws of Ukraine concerning the implementation of the international standard for the automatic exchange of information on financial accounts"	<u>The propose of changes:</u> Defining the functions and rights of tax authorities to ensure the receipt of information necessary for the exchange of information Establishing an obligation for financial institutions to apply the rules of the CRS Standard in carrying out a proper comprehensive audit of financial accounts. Clarifying the definition of specific terms to bring them in line with the requirements of the CRS Standard ("financial account", "account", "financial agent", "non-resident", "partnership") Imposing the requirements for the minimum retention period of documents Settling the issue of obtaining tax information by the tax authority following the CRS Standard and upon	Ministry of Finance of Ukraine (development, support), State Tax Service of Ukraine (support)	November 2022	January 2023

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
		request from the competent authority of a foreign state based on an international agreement Imposing provisions required for creation of an effective system of control over the observance by financial institutions of the requirements for establishing accountable accounts and submitting reports			
10.7. The need for the introduction of individual models aimed at restructuring the tax debt for private persons and small and medium businesses					
Goal 1 (I): Improvement of tax debt management and repayment system aimed at reducing the bureaucracy of the procedure and administrative costs for its repayment, ensuring the maximum automatization of the tax debt repayment processes.					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine to simplify the procedure for deferral of tax payments"	<u>The propose of changes:</u> Simplifying the procedure for deferral of tax payments Introducing an electronic application procedure Imposing regulations for taxpayers on receiving deferrals for small amounts of tax debts automatically Imposing regulations on reduction and differentiation of interest rates for different categories of payers Revising the criteria for granting deferral to facilitate access to the procedure	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)		
XI. TAXATION OF CERTAIN SECTORS AND ACTIVITIES ACCORDING TO THE MEASURES OF THE RESTORATION PLAN					
11.1. Inconsistency of separate provisions of the Tax Code of Ukraine with the terminology of basic legislation on capital markets and organized commodity markets, and absence of harmonization of the taxation system in the abovementioned sphere with the tax incentives of investing.					

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
Goal 1 (II): Regulatory improvement of the taxation procedure of capital markets and organized commodity markets.					
1.1	Law of Ukraine “On amendments to the Tax Code of Ukraine to improve taxation in the sphere of capital markets and organized commodity markets”	<u>The propose of changes:</u> Bringing the norms of the Tax Code of Ukraine in line with the provisions of the basic legislation in the field of capital markets and organized commodity markets, including the norms on derivative financial instruments. Introducing mechanisms of tax incentives for investors to invest in financial instruments, including long-term investments, in particular through the introduction of special investment accounts. Settlement of issues related to the taxation of trade in commodity derivatives and other assets admitted to trading on organized markets, with the transition to taxation of Central counterparty transactions and transactions carried out on organized markets on a net basis (after netting/clearing). Improving the activities of tax agents during the taxation of transactions with financial instruments and other issues, stimulating investment of individuals in financial instruments. Settlement of certain issues of taxation of contributions to non-state pension funds.	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), National Securities and Stock Market Commission of Ukraine (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support).	October 2022	January 2023
11.2. Lifting of tax barriers that cause unequal investment conditions at the insurance market and market of financial leasing either for consumers of non-banking financial services or for financial institutions.					
Goal 1 (II): Improvement of the procedure of the insurance market and market of financial leasing taxation					

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1.1	Law of Ukraine “On amendments to the Tax Code of Ukraine to improve the taxation of insurance and financial leasing”	<u>The propose of changes:</u> Performing technical harmonization of the norms of the Tax Code of Ukraine with the relevant laws. Imposing a tax on internal incoming reinsurance operations for insurers aimed at leveling “non-classical" insurance and tax evasion. Adjusting the procedure for taxation of transactions with non-residents under insurance contracts for departing persons. Enlarging the volume of benefits for the payment of insurance premiums under long-term life insurance contracts for relatives of the 2nd degree. Imposing expansion of preferential conditions of personal income tax for accumulative life insurance and private pension provision provided that the employer pays insurance premiums under long-term life insurance and pension insurance contracts for its employees. Clarifying the procedure for taxation of a one-time insurance payment paid by insurers in the event of an insured event of the insured person's lifetime before the expiration of the contract or the insured person reaches the age specified in the contract or payment of redemption amount upon early termination of a life insurance contract. Streamlining the taxation of regular consecutive (annuity) payments that in a similar manner as to the taxation of pensions.	Verkhovna Rada Committee on Finance, Tax and Customs Policy (support), National Bank of Ukraine (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)		
11.3. Resolving issues of taxation of virtual asset transactions for the objectives of Law of Ukraine “On virtual assets”					

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
Goal 1 (II): Improvement of institutional requirements for the functioning of the virtual assets market					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine on the peculiarities of taxation of transactions with virtual assets"	<u>The propose of changes:</u> Providing regulations on issues of taxation of transactions with virtual assets for the Law of Ukraine "On Virtual Assets" *[This Law shall enter into force only from the date of entry into force of the Law of Ukraine on Amendments to the Tax Code of Ukraine on peculiarities of taxation of transactions with virtual assets]* Improving the institutional requirements for the functioning of the virtual assets market in line with EU requirements	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), National Securities and Stock Market Commission of Ukraine (development), NBU (support), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	December 2025	January 2026
11.4. The negative influence of the unresolved issues of patronage dividends taxation on the agricultural cooperation development					
Goal 1 (II): Identification of the peculiarities of patronage dividends taxation at agricultural cooperatives.					
1.1	Law of Ukraine "On amendments to the Tax Code of Ukraine on agricultural cooperatives"	<u>The propose of changes:</u> Imposing the provisions regarding transfer of taxation to the side of the recipient of patronage dividends	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	July 2022	December 2022
11.5. Absence of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and imperfection of non-governmental pension insurance system.					

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
Goal 1 (II): Introduction of full-fledged operation of accumulative mandatory pension insurance system in Ukraine and improvement of non-governmental pension insurance					
1.1	Law of Ukraine “On amendments to the Tax Code and other Laws of Ukraine on non-state pension provision"	<u>The propose of changes:</u> Providing regulations on the status non-profit of non-state pension funds as taxpayers, issues related to the taxation of services of non-state pension funds. Providing regulations on issues of taxation of pension payments from non-state pension funds and tax consequences of the payment of contributions to non-state pension funds for individuals, including natural persons – entrepreneurs.	Verkhovna Rada Committee on Finance, Tax and Customs Policy (development), Ministry of Finance of Ukraine (support), State Tax Service of Ukraine (support)	September 2023	January 2024

5. The necessity to improve existing and create new technical systems

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
Administration of taxes	Electronic cabinet of taxpayers	<u>Problems:</u> The existing interface of the taxpayer's cabinet does not meet modern requirements for adaptive software design. Upgrade to expand the user functions provided by the TCU, in particular the provision of information about the taxpayer with his consent to third parties - banks, financial companies, electronic platforms, etc. <u>The content of amendments:</u> User interface development (UI / UX), Providing adaptive pages, including for the visually impaired Mobile software design.	Upgrade of existing software (According to public statements of the State Tax Service, these changes have to be

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
		Creating an effective model of customer support. Implementation of consent to the transfer of data from the open part of the taxpayer's cabinet by submitting a client's application from Internet banking or a mobile application signed by the CEP. Determining the obligation of the State Tax Service to provide banks through the API with information on the codes and accounts of the State Tax Service to which the relevant tax must be paid (by analogy with how it is implemented in the mobile application DIIA) Expanding the list of parameters that should be available to banks and financial institutions through the State Tax Service API <u>New features:</u> Obtaining the maximum number of certificates and services in electronic form (including residency). Providing the ability to pay taxes through the cabinet (integration with payment services). Ability to provide individuals with periodic payments by subscription. System of pre-filling of tax reporting according to the data of the State Tax Service	implemented through integration with "DIIA")
Administration of taxes. Consideration of complaints	Creating a platform for online communication with taxpayers	Consideration of objections and complaints of taxpayers online Providing the opportunity for online surveys of taxpayers and providing explanations in the process of conducting documentary audits (including remote)	New system
Administration of taxes. VAT	Creating an accounting system of a single universal document for financial and tax accounting for the supply of goods/services.		New system

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
Administration of taxes. VAT	Automated monitoring system for compliance of VAT invoices with risk assessment criteria (SMKOR)		Modification according to the improvement of the risk-oriented system
Excise duty	System of electronic administration of sales of fuel and ethyl alcohol (SEASFEA)	Display in SEASFEA of owners of fuel for detection of fictitious operations, Improving the accounting of fuel and alcohol storage facilities and their technical accounting for own consumption and/or processing	Modification
Excise duty	Electronic control system for tobacco products		New system
Excise duty	Electronic control system for alcohol circulation		New system
Excise duty	Licensing of activities related to excisable goods	Applying the “paperless” principle to all types of licenses for activities with excisable goods Expand the list of parameters that should be available to third parties about the issued licenses through the API STS	Modification
Administration of taxes. Tax debt	AIS. “Tax debt" Electronic taxpayer’s cabinet	Improving the technical and tax accounting within a single integrated system. Develop an ERM tax debt management system Ability to notify individuals of an existing debt by electronic means of communication (notification via the mobile application “Diia” or via SMS or messengers) IT solutions for an analytical model of estimating the probability of non-payment of tax liabilities, segmentation of taxpayers, and determining the appropriate methods of tax debt collection according to the individual approach to the taxpayer IT solutions for automatic generation of tax claims, as well as the formation of procedural documents, including application to the courts	Modification New development

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
		IT solutions for automatic issuance and execution of collection as a single electronic file Providing, with the consent of the person, information on tax debt in electronic form for banks and financial institutions, e-commerce sites, etc. (introduce standardized API for sharing data between institutions and tax authority) Reduce the costs of banking institutions for processing collection orders, the costs of the State budget for the preparation, approval, and sending of collection orders, and increase revenues to the State and local budgets through instant receipt and processing of collection orders by banks	
Administration of taxes. Tax control	IT solution for data processing of a standard audit file (SAF-T UA)	Fully automated analysis of the received file (SAF-T UA) by specialized software according to the established risk criteria will help identify possible errors in the calculation of tax liabilities at the pre-audit stage E-audit creates an opportunity for prompt self-control of taxpayers on the calculated tax liabilities with the possibility of correcting errors identified in the e-audit, with the application of a reduced penalty	New system
Administration of taxes. Tax control	The reporting system for financial institutions in the course of automatic exchange of information	According to the CRS, countries which joined this initiative, through their financial institutions (including banks, depositories, insurance companies, brokers, and investment funds) will be required to exchange certain data on the accounts of customers of these financial institutions automatically on an annual basis, guided to some extent by the unified rules of such exchange Creation of a technical system for reporting by financial institutions on reporting accounts Introduction of a standardized API for data exchange between institutions and the State Tax Service System of analysis of tax information obtained in the course of automatic exchange of information for tax control purposes	New system
Administration of taxes. Registers on payment transactions / Program Registers	“SOD RRO”	Conducting an audit of the information technology (IT audit) in the State Tax Service in respect of SOD RRO and elimination of identified shortcomings in the work of SOD RRO based on the results of the IT audit	Modification

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
on payment transactions			
PIT	Electronic cabinet	Household's accounting system, reporting	New system
VAT	Electronic platform for non-residents	Improving the interface in terms (UI/UX) Creating a dispatch support system	Update existing software
Administration of taxes	Single account	Improving the single account interface in terms (UI/UX) Integration with ISO 20022	Modification Upgrade of existing software
PIT. Enrollment of taxes	Single account for PIT payment	Creation of an integrated system for the State Treasury Service on the distribution of PIT between budgets of different levels and depending on the areas of enrollment (at the place of registration of the person/separate unit)	New system
Administration of taxes. Registers on payment transactions / Program Registers on payment transactions	Data accounting system of registers on payment transactions	Improvement of protocols for information transfer from registers on payment transactions, Program Registers on payment transactions by wired or wireless communication channels to the State Tax Service of Ukraine Improving the interface of Registers on payment transactions, Program Registers on payment transactions	Modification Upgrade of existing software
Administration of taxes. Implementation of EU Directives into Ukraine legislation	IT solutions in the course of the implementation of EU Directives	Relevant IT solutions: Connection to CCN / CSI (DAC and other information). Interconnection: VIES, E-Commerce, MOSS, OSS, EMCS, VAT refund, etc.	New system
Regulation of activities in certain sectors (areas). Capital markets	Electronic cabinet	IT solutions to ensure effective reporting by capital and commodity market participants Introduction of a standardized API for data exchange between investment banking programs and the electronic office of the taxpayer	New system, Modification

Scope of application	Type of software product	Assigning an IT solution (problems to be solved)	Form of development
Regulation of activities in certain industries (areas). Virtual assets	Electronic cabinet	IT solutions to ensure effective reporting by virtual asset participants. Introduction of a standardized API for data exchange between electronic platforms of the virtual assets market and the electronic office of the taxpayer	New system, New system.

6. The main legislative acts in the field of taxation and their implementation in the legislation of Ukraine

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
VAT. General		1. Ukrainian legislative/administrative framework in the field of taxation and tax administration for accession to the European Union created			
VAT. General		1.1. Ukrainian legislative/administrative framework in the field of indirect taxation for accession to the European Union established			
VAT. General	1	1.1.1. Ukrainian legislation and administrative framework are approximated with the EU Directive on the common system of value-added tax (after that – EU VAT Directive)	Council Directive 2006/112/EC of 28 November 2006 on the common system of value-added tax: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32006L0112	Yes, with the exception of Articles 5-8, 20, 33, 40-42, 79, 100-101, 123-130, 140-142, 145, 146 (1 ("B"), 147, 155, 164-166, 170-171, 175, 203, 205, 209, 210, 212, 219, 238-240, 245, 254, 258, 274-280, 293-294, 370-395, 396-400, 402-410, 411- 413	Prepared, involving a comparative table of compliance of tax legislation of Ukraine in terms of VAT to the provisions of Directive 112, which was agreed upon with an international expert involved in the EU4PFM Program An opinion was received from the European Commission on the implementation of the

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
				(provisions applicable to EU Member States), Articles 281-294, 295-305, 306-325, 326-332, 333-343, 348-349, 358-369 (concerning special tax regimes)	approximation of the Tax Code of Ukraine to Directive 112 (letter dated 25 January 2021 Ref Ares (2021) 592349), confirming that Ukrainian VAT tax legislation is generally in line with EU legislation. The European Commission has stated that several articles of the Tax Code of Ukraine need attention or future action on possible harmonization with EU legislation. These actions are not urgent and need to be implemented in the future
VAT. General		1.1.1.1. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU VAT Directive and/or Commission implementing legal acts provided			The European Commission assisted under the EU4PFM program.
VAT. General		1.1.1.2. STS capacity building in implementation of the EU VAT Directive/Commission implementing legal acts enhanced			As Ukrainian legislation is broadly in line with EU law, there was no need to implement the Commission's legislation into Directive 112
VAT. General		1.1.1.2.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			Due to the lack of need, the STS did not provide recommendations for the implementation of key operational IT solutions

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
VAT. Exemption	**2**	1.1.2. Ukrainian legislation and administrative framework are approximated with EU directives on VAT exemptions for travelers and VAT exemptions for finally imported goods (after that – EU VAT exemptions directives)	Council Directive 2007/74/EC of 20 December 2007 on the exemption from value-added tax and excise duty of goods imported by persons traveling from third countries: https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:32007L0074	Yes (section 3 on quantitative restrictions).	The Council Directive 2007/74/EC provisions have been implemented in the Tax Code of Ukraine (Articles 191, 196) and the Customs Code of Ukraine (Articles 369, 374).
VAT. Exemption		1.1.2.1. Comparative analysis of Ukrainian legislation compliance with EU VAT exemptions directives conducted			
VAT. Exemption		1.1.2.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU VAT exemptions directives and/or Commission implementing legal acts provided			
VAT. Exemption		1.1.2.3. STS/SCS capacity building in implementation of the EU VAT exemptions directives /Commission implementing legal acts enhanced			
VAT. Exemption		1.1.2.3.1. Analysis of STS/SCS administrative framework conducted and			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
		recommendations on key operational/IT solutions to be implemented provided			
VAT. Refund	**3**	1.1.3. Ukrainian legislation and administrative framework are approximated with EU directives on VAT refund for non-EEC taxable persons and VAT refunds for a taxable person established in another EU country (after that – EU VAT refund directives)	a) Thirteenth Council Directive 86/560/EEC of 17 November 1986 on the harmonization of the laws of the Member States relating to turnover taxes - arrangements for the refund of value-added tax to taxable persons not established in Community territory: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex%3A31986L0560	a) Thus, from the date of entry into force of the Association Agreement, the Association Council shall determine the timetable for Ukraine's implementation of this Directive	a) On 26 October 2021 by the letter of the Ministry of Finance № 44040-08-10/33081, the draft decision of the EU-Ukraine Association Council on the implementation of 13 Directives was sent to the EU Delegation to Ukraine and the Government Office for Coordination of European and Euro-Atlantic Integration. b) No (irrelevant as the Directive applies to the EU Member States within the EU)
VAT. Refund			b) Council Directive 2008/9/EC of 12 February 2008 laying down detailed rules for the refund of value-added tax, provided for in Directive 2006/112/EC, to taxable persons not established in the Member State of refund but established in another Member State:	b) No	b) No (irrelevant), the Directive applies to the EU Member States within the EU. Ukraine has borders with the EU, so VAT refunds are made only within the country with its mechanism

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:32008L0009		
VAT. Refund		1.1.3.1. Comparative analysis of Ukrainian legislation compliance with EU VAT refund directives conducted			a) No. b) No.
VAT. Refund		1.1.3.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU VAT refund directives and/or Commission implementing legal acts provided			a) No. b) No.
VAT. Refund		1.1.3.3. STS capacity building in implementation of the EU VAT refund directives/Commission implementing legal acts enhanced			
		1.1.3.3.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			
Excise duty. General issues	**4**	1.1.4. Ukrainian legislation and administrative framework are approximated with EU Directive on General arrangements for excise duty (after that – EU Excise Directive)	Council Directive 2008/118/EC of 16 December 2008 concerning the general arrangements	Yes (Article 1).	Article 1 is partially implemented by Section VI “Excise Tax” of the Tax Code of Ukraine

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			for excise duty and repealing Directive 92/12: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex%3A32008L0118		Needs to be listed in terms of excisable goods regulated by Directive 2003/96 (energy goods). Implementation timeframe for Directive 2003/96 – gradually
Excise duty. General issues		1.1.4.1. Comparative analysis on Ukrainian legislation compliance with EU Excise Directive conducted			Yes (Article 1) No (other articles)
Excise duty. General issues		1.1.4.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Excise Directive and/or Commission implementing legal acts provided			On 3 September 2019 the EU received comments on energy products. The implementation period of Directive 2003/96 is gradual
Excise duty. General issues		1.1.4.3. STS capacity building in implementation of the EU Excise Directive/Commission implementing legal acts enhanced			
Excise duty. General issues		1.1.4.3.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			
Excise duty. Fuel taxation	**5**	1.1.5. Ukrainian legislation and administrative framework are approximated with EU Directive on fiscal marking of gas oils and kerosene	Council Directive 95/60/EC of 27 November 1995 on fiscal marking of gas oils and kerosene:	No.	

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			https://eur-lex.europa.eu/eli/dir/1995/60/oj		
Excise duty. Fuel taxation		1.1.5.1. Comparative analysis on Ukrainian legislation compliance with EU Directive on fiscal marking of gas oils and kerosene conducted			No.
Excise duty. Fuel taxation		1.1.5.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive on fiscal marking of gas oils and kerosene and/or Commission implementing legal acts provided			
Excise duty. Fuel taxation		1.1.5.3. STS capacity building in implementation of the EU Directive on fiscal marking of gas oils and kerosene/Commission implementing legal acts enhanced			
Excise duty. Fuel taxation		1.1.5.3.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			
Excise duty. Alcohol taxation	**6**	1.1.6. Ukrainian legislation is approximated EU directives on the taxation of alcohol, manufactured tobacco products, energy products, and electricity	a) Council Directive 92/83/EEC of 19 October 1992 on the harmonization of the structures of excise	Yes	Law of Ukraine of 23 November 2018 № 2628 “On Amendments to the Tax Code of Ukraine and some other legislative acts of Ukraine to improve the administration and

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			duties on alcohol and alcoholic beverages: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A01992L0083-20220101		revision of rates of certain taxes and fees" – from 1 March 2019 the classification of wine products is reduced to the Council Directive 19 October 1992 № 92/83/EEC on harmonization of structures of excise duties on alcohol and alcoholic beverages Law of Ukraine of 30 November 2021 № 1914 "On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine to Ensure Balanced Budget Revenues" – to take into account the comments of the EU Party to replace the current rate of excise duty on beer for 1 liter of finished products rate depending on the actual strength of the finished product – for 1 liter of 100 percent alcohol
Excise duty. Taxation of tobacco products	**7**		b.1) Council Directive 2011/64/EU of 21 June 2011 on the structure and rates of excise duty applied on manufactured tobacco (on the schedule of increasing of tobacco products tax rates):	Yes (Articles 7 (2), 8, 9, 10, 11, 12, 14 (1), 14 (2), 14 (4), 18 and 19 – according to a separate schedule)	Law of Ukraine dated 7 December 2017 № 2245 "On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine Concerning Ensuring Balance of Budget Revenues in 2018": - the requirements of Directive 2011/64 regarding the share of excise duty in the weighted

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:32011L0064		average retail selling price of cigarettes are at least 60%, and a mechanism for determining such a price has been introduced; - a gradual annual increase of excise tax rates in Ukraine to the level in force in the EU – 90 euros per 1,000 units – is envisaged until 2025 The draft Law of Ukraine "On Amendments to the Tax Code of Ukraine and Other Laws of Ukraine to Ensure Balanced Budget Revenues" (registration № 4101 dated 15 September 2020) provides, in particular, to supplement the definition of "weighted average retail price of cigarettes" with the phrase "including all taxes". Following the adoption of the draft comments on Article 8.2 of Directive 2011/64 of the European Commission on the alignment of Ukrainian legislation with EU legislation will be taken into account
Excise duty. Taxation of			b.2) Council Directive 2011/64/EU of 21 June 2011 on the structure and	Yes (Articles 7 (2), 8, 9, 10, 11, 12, 14 (1), 14 (2), 14	Section VI "Excise tax" of the Tax Code of Ukraine and the SFS order of 9 June 2015 № 401 "On

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
tobacco products			rates of excise duty applied on manufactured tobacco (on the definition of tobacco products and rate's structure): https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:32011L0064	(4), 18 and 19 – according to a separate schedule)	approval of Explanations to the Ukrainian classification of goods of foreign economic activity" (order of the LCA of 14 July 2020 № 256 "On approval of Explanations to the Ukrainian classification of goods of foreign economic activity" – in terms of tobacco products without changes)
Excise duty. Taxation of fuel and electricity	**8**		c) Council Directive 2003/96/EC of 27 October 2003 restructuring the Community framework for the taxation of energy products and electricity: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02003L0096-20180915	Thus, gradually, based on the future needs of Ukraine in the field of environmental protection and energy efficiency	Partially taken into account. The Law of Ukraine dated 23 November 2018 № 2628 "On Amendments to the Tax Code of Ukraine and some other legislative acts of Ukraine to improve the administration and revision of the rates of certain taxes and fees" introduced provisions on: - improvement of control over fuel circulation in the System of electronic administration of fuel sales; - licensing of activities of all business entities engaged in the production, storage, wholesale and retail trade in fuel; - control over the intended use of fuel intended for air

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
					transport (aviation gasoline and jet fuel), establishing responsibility for the misuse of such goods; - equipment of excise warehouses with flow meters and/or level meters and the obligation to register them in the Unified State Register of flow meters and level meters
Excise duty. Taxation of alcoholic beverages. Taxation of tobacco products. Taxation of fuel and electricity		1.1.6.1. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU directives on taxation of alcohol, manufactured tobacco products, energy products, and electricity provided			18-22 January 2021 TAIEX Expert Mission on the harmonization of excise tax on tobacco products (65950)
Excise duty. Vehicle taxation	**9**	1.1.7. Ukrainian legislation is approximated with EU Directive on the charging of heavy goods vehicles for the use of certain infrastructures	Directive 1999/62/EC of the European Parliament and of the Council of 17 June 1999 on the charging of vehicles for the use of road infrastructures: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELE	No.	

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			X%3A01999L0062-20220324		
Excise duty. Taxation of vehicles		1.1.7.1. Comparative analysis of Ukrainian legislation compliance with EU Directive on the charging of heavy goods vehicles for the use of certain infrastructures conducted			No.
Excise duty. Taxation of vehicles		1.1.7.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive on the charging of heavy goods vehicles for the use of certain infrastructures provided			
VAT, Excise duty. Indirect taxes on the raising of capital	**10**	1.1.8. Ukrainian legislation is approximated with EU Directive concerning indirect taxes on the raising of capital	Council Directive 2008/7/EC of 12 February 2008 concerning indirect taxes on the raising of capital: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02008L0007-20130701	No	No.
VAT, Excise duty. Indirect taxes on the raising of capital		1.1.8.1. Comparative analysis on Ukrainian legislation compliance with EU Directive concerning indirect taxes on the raising of capital conducted			No.

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
VAT, Excise duty. Indirect taxes on the raising of capital		1.1.8.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive concerning indirect taxes on the raising of capital provided			
VAT, Excise duty. Indirect taxes on the raising of capital		1.1.9. Ukrainian legislation and administrative framework are approximated with EU directives on tax exemptions applicable to the permanent introduction from a Member State of the personal property of individuals and tax exemptions within the Community for certain means of transport temporarily imported into one Member State from another (after that – EU Tax-free allowances directives)			
VAT, Excise duty. Exemption from import of personal property and vehicles	**11**		a) Council Directive 2009/55/EC of 25 May 2009 on tax exemptions applicable to the permanent introduction from a Member State of the personal property of individuals: https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:32009L0055	No.	

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
VAT, Excise duty. Exemption from import of personal property and vehicles			b) Council Directive 83/182/EEC of 28 March 1983 on tax exemptions within the Community for certain means of transport temporarily imported into one Member State from another https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A31983L0182	No.	The provisions of Council Directive 83/182/EEC have been implemented in the Tax Code of Ukraine (Article 206) and the Customs Code of Ukraine (Chapter 18)
VAT, Excise duty. Exemption from import of personal property and vehicles		1.1.9.1. Comparative analysis of Ukrainian legislation compliance with EU Tax-free allowances directives conducted			No.
VAT, Excise duty. Exemption from import of personal property and vehicles		1.1.9.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Tax-free allowances directives and/or Commission implementing legal acts provided			
VAT, Excise duty. Exemption		1.2. Ukrainian legislative/administrative framework in the field of direct taxation			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
from import of personal property and vehicles		for accession to the European Union established			
VAT, Excise duty. Exemption from import of personal property and vehicles		1.2.1. Ukrainian legislation is approximated with Convention on the elimination of double taxation in connection with the adjustment of profits of associated enterprises and the Code of Conduct			
CPT. Avoidance of double taxation	**12**		a) Convention on the elimination of double taxation in connection with the adjustment of profits of associated enterprises (90/463/EEC) (the Arbitration Convention): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A01990A0436-20141214	No.	
CPT. Avoidance of double taxation. Code of conduct	**13**		b) Revised code of conduct for the effective implementation of the Convention on the elimination of double taxation in connection with	No.	

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			the adjustment of profits of associated enterprises (2009/C 322/01): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A42009X1230%2801%29		
CPT. Avoidance of double taxation. Code of conduct		1.2.1.1. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with the Convention on the elimination of double taxation in connection with the adjustment of profits of associated enterprises and Code of Conduct provided			
CPT. Taxation of interest and royalties	**14**	1.2.2. Ukrainian legislation is approximated with EU Directive on a common system of taxation applicable to interest and royalty payments made between associated companies of different Member States (after that - EU Directive on interests and royalty payments)	Council Directive 2003/49/EC of 3 June 2003 on a common system of taxation applicable to interest and royalty payments made between associated companies of different Member States: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02003L0049-20130701	No	Certain provisions are implemented in the Tax Code of Ukraine (amended by the Law of Ukraine of 16 January 2020 № 466 "On Amendments to the Tax Code of Ukraine to improve tax administration, eliminate technical and logical inconsistencies in tax legislation")

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
CPT. Taxation of interest and royalties		1.2.2.1. Comparative analysis of Ukrainian legislation compliance with EU Directive on interests and royalty payments conducted			No.
CPT. Taxation of interest and royalties		1.2.2.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive on interests and royalty payments provided			
CPT. Countering tax evasion	**15**	1.2.3. Ukrainian legislation is approximated with EU Directive laying down rules against tax avoidance practices that directly affect the functioning of the internal market (after that – Anti-Tax Avoidance Directive)	Council Directive (EU) 2016/1164 of 12 July 2016 laying down rules against tax avoidance practices that directly affect the functioning of the internal market: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02016L1164-20220101	No.	Certain provisions are implemented in the Tax Code of Ukraine (amended by the Law of Ukraine of 16 January 2020 № 466 "On Amendments to the Tax Code of Ukraine to improve tax administration, eliminate technical and logical inconsistencies in tax legislation")
CPT. Countering tax evasion		1.2.3.1. Comparative analysis of Ukrainian legislation compliance with EU Anti-Tax Avoidance Directive conducted			No.
CPT. Countering tax evasion		1.2.3.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
		with EU Anti-Tax Avoidance Directive provided			
CPT. Taxation of parent and subsidiary companies	**16**	1.2.4. Ukrainian legislation is approximated with EU Directive on the common system of taxation applicable in the case of parent companies and subsidiaries of different Member States (after that – Parent-Subsidiary Directive)	Council Directive 2011/96/EU of 30 November 2011 on the common system of taxation applicable in the case of parent companies and subsidiaries of different Member States: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02011L0096-20150217	No.	Certain provisions are implemented in the Tax Code of Ukraine (amended by the Law of Ukraine of 16 January 2020 № 466 "On Amendments to the Tax Code of Ukraine to improve tax administration, eliminate technical and logical inconsistencies in tax legislation") The information needs clarification
CPT. Taxation of parent and subsidiary companies		1.2.4.1. Comparative analysis of Ukrainian legislation compliance with EU Parent-Subsidiary Directive conducted			No.
CPT. Taxation of parent and subsidiary companies		1.2.4.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Parent-Subsidiary Directive provided			
Administration. Dispute resolution mechanism	**17**	1.2.5. Ukrainian legislation is approximated with the EU Directive on tax dispute resolution mechanisms in the European Union	Council Directive (EU) 2017/1852 of 10 October 2017 on tax dispute	No.	Article 108¹ of the Tax Code of Ukraine. Procedure for mutual agreement

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			resolution mechanisms in the European Union: https://eur-lex.europa.eu/eli/dir/2017/1852/oj		Order of the Ministry of Finance dated 30 December 2020 № 820 "On approval of the Procedure for consideration of the application (case) under the procedure of mutual agreement and requirements for the application"
Administration. Dispute resolution mechanism		1.2.5.1. Comparative analysis of Ukrainian legislation compliance with EU Directive on tax dispute resolution mechanisms in the European Union conducted			No.
Administration. Dispute resolution mechanism		1.2.5.2. Recommendations on / assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive on tax dispute resolution mechanisms in the European Union provided			
CPT. Taxation of hybrid structures, BEPS	**18**	1.2.6. Ukrainian legislation is approximated with EU Directive on Hybrid Mismatches	Council Directive (EU) 2017/952 of 29 May 2017 amending Directive (EU) 2016/1164 as regards hybrid mismatches with third countries: https://eur-lex.europa.eu/legal-content/EN/TXT/?toc=OJ:L:2017:144:TOC&uri=uriserv:	No.	

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			OJ.L_.2017.144.01.0001.01.ENG		
CPT. Taxation of hybrid structures, BEPS		1.2.6.1. Comparative analysis of Ukrainian legislation compliance with EU Directive on tax dispute resolution mechanisms in the European Union conducted			No.
CPT. Taxation of hybrid structures, BEPS		1.2.6.2. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU Directive on tax dispute resolution mechanisms in the European Union provided			
CPT. Taxation of hybrid structures, BEPS		1.3. Ukrainian legislative/administrative framework in the field of administrative cooperation and mutual assistance for accession to the European Union established			
VAT. Counteraction to tax fraud	**19**	1.3.1. Ukrainian legislation and administrative framework are approximated with EU Council Regulation on administrative cooperation and combating fraud in the field of value-added tax (after that – EU VAT administrative cooperation regulation)	Council Regulation (EU) № 904/2010 of 7 October 2010 on administrative cooperation and combating fraud in the field of value-added tax: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELE	No.	Council Regulation (EU) № 904/2010 applies to the EU Member States within the EU. Due to the border between Ukraine and the EU, Ukraine has introduced its mechanism for controlling the completeness of VAT payments

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
			X%3A02010R0904-20210701		
VAT. Counteraction to tax fraud		1.3.1.1. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU VAT administrative cooperation regulation provided			
VAT. Counteraction to tax fraud		1.3.1.2. STS capacity building in implementation of the EU VAT administrative cooperation regulation/Commission implementing legal acts enhanced			
VAT. Counteraction to tax fraud		1.3.1.2.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			
Excise duty. Electronic registers	**20**	1.3.2. Ukrainian legislation and administrative framework are approximated with EU Council Regulation on administrative cooperation in the field of excise duties	Council Regulation (EU) № 389/2012 of 2 May 2012 on administrative cooperation in the field of excise duties and repealing Regulation (EC) № 2073/2004: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02012R0389-20130701	No	The information needs clarification

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
Excise duty. Electronic registers			Council Regulation (EU) 2020/261 of 19 December 2019 amending Regulation (EU) № 389/2012 on administrative cooperation in the field of excise duties as regards the content of electronic registers. Council Regulation (EU) 2020/261 of 19 December 2019 amending Regulation (EU) № 389/2012 on administrative cooperation in the field of excise duties as regards the content of electronic registers: https://eur-lex.europa.eu/legal-content/en/ALL/?uri=CELEX:32020R0261		
Excise duty. Electronic registers		1.3.2.1. Recommendations on/assistance in preparing draft legislation aligning Ukrainian legal acts with EU VAT administrative cooperation regulation and/or Commission implementing legal acts provided			
Excise duty. Electronic registers		1.3.2.2. STS capacity building in implementation of EU Council Regulation on administrative cooperation in the			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
		field of excise duties/Commission implementing legal acts enhanced			
Excise duty. Electronic registers		1.3.2.2.1. Analysis of STS administrative framework conducted and recommendations on key operational/IT solutions to be implemented provided			
Excise duty. Electronic registers					
Administration. Assistance in collecting taxes	**21**	1.3.3. Ukrainian legislation and administrative framework are approximated with EU Directive concerning mutual assistance for the recovery of claims relating to taxes, duties, and other measures (hereafter – EU Recovery Directive)	Council Directive 2010/24 / EU of 16 March 2010 concerning mutual assistance for the recovery of claims relating to taxes, duties, and other measures: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32010L0024	No	The information requires clarification
Administration. Assistance in collecting taxes		1.3.3.1. Comparative analysis on Ukrainian legislation compliance with EU Recovery Directive conducted			
Administration. Assistance in		1.3.3.2. Recommendations on / assistance in preparing draft legislation aligning Ukrainian legal acts with EU			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
collecting taxes		Recovery Directive and/or Commission implementing legal acts provided			
Administration. Assistance in collecting taxes		1.3.3.3. STS capacity building in implementation of the EU Recovery Directive / Commission implementing legal acts enhanced			
Administration. Assistance in collecting taxes		1.3.3.3.1. Analysis of STS administrative framework conducted and recommendations on key operational / IT solutions to be implemented provided			
Administration. Automatic exchange of information	**22**	1.3.4. Ukrainian legislation and administrative framework are approximated with EU Directive on administrative cooperation in the field of taxation (hereafter – EU Administrative Cooperation Directive)	Council Directive 2011/16 / EU of 15 February 2011 on administrative cooperation in the field of taxation and repealing Directive 77/799 / EEC: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02011L0016-20200701	No	Order of the Ministry of Finance dated 20 August 2020 № 496 "On approval of the Procedure for filling in and submitting a report on financial accounts by financial agents under the FATCA Agreement" The information requires clarification
Administration. Automatic exchange of information		1.3.4.1. Comparative analysis of Ukrainian legislation compliance with EU Administrative Cooperation Directive conducted			No.
Administration. Automatic		1.3.4.2. Recommendations on / assistance in preparing draft legislation aligning Ukrainian legal acts with EU			

Subject	№	Title of the act of EU legislation and stages of its implementation	Title (English / Ukrainian / Text of the EU legislation at https://eur-lex.europa.eu/)	Implementation of EU legislation under the Association Agreement	Status of implementation
exchange of information		Administrative Cooperation Directive and/or Commission implementing legal acts provided			
Administration. Automatic exchange of information		1.3.4.3. STS capacity building in implementation of the EU Administrative Cooperation Directive / Commission implementing legal acts enhanced			
Administration. Automatic exchange of information		1.3.4.3.1. Analysis of STS administrative framework conducted and recommendations on key operational / IT solutions to be implemented provided			
Administration. Automatic exchange of information		1.4. Assistance in preparation for dialogue/access negotiation between the partner institutions and Commission on Ukrainian national legislation harmonization with EU legislation provided			
Administration. Automatic exchange of information		1.5. Partner institutions *ad hoc* requests in the taxation/tax administration field on assistance facilitating Ukraine's accession to the EU addressed			

SUBGROUP 2: CUSTOMS POLICY

1. The main issues that need to be resolved as a part of the Recovery Plan in the field of "Finance system operation, its transformation, and development"

Impact of the war on the defined sphere of analysis:	
Key challenges (summarized for a defined scope: **Customs policy**)	1. Lack of a unified approach to customs clearance of goods in different customs authorities of Ukraine 2. Unfavourable and unpredictable conditions for foreign economic activity (FEA) and the national producer, significant time of customs clearance and low throughout capacity of border crossing points 3. Inconsistency of transit procedures in Ukraine with the rules of the Convention on a common transit procedure, which makes impossible accession to the Convention and NCTS application at the international level 4. Ukraine's customs legislation isn`t harmonized with EU legislation, slowing down European integration and EU accession 5. IT solutions/IT infrastructure that don`t comply with e-Customs and MASP-C; excessive bureaucracy of processes 6. Increase of the volume of illegally imported goods, movement of commercial goods under the cover of humanitarian aid; significant volume of counterfeit goods that repulse the interest of investors 7. Corruption at customs and insufficient professional level
Key opportunities (summarized for a defined scope: **Customs policy**)	1. Unprecedented support from the key world leaders. Possibility of Ukraine's integration into the single customs space of the EU, provided that the criteria for the candidate country for joining the EU are met (including the implementation of EU customs legislation) 2. Implementing new IT solutions, which are compatible with EU IT solutions, create new tools for developing a risk analysis system, ensuring a balance of control measures (border security) and simplification, as well as ensuring compliance with the criteria for the EU candidate country in terms of IT customs 3. Introduction of a balance of border security (customs procedures) and partnership with companies, which apply compliance, have a positive customs history, reliable internal processes, etc. Reduction of smuggling, illegally imported goods, circulation of counterfeit goods 4. Using the system of customs duties as a stimulating tool for long-term economic development and export increase; creation of clear and predictable rules for conducting foreign economic activity

Impact of the war on the defined sphere of analysis:	
	1. Development of logistics, customs, and other infrastructure necessary for the development of foreign economic activity 2. Enhancement movement of goods across the customs border and their subsequent customs clearance without losing the security function of customs at the border and in the international supply chain 3. Achieving a high level of trust of business to customs authorities, providing qualified and competent personnel of customs authorities
Key constraints (summarized for a defined scope: **Customs policy**)	1. Unpredictability of the end of the war on the territory of Ukraine and the state of infrastructure: - constant risks of increasing the destruction of logistics, customs and other infrastructure, the difficulty of planning its reconstruction - the need to consider business limitations on the restoration and development of foreign economic activity and export (lost or destroyed means of production, logistics, etc. - difficulty in retaining labour resources; unpredictability in planning the maintenance, development, and extension of business; reduction of volumes and limitation of geography of markets - dependence from currency restrictions, currency fluctuations and unpredictability of trends in the financial market during the war) 2. Uneven workload at crossings points through the customs border and the need for more flexible tools for redistribution of customs staff 3. Financing of necessary expenses in the conditions of sharp income decrease to the state budget and GDP of Ukraine due to the war 4. Customs border security challenges will slow down accession to the EU's single customs market 5. Insufficient level of investment and trade attractiveness of Ukraine, due to military activities on the territory of the state. Restrictions on business and government during the war

2. Goals, objectives, and stages of the Recovery Plan in the defined scope

2.1. Specific goals

	Stage I: June 2022 – end of 2022	**Stage II: January 2023 – December 2025**	**Stage III: January 2026 – December 2032**
1. Ensuring a unified approach to customs clearance of goods by the customs authorities of Ukraine.			
Each stage's goal to be achieved to solve the problem	1.1. Prompt informing of traders and feedback on the practical application of customs legislation	1.2. Establishment and operation of customs competence units. Performing concrete or all customs formalities by other customs authorities 1.3. Improvement of the IT service for the publication of information on the goods classification 1.4. Approval of the Guidelines for the control over correct goods classification	
Deadline within the stage	1.1. June 2022 – December 2022 (for work with two directions of customs related issues)	1.1. January 2023 – December 2025 (for work with all directions of customs-related issues) 1.2. January 2023 – December 2025 1.3. – 1.4. January 2023 – December 2023	
Risks for achieving the goal	Delayed development (procurement) of an appropriate IT solution, lack of sufficient qualified personnel to operate a	Lack of IT support for updating, setting up the system, lack of qualified personnel on focused customs issues.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	Helpdesk and a structural unit for support (coordination), informing, and consulting		
Measurable indicator of goal achievement	1.1. The Helpdesk is established to work within 2 areas of customs issues. It processes 500 requests per month Relevant software has been developed (procured) and deployed The user's feedback satisfaction level of the Helpdesk operation is more than 70%. The structural unit for support (coordination), informing and consulting has been set up One comprehensive (video tutorial, in-dept explanatory and presentation materials) and 6 short information materials are prepared per month. Improvement (solution) of at least 1 complicated problem issue per 3 months and 3 simple problem issues per month was organized and developed. After solving the problem issue, the Helpdesk has not received any request on this issue for at least 6 months The user's feedback satisfaction level of the structural unit for	1.1. The Helpdesk operation is extended to work with all areas of customs issues. It processes 2000 requests per month. The user's feedback satisfaction level of the Helpdesk operation is more than 70% Tree comprehensive (video tutorials, in-dept explanatory and presentation materials) and 20 short information materials are prepared per month. Improvement (solution) of at least 10 complicated problematic issues and 30 simple problematic issues per year was organized and developed. After solving the problem issue, the Helpdesk receives 1% of the previous number of requests on these issues for at least 6 months. The user's feedback satisfaction level of the structural unit for support (coordination), informing and consulting (average feedback from Helpdesk, customs	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	support (coordination), informing and consulting (average feedback from Helpdesk, customs authorities, users) is more than 70%	authorities, users) is more than 70%. 1.2. The customs competencies units are set up and operating. Customs competencies units carry out customs clearance of 20% of customs declarations in the customs regime of import and 50% - in the customs regime of export. Final decisions not in favour of customs authorities are taken in no more than 10% of cases, in the case of administrative or judicial appeals against decisions made by customs competence units 1.3. The IT service for publishing information on the goods classification has been improved 1.4. The Guidelines on the correct goods classification control were approved by the State Customs Service	
The total amount of financial resources required to achieve the goal	To be identified	To be identified	
Connection with other areas	Anti-corruption policy	Anti-corruption policy	
2. Favourable conditions for foreign economic activity and national producer, decrease of customs clearance time, increase of throughput capacity at the border crossing points.			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Each stage's goal to be achieved to solve the problem	2.1. Implementation of the system of customs tax-payments as a stimulating tool for long-term economic development and increase of exports 2.2. Increase of the efficiency of the automated risk management system (ASUR) 2.3. Implementation of the technique on average time measurement for release of goods following the WCO technique 2.4. Increase of the flow of goods through automobile border crossing points. 2.5. Implementation of the “right to be heard” instrument during taking customs decisions and update of the administrative appeal procedure. 2.6. Implementation of the on-line data exchange of the preliminary data with the EU member countries. 2.7. Mutual exchange of the results of customs control with the customs authorities of other states and recognition of the results of such control during customs procedures	2.8. Granting customs simplifications to compliant companies according to Ukrainian legislation (including for companies with and without AEO status, as well as companies acting in the NCTS) 2.9. Setting of state intermodal logistic centres with customs clearance options 2.10. Arrangement of priority border crossing points, suspension of customs clearance at the western border due to Ukraine`s accession to the EU	2.11. Implementation of other simplifications (customs and tax), in line with the EU countries.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage	2.1. - 2.5. June 2022 – December 2022	2.3. January 2023 – June 2023 (regarding automatization and IT solution) 2.6. June 2022 – December 2025 2.7 June 2022 – June 2025 2.8 January 2023 – May 2023 2.9. - 2.10. January 2023 – December 2025	2.9. January 2026 – December 2032 2.10. January 2026 – December 2027 2.11. January 2026 – December 2028
Risks for achieving the goal	Administrative or organisational risk of implementation of the tasks (inconsistency of positions, lack of understanding between public authorities). Martial law related risks (destruction of the infrastructure, destruction of the communications, etc.) Risk of the absence of financing for strengthening the roads. Developed and introduced risk profiles don`t match the tasks	Delayed development of the electronic system for granting of authorisations, insufficient understanding from traders of the benefits and AEO simplifications Unfavourable investment climate (risk of military actions to be continued, absence of progress in reforming of other areas, such as judicial and economic)	Unfavourable investment climate (risk of military actions to be continued, absence of progress in reforming of other areas, such as judicial and economic). Challenges in introduction of the single criteria for customs, tax and other simplifications, their mutual recognition and development of the relevant IT instrument
Measurable indicator of goal achievement	2.1. The customs tax-payment system as a stimulating approach for long-term development stage of the economics is implemented 2.2. 5 risk profiles are created. 8 risk profiles are updated.	2.3. Developed (procured) IT solutions for automation of measuring the average time of release of goods, which corresponds to the WCO methodology	2.9. 22 state intermodal logistics centres are established. 2.10. Suspension of customs control at the western border

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	The portion of customs declarations determined by ASUR (automated risk management system) for conduction of additional customs formalities makes 10% from the whole number of customs declarations subject to similar procedures. The effectiveness of customs inspections (actual detection of discrepancies) conducted at the initiative of a customs official is 10%, and to ensure the proper balance between the acceleration of customs clearance and control measures by the customs, the initiation of such inspections should not be less than 1% of the total submitted for customs clearance customs declarations. 2.3. The order of the State Customs Service of Ukraine is adopted, which approves the method of measuring the average time for release of goods, which corresponds to the method approved by the WCO 2.4. Ensuring the possibility of passing trucks with a capacity of more than 7.5 tons at the border crossing points "Uhryniv",	2.6. Preliminary customs information is exchanged with all neighbouring EU countries. 2.7. Decisions on mutual exchange of results of the customs control activities with the customs authorities of other states are approved (adoption of legal acts). 2.8. Developed (procured) and implemented software for the decision-making system of the customs authorities to provide simplifications and authorisations. Amendments to the order of the Ministry of Finance of Ukraine, which expands the possibility of application of simplifications for traders without the AEO status are developed and adopted *(this also relates to the adoption of amendments to the Law in accordance with the deliverable 3.2.).* Number of traders which received simplifications: - 20 – AEO simplifications;	2.11. Criteria for determination of the VAT taxpayers who have the right to charge import VAT in the monthly VAT return instead of paying VAT during customs clearance are developed and implemented (Article 211 of the EU Council Directive № 2006/112/EC of 28.11.2006). Software for mutual assessment and mutual recognition of identical criteria for customs and tax purposes is developed (procured) and implemented.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	"Hrushiv", "Dyakivtsi", "Krasnoilsk", "Mohyliv-Podilskyi". Ensuring the possibility of passing only passengers at the border crossing points "Bronnitsa" Construction and equipping of "Krasnoilsk" and "Dyakivtsi" border crossing points completed Unloading the main priority border crossing points and increasing their capacity at the border with the EU 2.5. Amendments to the Customs Code of Ukraine adopted, which introduce the "right to be heard" during decision-making by the customs authorities and improve the procedure for administrative appeals 2.6. The decision to conduct a pilot project for the exchange of preliminary customs information with the EU countries is approved (adoption of a legal act) 2.7. The list of results of the customs control which are liable for transfer is agreed (the decision shall be based on results of consultations)	- 60 – simplifications without AEO status; - 80 – transit (NCTS) simplifications 2.9. 4 state intermodal logistics centres are established 2.10. Construction of 6 border crossing points. Modernisation and technical re-equipment of 12 customs border crossing points	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal	To be identified	To be identified	To be identified
Connection with other areas	Anti-corruption policy	Infrastructure area Requests for international technical assistance	Infrastructure area Requests for international technical assistance
3. Compliance of transit procedures in Ukraine with the rules of the Convention on a Common Transit Procedure that will ensure its accession and application of NCTS at the international level.			
Each stage's goal to be achieved to solve the problem	3.1. Completion of the final stage of international compliance testing of the operating national electronic transit system NCTS (Phase 4), Conformance testing, Mode 3. 3.2. Amendments to the Customs Code of Ukraine to ensure the international application of the NCTS. 3.3. Preparation, organization and conduct of the Monitoring Mission by the countries-parties of the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods. 3.4. Receiving an official invitation and Ukraine's accession to the Convention on a Common Transit Procedure and the Convention on the	3.6. Transition to NCTS (Phase 5) and subsequent phases according to the updated MASP-C plan.	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	Simplification of Formalities in Trade in Goods. 3.5. International application of NCTS (Phase 4) and provisions of the Conventions on the territory of Ukraine		
Deadline within the stage	3.1. June 2022 – July 2022 3.2. June 2022 – December 2022 3.3. July 2022 – September 2022 3.4. October 2022 - December 2022 3.5. December 2022	3.6. March 2023 - December 2023 (for NCTS Phase 5); Timeline for the subsequent phases to be clarified according to the updated MASP-C plan	
Risks for achieving the goal	Inconsistency of positions and lack of agreement on adopting relevant legislative changes. There is no possibility to organize a Monitoring Mission due to danger and / or due to military actions on the territory of Ukraine. Failure of Ukraine to fulfil the conditions provided for the participating country to the Conventions (inconsistency of the implemented measures).	Delayed transition to the application of the electronic transit system NCTS (Phase 5).	
Measurable indicator of goal achievement	3.1. The national electronic transit system conformance testing has been completed successfully. 3.2. A draft law amending the Customs Code of Ukraine was	3.5. Ukraine applies NCTS (Phase 4) at the international level. 3.6. Ukraine has transited to the application of NCTS (Phase 5) at the international	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	adopted, which introduced the provisions of the Convention on a Common Transit Procedure referred to financial guaranteeing and other specific provisions (on transit, simplifications, etc.) to ensure the successful completion of the Monitoring Mission and its international application 3.3. According to the results of the Monitoring Mission, a conclusion was obtained on Ukraine's compliance with the expected eligibility criteria, and it was recommended to invite Ukraine to become a party to the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods 3.4. Ukraine has joined the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods 3.5. Ukraine applies NCTS (Phase 4) at the international level	level. The transition measures for the NCTS (Phase 6) have been launched.	
The total amount of financial resources required to achieve the goal	To be identified	The need for annual funding to gain access to the CCN / CSI (common communication	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		network / common system interface) and to procure, develop and maintain the necessary IT systems (NCTS and GMS, Phases 4, 5, 6)	
Connection with other areas	International technical assistance Anti-corruption policy	State Budget Expenditure Planning	
4. Harmonisation of the customs legislation of Ukraine with the EU legislation.			
Each stage's goal to be achieved to solve the problem	4.1. Adoption of already developed draft Laws on the implementation of certain provisions of the Union Customs Code 4.2. Development and adoption of the by-law acts on the procedure for execution of the customs formalities during the application of simplifications (for AEOs, traders without AEO status and within the NCTS)	4.3. Approximation of the rest of Ukraine's customs legislation in line with the EU legislation in accordance with Annex XV of the EU-Ukraine Association Agreement	4.4. Assessment of compliance of the customs legislation of Ukraine with the EU legislation, legislative settlement of the issues not covered by the Union Customs Code 4.5. Application of the EU customs legislation at national level (after accession to the EU) 4.6. Transition to the EU tariff classification system
Deadline within the stage	4.1. June 2022 - December 2022 4.2. December 2022	4.3. January 2023 - June 2024	4.4. after January 2026 4.5. after accession to the EU 4.6. from January 2026
Risks for achieving the goal	Administrative or organisational risk of implementation of the tasks (inconsistency of positions,	Administrative or organisational risk of implementation of the tasks (inconsistency of	Failure of Ukraine to meet the criteria for the candidate country to join the EU in terms of implementation of

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	lack of understanding between public authorities)	positions, lack of understanding between public authorities)	customs legislation (inconsistency of the implemented legislation)
Measurable indicator of goal achievement	4.1. 3 draft Laws on amendments to the Customs Code of Ukraine adopted 4.2. 2 orders of the Ministry of Finance of Ukraine on the procedure for customs formalities during the application of simplifications (for AEO, traders without AEO status, and NCTS) developed and adopted	4.3. A new Customs Code of Ukraine developed and adopted. Positive feedback from the European Commission or international experts on its compliance with the EU customs legislation received. The necessary by-laws for the functioning of the provisions of the new Customs Code of Ukraine developed and adopted	4.4. The conclusion of the European Commission on compliance of the legislation of Ukraine with the customs legislation of the EU received 4.5. Confirmation of Ukraine's fulfilment of the criteria for a candidate country for the EU membership. Repeal of certain provisions of the Customs Code of Ukraine and direct application of the EU Regulation (EC) № 952/2013 of the European Parliament and of the Council, the Delegated Regulation (EU) № 2015/2446, the Implementing Regulation № 2015/2447, as well as the EU Regulations № 1186/2009, № 608 / 2013, № 1352/2013 as part of the national legislation of Ukraine 4.6. Direct application of the Council Regulation (EEC) №

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			2658/87 on the tariff and statistical nomenclature and on the Common Customs Tariff
The total amount of financial resources required to achieve the goal	To be identified	To be identified	To be identified
Connection with other areas	The need to involve qualified specialists and international experts	The need to involve qualified specialists and international experts	The Ministry of Foreign Affairs and the European integration process. The need to involve qualified specialists and international experts
5. Compliance of IT solutions / IT infrastructure with e-Customs and MASP-C.			
Each stage's goal to be achieved to solve the problem	5.1. Development of a long-term national strategic plan for digital development, digital transformation and digitalization of the State Customs Service and its territorial entities based on the multi-annual strategic plan for EU customs (MASP-C) 5.2. Ensuring the support of IT infrastructure and the functioning of critical IT services of the customs, including the creation of a backup data centre and the purchase of appropriate server and network equipment, etc.	5.3. Development and implementation of new IT systems in the medium-term perspective	5.4. Development and implementation of other new IT systems in the long-term perspective

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage	5.1. - 5.2. June 2022 – December 2022	5.3. January 2023 – December 2025	5.4. January 2026 – December 2032
Risks for achieving the goal	The development of a national plan is a priority, but amendments might and should be promptly introduced to plan due to the war. Critical damage to communication channels and data processing infrastructure. Ensuring uninterrupted operation of IT systems even followed by interference in its work. Lack of financial and human resources to achieve all the goals set by the strategic plan	Lack of financial and human resources	Lack of financial and human resources
Measurable indicator of goal achievement	5.1. A long-term national strategic plan for digital development, digital transformation and digitalization of the State Customs Service based on MASP-C has been developed and approved 5.2. Constant and trouble-free operation of the IT infrastructure and critical IT services of the State Customs Service with a period of unavailability of no more than 2-4 hours (depending on the level of failure)	1.3. New IT systems have been developed, deployed and taken on account	5.4. New IT systems have been developed, deployed and taken on account

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal	To be identified	To be identified	To be identified
Connection with other areas	Anti-corruption policy	International technical assistance Anti-corruption policy Public administration Digitalisation	International technical assistance
6. Decrease of the amount of illegally imported goods, circulation of counterfeit goods.			
Each stage's goal to be achieved to solve the problem	6.1. Improving the security function of the customs and improving of institutional capabilities of customs authorities by (but not limited with) criminalization of commodities' smuggling and granting customs authorities with the right of providing of operative intelligence activity and pre-trial investigation in smuggling-related criminal proceedings	6.2. Implementation of the practical steps regarding the increasing of the institutional capabilities of the customs authorities for counteracting illegal movement of goods through the customs border 6.3. Development and implementation of the measures for making impossible the selling of the illegally imported goods with tax evasion and circulation of the counterfeit goods on the territory of Ukraine 6.4. Arranging of mutual operative information exchange regarding the aspects of the external economic operations (quantity of goods, its description and cost) and	6.7. Creation of the Police and Customs cooperation centres (PCCC) in accordance with the respective EU guidelines. Connection of such Centres to the international law-enforcement information exchange system

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		possible regulation's violations with Customs authorities of foreign states 6.5. Establishment of the new groups of the port control in the border crossing points with Poland, Hungary, Romania and Slovakia 6.6. Adoption of the new Customs Code of Ukraine, in which, among other provisions, there shall be prescribed the types of non-criminal violations of customs regulations and punishment for such violations, description of administrative proceedings following the EU best practices	
Deadline within the stage	6.1. November 2022	6.1. June 2023 - December 2023 6.2. September 2023 – February 2024 6.3.- 6.5. January 2023 - December 2025 6.6. January 2023 – December 2024	6.1. June 2026 - December 2026 6.2. January 2026 – December 2026 6.7. January 2026 – December 2027
Risks for achieving the goal	Risk of the administrative-organizational execution of the tasks (inconsistency of the positions, lack of mutual understanding between different	Risk of the administrative-organizational execution of the tasks (inconsistency of the positions, lack of mutual understanding between	Problems during the negotiation process regarding the connection to the information exchange system.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	authorities responsible for execution)	different authorities responsible for execution).	Problems within the development and implementation of the IT solution (lack of financing, inconsistency of the structure and data format etc)
Measurable indicator of goal achievement	6.1. The law regarding the commodities' smuggling criminalization is adopted	6.1. Customs authorities received the right to perform the operative intelligence functions 6.2. Operative intelligence units of the customs authorities are created 6.3. The procedure of mandatory destruction of counterfeit goods, detected by the customs authorities is implemented 6.4. The State Customs Service and 6 customs are connected to the EU system of the operative information exchange regarding possible violations 6.5. The new groups of port control are established at the border crossing points with Poland, Hungary, Romania and Slovakia New groups of the port control are equipped with the technical	6.1. Customs authorities received the right to provide pre-trial investigation of the smuggling-related criminal proceedings 6.2. The criminal investigation units of the customs authorities are formed 6.7. Connection to the system of EUROPOL's operative information exchange system is granted via the SIENA software.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		means of customs control and computers, connected to the ContainerComm software 6.6. The new Customs Code is adopted. It prescribes, alongside with other norms, types of administrative violations of the customs legislation and punishment for such violations; regulation of administrative proceedings of the cases on customs legislation violation following the EU best practice	
The total amount of financial resources required to achieve the goal	To be identified	To be identified	To be identified
Connection with other areas	Law-enforcement activity Anti-corruption policy	Tax policy and economic policy. Law-enforcement activity	Law-enforcement activity
7. Enhancement of the international customs cooperation, increasing of the level of proficiency, combating corruption in the customs.			
Each stage's goal to be achieved to solve the problem	7.1. Enhancement of the international customs cooperation in the frame of the World Customs Organization (WCO) 7.2. Development and implementation of the new system of KPIs for the State Customs Service with development (procurement) of	7.5. Development and assurance of the systematic studying of the customs authorities' personnel in cooperation with the EU customs institutions 7.6. Implementation of the EU's Customs competency Framework	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	IT solution for automation of the process if their monitoring 7.3. Forming of the HR capacity for fast filling of the vacancies due to forced movement of customs personnel, lack of personnel and mobilization 7.4. Evaluation of the qualification and virtue of the personnel of the customs authorities. Development of the new personnel motivation system which will stimulate to perform their duties with the best quality and virtue		
Deadline within the stage	7.1. June 2022 – December 2022 7.2. October 2022 – December 2022 7.3. June 2022 – December 2022 7.4. July 2022 - December 2022	7.1. January 2023 – December 2025 7.2. January 2023 – December 2023 7.4. January 2023 – February 2024 7.5. January 2023 - December 2025 7.6. January 2025 – December 2025	7.1. January 2026 – December 2032 7.6. January 2026 - December 2026
Risks for achieving the goal	Inconsistency of the positions of different authorities	Lack of necessary financing and conditions for the studying because of the war continuation	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Measurable indicator of goal achievement	7.1. The access of the customs authorities to the information with the decisions and recommendations of the WCO committees is granted 7.2. New system of KPIs is developed and approved 7.3. HR actions regarding the movement of customs personnel from the temporary occupied territories and combat zone for the filling of the 90% of vacancies are executed 7.4. The law regarding the implementation of the performance review of the customs personnel is adopted. The Resolution of the Cabinet of Ministers implementing new system of motivation of the customs personnel to perform their duties with high quality and responsibility is adopted	7.1. The respective officers (customs attaché) are appointed in two countries (at least) 7.2. Automated monitoring of the KPIs is implemented 7.5. 90% of the customs authorities' personnel are involved into systematic studying in cooperation with the EU customs institutions. 7.6. The system of customs competency is developed on the basis of the EU Customs Competency Framework	7.1. Three representatives of Ukraine (at least) work in the WCO's secretariat and other institutions 7.6. The system of customs competence of the EU is introduced in the apparatus of the State Customs Service and its territorial entities
The total amount of financial resources required to achieve the goal	To be identified	To be identified	To be identified
Connection with other areas	Public administration Anti-corruption policy	Necessity of the involvement of the qualified professionals and international experts Anti-corruption policy	Anti-corruption policy

2.2. The current stage of implementation of program documents:

Item of the plan	Name of the program document	Current status
1.	Program of activities of the Cabinet of Ministers of Ukraine: 6.3. Customs reform - Reforming and developing the system of authorities implementing state customs policy. - Minimization of human impact and automation of processes. - Implementation of the program of the authorized economic operator. - Development of institutional capacity of customs authorities in terms of application of technical means of customs control. - Application of systematic and comprehensive customs control procedures towards risk operations based on the results of risk analysis. - Ukraine's accession to the EU / EFTA Transit Procedure and the establishment of a transit system that supports effective customs control, uses modern technologies in controlling the delivery of goods. - Creation of a system to promote the protection of intellectual property rights. - Implementation of the provisions of the EU customs legislation in the Customs Code of Ukraine in accordance with the Association Agreement. - Signing of new agreements and intensification of information exchange under existing agreements with neighbouring countries and Ukraine's largest trading partners on the exchange of preliminary customs information. - Cooperation at the managerial and operational level between customs administrations and neighbouring countries.	Under implementation
2.	National Economic Strategy 2030. Stream "International Economic Policy and Trade": - Update of the customs information system and digitalization of the customs infrastructure. - Modernize border infrastructure and ensure effective customs regulation.	Under implementation

3.	Strategy for Reforming the Public Financial Management System for 2022-2025 Section "Customs system"	Under implementation
4.	Integrated Border Management Strategy until 2025 Section "International Cooperation" (measures on establishment of the exchange of information with foreign customs authorities; approximation of customs legislation to EU standards)	Under implementation
5.	Strategy for Digital Development, Digital Transformation and Digitalization of the Public Finance Management System until 2025	Under implementation

2.3. Determining tasks for achieving goals from subsection 2.1 (for every goal):

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.1. Prompt informing of traders and feedback on the practical application of customs legislation			
Stage I: June 2022 – December 2022			
1.1.1	Expansion of the NCTS Helpdesk personnel, optimization of technological resources and tools to ensure the operating of the NCTS Helpdesk to perform advisory and methodological functions (in particular, submission of electronic applications for various customs matters by traders)	June 2022 – July 2022	Change in the number of customs authorities, using human resources of suspended customs authorities or customs authorities located in the territory with reduced trade activity and goods flow
1.1.2	Establishing of a competent structural unit (assignment of a function to an existing unit), responsible (from two issues within the Helpdesk competence) for:	June 2022 – July 2022	Change in the number of customs authorities, using human resources of suspended customs authorities or customs authorities located in the

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	- capturing problematic issues and feedback from the Helpdesk, managing their solution, and preparation of proposals for legislative settlement of such matters; - coordination of customs authorities on issues related to the Helpdesk; - preparation of explanatory and other materials for the Helpdesk.		territory with reduced trade activity and goods flow
1.1.3	Amending organizational and administrative documents to ensure the interaction between the competent structural unit (task 1.1.2), the Helpdesk, and other State Customs Service units	June 2022 – July 2022	
1.1.4	Preparation of comprehensive information materials (video tutorials, in-dept explanatory and presentation materials) based on previous experience	June 2022 – August 2022	Funding for video tutorials
1.1.5	Training for new employees of the Helpdesk and the competent structural unit	July 2022	
1.1.6	Preparing technical requirements, designing, and implementing the Helpdesk IT system to provide advisory and methodological functions	June 2022 – December 2022	Resources for IT development
1.1.7	Managing and capturing feedback (from the Helpdesk, customs authorities, and users) on the operation of Helpdesk and the relevant structural unit	December 2022	Anti-corruption policy
Stage II: January 2023 – December 2025			
1.1.8	Determining the need and human resources expansion of the Helpdesk and of the competent structural unit to gradually provide support for users, Helpdesk and customs authorities on all customs matters.	October 2022 October 2023 October 2024	Change in the number of customs authorities by optimizing processes on other issues

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
1.1.9	Training for new employees of the Helpdesk and the competent structural unit	January 2023 January 2024 January 2025	
1.1.10	Modernization of the Helpdesk IT solution for the phased implementation of the necessary functionality on additional customs matters	July 2022 – December 2025 following the schedule of connection of new IT solutions for customs clearance and control	Resources for IT development
1.1.11	Managing and capturing feedback (from the Helpdesk, customs authorities, and users) on the operation of Helpdesk and the relevant structural unit	Once a year	Anti-corruption policy
1.1.12	Preparation of comprehensive information materials (video tutorials, in-dept explanatory and presentation materials) based on previous experience	At least once a quarter	Funding for video tutorials and e-learnings
1.2. Establishment and operation of customs competence units. Performing concrete or all customs formalities by other customs authorities.			
Stage II: January 2023 – December 2025			
1.2.1	Introduction of processes where some or all customs formalities are performed by officials of a customs authority other than the customs authority to which the goods are presented (customs formalities, including those that require extra knowledge, are performed by the customs competence units of other customs authorities). Determining the procedure for the operating of customs competence units and the procedure for redistribution of functions for the implementation of customs formalities by customs officials of another customs authority to ensure: - maximum savings of traders' financial/time resources while performing customs formalities,	January 2023 – June 2023	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	- efficient customs control of goods by the customs authorities ' existing human resources rational use, - corruption counteraction.		
1.2.2	Human resources expansion of customs competence units	June 2023– December 2023	Change in the number of customs authorities, using human resources of suspended customs authorities or customs authorities located in the territory with reduced trade activity and goods flow
1.2.3	Providing IT support for the operating of customs competence units	January 2023 – December 2025	International technical assistance
1.2.4	Re-establishment in a frame of a pilot project of competence centres operations in some customs authorities for performing particular customs formalities for defined types of goods	January 2023 – December 2023	
1.2.5	Providing technical capability and expanding the list of customs formalities to be performed by customs competence units	January 2023 – December 2025	International technical assistance
1.2.6	Providing technical capability and expanding the scope of the centres of competence	January 2023 – December 2025	International technical assistance
1.2.7	Providing technical capability and expanding the functions of the centres of competence	January 2023 – December 2025	International technical assistance
1.3. Improvement of the IT service for the publication of information on the goods classification.			
Stage II: January 2023 – December 2025			
1.3.1	Improvement of the IT service on the goods classification information disclosure, particularly on the goods classification decisions search, including previous decisions, as well as	January 2023 – December 2023	International technical assistance

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	generalization of courts' cases of the goods classification, and the results of relevant documentary control, performed by customs authorities		Anti-corruption policy
1.4. Approval of the Guidelines for the control over correct goods classification.			
Stage II: January 2023 – December 2025			
1.4.1	Approval of the Guidelines for the control over correct goods classification (including consideration of judicial practice on the goods classification by the customs authorities) by the State Customs Service order	January 2023 – December 2023	
2.1. Implementation of the system of customs tax-payments as a stimulating tool for long-term economic development and increase of exports.			
Stage I: June 2022 - December 2022			
2.1.1	Consideration by the Verkhovna Rada of Ukraine of the draft Law of Ukraine №7418 on "Amendments to the Customs and Tax Codes of Ukraine on restoration of customs payments"	June 2022 - September 2022	Similar activity - WG on "Infrastructure Restoration and Development"
2.1.2	Development of the draft Law "On amendments to the Customs Tariff of Ukraine, including the introduction of duty exemption and the possibility of applying a reduced rate of duty to goods placed under the end-use procedure" (up to 0%, End use) and its approval with international experts and the European Commission (if possible)	June 2022 - October 2022	Similar measures regarding the introduction of reduced duty rates (up to 0%): WG on "Reconstruction and Development", WG on "Economic Recovery and Development", WG on "New Agricultural Policy", WG on "Culture and Information Policy"
2.1.3	Consideration by the Verkhovna Rada of Ukraine of the draft Law "On Amendments to the Customs Tariff of Ukraine, including the introduction of duty exemption and the possibility of applying a	November 2022 - December 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	reduced rate of duty to goods placed under the end-use procedure (End use)"		
2.2. Increase of the efficiency of the automated risk management system (ASUR)			
Stage I: June 2022 - December 2022			
2.2.1	Creation of new and updating of existing risk profiles, ensuring common approaches to the practical implementation of risk management measures by customs, prevention of cases of unjustified and ineffective customs inspections, sampling and sampling of goods, initiated by a customs official	June 2022 - December 2022	Anti-corruption policy
2.2.2	Carrying out analysis and risk assessment according to the information specified in the Entry Summary Declaration, both with the use of the automated risk analysis system (ASUR) as well as customs officers of the customs authority, to which the Entry Summary Declaration is submitted, using non-automated risk criteria	June 2022 - December 2022	Anti-corruption policy
2.3. Implementation of the technique on average time measurement for release of goods following the WCO technique			
Stage I: June 2022 - December 2022			
2.3.1	Adoption of the order of the State Customs Service of Ukraine on the introduction of the technique for the average time measurement of release of goods, following the WCO technique	June 2022 - December 2022	
Stage II: January 2023 - December 2025			
2.3.2	Development of technical requirements, design and implementation of IT system for the introduction of the technique for the average time measurement of release of goods	January 2023 - June 2023	
2.4. Increase of the flow of goods through automobile border crossing points			
Stage I: June 2022 - December 2022			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.4.1	Negotiations with related parties: 1) Poland: regarding the change of classification (possibility of passing trucks with a carrying capacity of more than 7,5 tons) of “Uhryniv” and “Hrushiv” border crossing points and equipping them with stationary scanning systems for trucks from Poland; 2) Romania: regarding the change of classification (possibility of passing trucks with a carrying capacity of more than 7,5 tons) at the "Dyakivtsi" and "Krasnoilsk" border crossing points. Negotiations with related parties; 3) Moldova: on changing the classification of the border crossing points: - “Mohyliv-Podilskyi” (possibility of passing trucks with a carrying capacity of more than 7,5 tons, conversion to exclusively freight traffic); - - “Bronnytsia” (re-profiling exclusively for passenger service).	June 2022 - July 2022	State Customs Service of Ukraine Ministry of Foreign Affairs
2.4.2	Preparation of draft amendments to the Government decrees on opening border crossing points mentioned in paragraph 2.5.1 in terms of changing their classification, preparation, approval and amendment of the relevant agreements on border crossing points in the form of exchange of notes between Ukraine and neighbouring countries	October 2022 - December 2022	State Customs Service of Ukraine Ministry of Foreign Affairs Ministry of Finance of Ukraine
2.4.3	Determining the need to provide such border crossing points with technical means of customs control, ways to finance their procurement and installation	June 2022 - July 2022	State Customs Service of Ukraine Ministry of Finance of Ukraine
2.4.4	Completion of the overhaul of the highway T-26-08 “Storozhynets –border crossing point "Krasnoilsk", and T-26-04 "Chernivtsi - Hertz - Dyakivtsi", as well as their further exploitation	June 2022 - September 2022	Ministry of Infrastructure of Ukraine Ministry of Finance of

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
			Ukraine
2.4.5	Completion of construction and equipping of “Krasnoilsk” and “Dyakivtsi” border crossing points	October 2022 - December 2022	State Customs Service of Ukraine Local State Administrations State Border Service of Ukraine Ministry of Finance of Ukraine
2.5. Implementation of the “right to be heard” instrument during taking customs decisions and update of the administrative appeal procedure			
Stage I: June 2022 - December 2022			
2.5.1.	Review and adoption of the draft Law of Ukraine № 7420 “On amendments to the Customs Code of Ukraine” by the Verkhovna Rada of Ukraine	June 2022 - December 2022	Anti-corruption policy
2.6. Implementation of the on-line data exchange of the preliminary data with the EU member countries			
Stage I: June 2022 - December 2022			
2.6.1.	Finalisation of consultations with the Directorate General of the EU "Taxation and Customs" (DG TAXUD) on the coordination of exchange procedures, data sets intended for transmission, functionality and requirements for the exchange of data sets, data protection	June - December 2022	Anti-corruption policy
2.6.2.	Testing the technical conditions of the organisation of information exchange	June - December 2022	Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.6.3.	Formalisation of the decision to conduct a pilot project on the exchange of preliminary customs information with EU countries (adoption of a legal act)	December 2022	Pilot project supported by the EU countries Anti-corruption policy
Stage II: January 2023 - December 2025			
2.6.4.	Adoption of the Guidelines by the SCS on the use of preliminary information during customs control in order to implement the formalised decision on the pilot project for the exchange of preliminary customs information with the EU countries	January 2023 - March 2023	Anti-corruption policy
2.6.5.	Introduction of the pilot project for the exchange of preliminary customs information with the determined/several EU countries	March 2023 - December 2024	Anti-corruption policy
2.6.6.	Full-scale implementation of the decision (based on the results of the pilot project, related parties take the necessary measures to optimise information exchange in order to organise the exchange on regular basis)	January 2025 - December 2025	Anti-corruption policy
2.7. Mutual exchange of the results of customs control with the customs authorities of other states and recognition of the results of such control during customs procedures			
Stage I: June 2022 - December 2022			
2.7.1.	Consultations with the customs authorities of neighbouring countries to agree on the possibility of exchanging the results of customs control	June 2022 - November 2022	Support of the neighbouring countries Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.7.2.	Approval of the list of results of customs control to be transferred (scanning, weighing, sampling (samples), etc.) under the support of the customs authorities of neighbouring countries	December 2022	Anti-corruption policy
Stage II: January 2023 - December 2025			
2.7.3.	Analysis and elaboration of the possibility of concluding additional agreements on information interaction and development of specifications - protocols for automated information exchange	January 2023 - December 2023	Anti-corruption policy
2.7.4.	Formalisation of decisions on mutual exchange of results of customs control with customs authorities of other states	December 2023	Anti-corruption policy
2.7.5.	Adoption by the State Customs Service of Ukraine of the Guidelines on the exchange of results of customs control with the customs authorities of other states and recognition of the results of such control during customs procedures in order to implement the formalized decisions	January 2024 - March 2024	Anti-corruption policy
2.7.6.	Consultations with the customs authorities of neighbouring countries, with which there is a formalized decision on mutual exchange of results of customs control, to agree on the possibility of recognizing the results of such control during customs procedures to avoid their double application	April 2024 - December 2024	Support of the neighbouring countries Anti-corruption policy
2.7.7.	Subject to support, formalisation of decisions on mutual recognition of the results of customs control during customs procedures	January 2025 - June 2025	Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.8. Granting customs simplifications to compliant companies according to Ukrainian legislation (including for companies with and without AEO status, as well as companies acting in the NCTS).			
Stage II: January 2023 - December 2025			
2.8.1	Developed (procured) and implemented software for customs decision-making system for granting simplifications and authorizations	January 2023 - December 2023	
2.8.2	The Resolution of the Cabinet of Ministers of Ukraine adopted to expand the possibility of obtaining simplifications for traders without the AEO status and to introduce gradation of criteria of financial standing indicators/coefficients depending on the share of coverage of the base amount of the general financial guarantee by the guarantor	January 2023 - March 2023	
2.8.3	Development and adoption of amendments to the order of the Ministry of Finance of Ukraine, which expands the possibility of applying simplifications for traders without the AEO status (related to the adoption of amendments to the by-law in accordance with the goal, mentioned in the deliverable 3.2.)	January 2023 - May 2023	
2.9. Setting of state intermodal logistic centres with customs clearance options.			
Stage II: January 2023 - December 2025			
2.9.1	Development of the concept and principles of creating state intermodal logistics centres	2023	Review and adoption of new by-law acts
2.9.2	Development of projects for the creation of state intermodal logistics centres	2023	Infrastructure area
2.9.3	Construction and equipping of 4 state intermodal logistics centres, including those equipped with intelligent video surveillance systems, automatic reading and recognition of vehicle numbers, weighing systems, automatic barriers, traffic lights.	January 2023 - December 2025	Infrastructure area

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage III: January 2026 - December 2032			
2.9.4	Construction and equipping of 22 state intermodal logistics centres, including those equipped with intelligent video surveillance systems, automatic reading and recognition of vehicle numbers, weighing systems, automatic barriers, traffic lights	January 2026 – December 2032	Infrastructure area
2.10. Arrangement of priority border crossing points, suspension of customs clearance at the western border due to Ukraine`s accession to the EU			
Stage II: January 2023 - December 2025			
2.10.1	Analysis and list development of priority border crossing points for construction/reconstruction, as well as modernisation/technical re-equipment	January 2023	
2.10.2	Creation of a plan of complex development / modernization, arrangement of existing, creation of new border crossing points on the customs border of Ukraine	January 2023	
2.10.3	Development of projects for construction/reconstruction/ modernisation/technical re-equipment of priority border crossing points	February 2023 – October 2023	Infrastructure area
2.10.4	Construction/reconstruction/modernisation/technical re-equipment, including equipping border crossing points with intelligent video surveillance systems, systems of automatic reading and recognition of vehicle numbers, automatic weighing systems, automatic barriers, traffic lights	January 2024 – December 2024	
Stage III: January 2026 - December 2032			
2.10.5	Analysis of the needs for the availability and operation of border crossing points on the western border of Ukraine	January 2026 - May 2026	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.10.6	Formation of the list of priority border crossing points on the northern and eastern border of Ukraine for arrangement, construction/reconstruction/modernisation/technical re-equipment	January 2026 - May 2026	
2.10.7	Development of projects for construction /reconstruction/modernisation/technical re-equipment of priority border crossing points	June 2026 - December 2026	
2.10.8	Construction/reconstruction/modernisation/technical re-equipment, including equipping border crossing points with intelligent video surveillance systems, systems of automatic reading and recognition of vehicle numbers, automatic weighing systems, automatic barriers, traffic lights	January 2027 - December 2027	
2.10.9	Suspension of customs control at border crossing points on the western border	After joining the EU	
2.11. Implementation of other simplifications (customs and tax), in line with the EU countries.			
Stage III: January 2026 - December 2032			
2.11.1	Extending the software of the customs decision-making system to all customs simplifications provided for by the Union Customs Code	January 2026 - December 2027	International technical assistance
2.11.2	Development and coordination with the European Commission, adoption of a by-law which will amend the Tax Code of Ukraine to introduce criteria for determining taxpayers who have the right to accrue import VAT in the monthly VAT return, instead of paying this tax during customs clearance (Article 211 of the Council Directive EU № 2006/112/EU of 28.11.2006)	January 2026 - March 2027	Tax policy
2.11.3	Development of technical requirements, design and implementation of the IT system for mutual assessment and mutual recognition of identical criteria for customs and tax purposes	April 2027 - December 2028	Tax policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
3.1. Completion of the final stage of international compliance testing of the operating national electronic transit system NCTS (Phase 4), Conformance testing, Mode 3.			
Stage I: June 2022 – December 2022			
3.1.1	Completion of the final stage of the international Conformance testing, Mode 3 of the operating national electronic transit system of Ukraine with the systems of the five countries party to the Convention on a Common Transit Procedure, which began in May 2022	June 2022	International technical assistance Anti-corruption policy
3.1.2	Obtaining an opinion from DG TAXUD on the results of the final stage of the international Conformance testing Mode 3 of the operating national electronic transit system	June 2022 – July 2022	Anti-corruption policy
3.2. Amendments to the Customs Code of Ukraine to ensure the international application of the NCTS.			
Stage I: June 2022 – December 2022			
3.2.1	The development and adoption of a draft law on amendments to the Customs Code of Ukraine on financial guarantees, transit, simplifications, the right to be heard on decisions by customs authorities, etc., which is necessary for the successful completion of the Monitoring Mission and international application of the Convention on Common Transit Procedure, coordination with central executive bodies and adoption of bylaws	June 2022 – December 2022	Anti-corruption policy
3.3. Preparation, organization and conduct of the Monitoring Mission by the countries-parties of the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods			
Stage I: June 2022 – December 2022			
3.3.1	Organization of safe and successful completion of the monitoring mission, following which Ukraine will be officially invited to accede to the Convention	July 2022 – September 2022	Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
3.3.2	The beginning of practical application of the financial guarantee institution for transit operations. Work with national guarantors to prepare for the international application of the NCTS (Phase 4), particularly on the need for resources to ensure the validity of issued guarantees at the EU and other common transit countries' territories (network of agents/representatives in other countries)	from July 2022	Anti-corruption policy
3.3.3	The beginning of practical application of transit simplifications (authorized consignor/consignee)	from September 2022	Anti-corruption policy
3.4. Receiving an official invitation and Ukraine's accession to the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods			
Stage I: June 2022 – December 2022			
3.4.1	Receiving an official invitation to Ukraine to accede to the Convention on a Common Transit Procedure and the Convention on the Simplification of Formalities in Trade in Goods	October 2022 – November 2022	Anti-corruption policy
3.4.2	Ukraine's accession to the Convention on a Common Transit Procedure and to the Convention on the Simplification of Formalities in Trade in Goods	December 2022	Anti-corruption policy
3.5. International application of NCTS (Phase 4) and provisions of the Conventions on the territory of Ukraine			
Stage I: June 2022 – December 2022			
3.5.1	The transition from national to international application on the territory of Ukraine of the NCTS (phase 4) and the provisions of the Convention on a Common Transit Procedure in connection with Ukraine's accession to the Convention in question	December 2022	Anti-corruption policy
3.6. Transition to NCTS (Phase 5) and subsequent phases according to the updated MASP-C plan.			
Stage II: January 2023 – December 2025			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
3.6.1	Implementation and national testing of NCTS (Phase 5)	March 2023 – July 2023	International technical assistance
3.6.2	International conformance testing of NCTS (Phase 5)	July 2023 – September 2023	
3.6.3	Transition to NCTS (Phase 5) application in Ukraine	September 2023 – November 2023	
3.6.4	Full-scale international application of NCTS (Phase 5) on the territory of Ukraine	starting December 2023	
4.1. Adoption of already developed draft Laws on the implementation of certain provisions of the Union Customs Code			
Stage I: June 2022 - December 2022			
4.1.1	Adoption in the second reading and as a whole of the draft Law “On Amendments to the Customs Code of Ukraine to regulate the procedure for submission of customs declarations in respect of goods falling under various commodity subheadings according to UKTZED”, in accordance with the Union Customs Code (№ 4517)	June 2022 - September 2022	
4.1.2	Review and adoption by the Verkhovna Rada of Ukraine of the draft Law on “Amendments to the Customs Code of Ukraine to bring the procedure for determining the country of origin of goods in line with the Union Customs Code” (№ 5353)	June 2022 - September 2022	
4.1.3	Review and adoption by the Verkhovna Rada of Ukraine of the draft Law on “Introduction of simplification system for traders without AEO status, “right to be heard” rule during decision-making by customs authorities, improvement of appeals system, introduction of end-use procedure” (reduction of duty rate to 0% for targeted use, end-use procedure; registered by the Verkhovna Rada of Ukraine under № 7420 31 May 2022)	June 2022 - August 2022	Similar activities regarding the introduction of reduced duty rates (up to 0%): WG on "Infrastructure Restoration and Development", WG on "Economic Recovery and Development", WG on "New Agricultural Policy", WG on "Culture and Information

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
			Policy". The application of reduced VAT rates requires additional elaboration (a separate subgroup on "Tax Policy")
4.2. Development and adoption of the by-law acts on the procedure for execution of the customs formalities during the application of simplifications (for AEOs, traders without AEO status and within the NCTS)			
Stage I: June 2022 - December 2022			
4.2.1	Development and adoption of the order of the Ministry of Finance on the procedure for customs formalities during the application of the AEO simplifications	December 2022	
4.2.2	Development and adoption of the order of the Ministry of Finance on the procedure for customs formalities during the application of transit simplifications in the common transit regime	December 2022	
4.3. Approximation of the rest of Ukraine's customs legislation in line with the EU legislation in accordance with Annex XV of the EU-Ukraine Association Agreement			
Stage II: January 2023 - December 2025			
4.3.1	Development and coordination with the European Commission, adoption of the draft of the new Customs Code of Ukraine version in accordance with the Regulation of the European Parliament and of the Council № 952/2013, Delegated Regulation (EU) № 2015/2446, EU Implementing Regulation № 2015/2447, EU Regulations (1186/2009, № 608/2013, № 1352/2013	January 2023 - December 2023	
4.3.2	Development and adoption of other Ukrainian by-law acts, necessary for implementation of the point 4.3.1 above	July 2023 - June 2024	
4.4. Assessment of compliance of the customs legislation of Ukraine with the EU legislation, legislative settlement of the issues not covered by the Union Customs Code			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage III: January 2026 - December 2032			
4.4.1	Analysis of Ukrainian legislation on compliance with the EU legislation	After January 2026	
4.4.2	Analysis of the practical application of the adopted legislative changes	After January 2026	
4.4.3	Development and adoption of the draft Law of Ukraine "On customs practice in Ukraine", which regulates the legal status of customs authorities, service and other functions in customs authorities, types of violations or customs offences, as well as liability for such offenses, judicial/appeal proceedings (entry into force after Ukraine's accession to the EU).).	After January 2026	
4.4.4.	Obtaining an opinion of the European Commission on the compliance of Ukrainian legislation with the EU customs legislation.	Since January 2026	
4.5. Application of the EU customs legislation at national level (after accession to the EU).			
Stage III: January 2026 - December 2032			
4.5.1	Cancellation of the Customs Code of Ukraine and direct application of Regulation (EC) № 952/2013 of the European Parliament and of the Council, Delegated Regulation (EU) № 2015/2446, EU Implementing Regulation № 2015/2447, EU Regulations № 1186/2009, № 608/2013, № 1352/2013 as part of the national legislation of Ukraine.	After joining the EU	
4.5.2	Approval of national by-law documents for the purpose of practical implementation of the provisions of the EU Customs Code and other relevant EU regulations on the territory of Ukraine	After joining the EU	
4.6. Transition to the EU tariff classification system.			
Stage III: January 2026 - December 2032			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.6.1	Setting of a working group to study the possibility of transition to the classification system in accordance with the EU Combined Nomenclature and the EU Integrated Tariff ("TARIC")	From January 2026	
4.6.2	Development by the working group of proposals for the unification of approaches to the classification of goods and ensuring the direct application of Council Regulation (EEC) № 2658/87 of 23 July 1987 and their implementation	From January 2026	
4.6.3	The project of the Ukrainian tariff classification (UKTZED) is developed on the basis of the version of the Harmonized system of 2027 at the level of the first six numbers and the Combined Nomenclature of the EU at the level of the seventh and eighth numbers	From January 2027	
4.6.4	Amendments to the Ukrainian tariff classification (UKTZED) in connection with the changes made by the World Customs Organisation to the Harmonised System, as well as the European Union to the Combined Nomenclature (draft law)	From January 2027	
4.6.5	Direct application of Council Regulation (EEC) № 2658/87 of 23 July 1987 on the tariff and statistical nomenclature and on the Common Customs Tariff	After joining the EU	
5.1. Development of a long-term national strategic plan for digital development, digital transformation and digitalization of the State Customs Service and its territorial entities based on the multi-annual strategic plan for EU customs (MASP-C).			
Stage I: June 2022 – December 2022			
5.1.1	Analysis of the multi-annual strategic plan for customs (MASP-C)	June 2022 - September 2022	Establishment of the working group
5.1.2	Preparation and approval of a long-term national strategic plan for digital development, digital transformation and digitalization of the	September 2022 - December 2022	Preparation of a roadmap on amendments to the legislation

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	State Customs Service and its territorial entities in accordance with the roadmap on amendments to the legislation		Anti-corruption policy
5.1.3	Elaboration of a request to donors to finance the implementation of a long-term national IT development plan	November 2022 - December 2022	International technical assistance
5.2. Ensuring the support of IT infrastructure and the functioning of critical IT services of the customs, including the creation of a backup data centre and the purchase of appropriate server and network equipment, etc.			
Stage I: June 2022 – December 2022			
5.2.1	Development of data processing infrastructure: creation of a backup modular data processing centre, located in the western regions of Ukraine, purchase and installation of server and network equipment for it; modernization of current data centre equipment; planning the transition to the cloud services in Ukraine (for example, the private cloud SUDF)	From June 2022	International technical assistance
5.2.2	Development of the Institutional Telecommunication Network of the State Customs Service: expanding the capacity (speed) of the main and backup communication channels of the State telecommunications network; modernization of network equipment for centralized management and analytics of network infrastructure at the central level.	From June 2022	International technical assistance
5.2.3	Creating a safe cyberspace of the State Customs Service: use of hardware and software complex of secure access to the Internet, including protection of web services of the State Customs Service, first of all “Single window for international trade”	From June 2022	International technical assistance
5.3. Development and implementation of new IT systems in the medium-term perspective.			
Stage II: January 2023 – December 2025			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
5.3.1	Planning and allocation of budget and resources for the development of new IT systems, including systems for working with financial guarantees	January 2023 - June 2023	International technical assistance
5.3.2	Establishment of a structure for the implementation, monitoring and coordination of new IT systems, including systems for working with financial guarantees	January 2023 - June 2023	
5.3.3	Preparation of technical specifications, development of the software of IT systems, including systems for working with financial guarantees, as well as methods of acceptance tests, conducting acceptance tests (testing), launch of pilot and training of users (end user and IT specialists)	June 2023 - December 2025	Implementation of new IT systems in accordance with national legislation Anti-corruption policy
5.3.4	Joining the discussion of the new MASP-C together with EU countries	From 2023	Ukraine's participation in e-Customs working groups Anti-corruption policy
5.4. Development and implementation of other new IT systems in the long-term perspective.			
Stage III: January 2026 – December 2032			
5.4.1	Budget planning to support systems	January 2026 - June 2026	Synchronization of the national budget and the donor budget
5.4.2	Budget planning for the development of new IT systems based on the updated MASP-C plan	June 2026 - December 2026	Synchronization of the national budget and the donor budget Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
5.4.3	Preparation of technical specifications, development of the software of IT systems, methods of acceptance tests, carrying out of acceptance tests (testing), start of pilot and training of users (end user and IT specialists)	January 2027 - December 2032	Implementation of new IT systems in accordance with national legislation Anti-corruption policy
6.1. Improving the security function of the customs and improving of institutional capabilities of customs authorities by (but not limited with) criminalization of commodities' smuggling and granting customs authorities with the right of providing of operative intelligence activity and pre-trial investigation in smuggling-related criminal proceedings.			
Stage I: June 2022 – December 2022			
6.1.1	Adopting of the Law "On changes to the Criminal and Criminal procedure codes of Ukraine regarding the criminalization of smuggling of goods and excisable goods.	November 2022	Law-enforcement activity
6.1.2	Implementation of the strict distinction of the rights and functions of the law enforcement agencies in the customs control zones regarding goods and transport which are under the customs control	November 2022	Law-enforcement activity Anti-corruption policy
Stage II: January 2023 – December 2025			
6.1.3	Development and adopting of the law regarding the changes into the Criminal procedure code of Ukraine and into the Law on operative intelligence activity regarding the granting the operative intelligence functions to the customs authorities aimed on combating smuggling (in particular smuggling of commodities) *(related to the execution of the tasks of point 6.1.1)*	June 2023 - September 2023	Law-enforcement activity
6.1.4	Development and adopting of the respective bylaws which are necessary for the practical realization of the law which grants customs authorities with the operative intelligence activity rights	October 2023 - December 2023	Law-enforcement activity
Stage III: January 2026 – December 2032			
6.1.5	Development and adopting of the law on the changes into the Criminal procedure code regarding granting the units of State	June 2026 - September 2026	Law-enforcement activity

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	Customs Service the right of investigation of the all smuggling-related crimes *(related to the execution of the tasks of point 6.1.1)*		In case of realization of points 6.2.1. – 6.2.3.
6.1.6	Development and adopting of respective bylaws needed for the practical realization of the law which grants customs authorities with the right of investigation of all smuggling-related crimes	October 2026 - December 2026	Law-enforcement activity In case of realization of points 6.2.1. – 6.2.3.
6.2. Implementation of the practical steps regarding the increasing of the institutional capabilities of the customs authorities for counteracting illegal movement of goods through the customs border.			
Stage II: January 2023 – December 2025			
6.2.1	Creation of the operative intelligence units in the customs authorities *(related to the execution of the tasks of point 6.1.3)*	September 2023 – December 2023	
6.2.2	Training of the respective customs officers for the forms and ways of operative intelligence, recruitment of new personnel *(related to the execution of the tasks of point 6.1.3)*	September 2023 – December 2023	
6.2.3	Technical equipment of the operative units of the customs authorities, including the transportation means, communication equipment, individual protection equipment, special operative equipment and weapon	September 2023 – February 2024	
Stage III: January 2026 – December 2032			
6.2.4	Development and adopting of the law on changes to the article 38 of the Criminal procedure Code of Ukraine (creation of the investigation units in customs authorities for investigation of all smuggling-related crimes, including article 198 (only regarding the cases, when the object of crime is the object of smuggling), 201, 305 of the Criminal Code of Ukraine)	January 2026 – August 2026	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
6.2.5	Creation and equipment of the investigation units in the customs authorities	September 2026 – December 2026	
6.2.6	Training of the respective customs officers for the forms and ways of pre-trial investigation of crimes, recruitment of new personnel	November 2026 – December 2026	International technical assistance
6.3. Development and implementation of the measures for making impossible the selling of the illegally imported goods with tax evasion and circulation of the counterfeit goods on the territory of Ukraine.			
Stage II: January 2023 – December 2025			
6.3.1	Increasing of the institutional capacity of the customs authorities in combating the counterfeit by granting the customs authorities the right to detect and seize them in internal market (on example of some EU member-states) in cooperation with other state authorities.	January 2023 – December 2023	Economic policy Law-enforcement activity
6.3.2	Establishment of the procedure of mandatory destruction of the counterfeit goods detected by the customs authorities both during the movement via the customs border or during realization in the internal market.	January 2023 – December 2023	Justice
6.3.3	Establishment of the mechanisms of detection of goods in the commercial turnover which don't have the confirmation of legality of their import to the Ukrainian territory and implementation of the sanctions for selling such goods (excluding the realization of used goods of such type by the physical persons without the signs of the business activity). In particular, designation of the respective authority for such activity and legislation prescription of the rights and functions of the customs authorities in such activity.	January 2023 – December 2025	Economic policy Law-enforcement activity
6.4. Arranging of mutual operative information exchange regarding the aspects of the external economic operations (quantity of goods, its description and cost) and possible regulation's violations with Customs authorities of foreign states.			
Stage II: January 2023 – December 2025			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
6.4.1	Establishment of the operative information exchange about possible violations of customs legislation with customs authorities of other states (Poland, Hungary, Slovakia, Romania)	January 2023 - December 2023	International relations Eurointegration
6.4.2	Establishment of the information exchange about the characteristics of goods with customs authorities of other states (Poland, Hungary, Slovakia, Romania)	January 2025 - December 2025	International relations Eurointegration
6.5. Establishment of the new groups of the port control in the border crossing points with Poland, Hungary, Romania and Slovakia			
Stage II: January 2023 – December 2025			
6.5.1	Signing of the Memorandum of understanding between the State Customs Service, State Border Guard Service, National police, Security Service of Ukraine and United Nations Office for Drugs and Crimes regarding the involvement into the Container Control Program	January 2023 - December 2023	Law-enforcement activity International relations
6.5.2	Establishment of the new groups of the port control in the border crossing points with Poland, Hungary, Romania and Slovakia including officers of the State Customs Service, State Border Guard Service, National police, Security Service of Ukraine. HR and technical equipment of the groups of port control. Studying of the personnel of the port control groups	January 2024 - December 2024	Law-enforcement activity International relations
6.5.3	Involvement of the newly-established groups of the port control into the Interregional network of the Customs authorities and port control groups in the framework of the realization of the Memorandum about the establishment of the Interregional network of customs services and port control groups of 22.05.2019. Connection to the customs authorities and port control groups network using the ContainerComm	January 2025 - December 2025	Law-enforcement activity International relations
6.6. Adoption of the new Customs Code of Ukraine, in which, among other provisions, there shall be prescribed the types of non-criminal violations of customs regulations and punishment for such violations, description of administrative proceedings following the EU best practices			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage II: January 2023 – December 2025			
6.6.1	Development and adopting of the new Customs Code of Ukraine, which includes inter alia the administrative violations of the customs legislation and punishment for them, procedures of administrative proceedings in such cases using the EU best practices *(related to the task 4.3.1)*	January 2023 – December 2023	
6.6.2	Organization of the study events for the customs authorities' personnel, responsible for combating customs offences for practical work in line with the new Customs code	From January 2024	
6.6.3	Establishment of the awareness of the citizen regarding the changes on the administrative responsibility for the violation of customs legislation	From January 2024	
6.7. Creation of the Police and Customs cooperation centres (PCCC) in accordance with the respective EU guidelines. Connection of such Centres to the international law-enforcement information exchange system			
Stage III: January 2026 – December 2032			
6.7.1	Establishment of the Police and Customs Cooperation Centre (PCCC) in accordance with the European guidelines regarding the best practices for the PCCC (EU document 9105/11 of 15/04/2011)	From January 2026	Law-enforcement activity
6.7.2	Connection of the PCCC to the EUROPOL's system of law-enforcement information exchange with the secure information exchange software SIENA	From January 2026	Law-enforcement activity
6.7.3	Connecting of the territorial operative units of the State Customs Service to the EUROPOL's law enforcement information exchange with SIENA software via the PCCC	From December 2027	Law-enforcement activity
7.1. Enhancement of the international customs cooperation in the frame of the World Customs Organization (WCO)			
Stage I: June 2022 – December 2022			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
7.1.1	Activation of the cooperation between Ministry of Finance, State Customs Service and WCO, granting the access of the customs authorities to information regarding decisions and recommendations of the WCO committees, in particular regarding the customs value and classification	June 2022 – December 2022	International relations
Stage II: January 2023 – December 2025			
7.1.2	Taking efforts aimed on appointment of the diplomats with functions of customs representative on parity basis in the states which have strategic importance for Ukraine in terms of development of international trade and international customs cooperation	January 2023 – December 2025	International relations
7.1.3.	Taking measures by the State Customs Service to obtain WCO permission to post on the website of the State Customs Service information on decisions and recommendations of WCO profile committees and relevant texts in the original language	From January 2023	International activity, dependence on the availability of funding
Stage III: January 2026 – December 2032			
7.1.4.	Work of Ukraine's representatives in the WCO's Secretariat and other institutions	January 2026 – December 2032	International relations
7.2. Development and implementation of the new system of KPIs for the State Customs Service with development (procurement) of IT solution for automation of the process of their monitoring			
Stage I: June 2022 – December 2022			
7.2.1	Development of the draft of the new system of KPIs for the State Customs Service and its territorial units and its approval with the Ministry of Finance. The system in particular must contain evaluation of the effectiveness of decisions and actions of customs authorities (percent of decisions which made in favour of customs or in favour of its counterpart in result of appeal; resultativity of the	June 2022 – October 2022	Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	customs inspections; effectiveness of the automated system of risk control; effectiveness of the work of post-customs control, planning and execution of documental checks etc)		
Stage II: January 2023 – December 2025			
7.2.2	Forming of the requirements and organization of the implementation of IT system for automated monitoring of KPIs	January 2023 – July 2023	International technical assistance Anti-corruption policy
7.2.3	Implementation of the pilot project in the framework of the test operation of IT system for automated monitoring of the KPIs. Improving of the IT system's operation	July 2023 – September 2023	International technical assistance Anti-corruption policy
7.2.4	By-stage spreading of use of the new system of KPIs and IT system for their monitoring	September 2023 – December 2023	Anti-corruption policy
7.3. Forming of the HR capacity for fast filling of the vacancies due to forced movement of customs personnel, lack of personnel and mobilization			
Stage I: June 2022 – December 2022			
7.3.1	Conducting of the HR actions regarding the movement of customs service personnel from the temporary occupied territories and combat zone for ensuring of fast filling of the vacancies, caused by mobilization	June 2022 – December 2022	
7.3.2	Conducting of the steps for selection of qualified personnel aimed on involvement of the new motivated high-quality personnel for filling the operative HR needs of customs authorities in personnel who are able to perform their duties professionally	June 2022 – December 2022	
7.4. Evaluation of the qualification and virtue of the personnel of the customs authorities. Development of the new personnel motivation system which will stimulate to perform their duties with the best quality and virtue			
Stage I: June 2022 – December 2022			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
7.4.1	Discussion and adopting the Law on changes to the Customs code regarding the establishment of the attestation of the customs officers	July 2022 - December 2022	State governance Anti-corruption policy
7.4.2	Drafting and adopting of the Act of the Cabinet of Ministers regarding the order of organization and making the attestation of the customs officers	October 2022 - December 2022	State governance Anti-corruption policy
Stage II: January 2023 – December 2025			
7.4.3	Development and approval by the Resolution of the Cabinet of Ministers of the system of motivation which takes into account results of qualification improvement, KPIs reaching and system of reaction in case of non-reaching the KPIs and recognition of decisions and actions of the customs officers as ineffective, groundless and as those which caused losses to the subject of external economic activity	January 2023 – July 2023	Anti-corruption policy
7.4.4	Reform of internal security units of the State Customs Service for the possibility of use of operative intelligence activity and disclosure of cases when customs officers are involved into illegal activity and assisting violation of customs legislation *(related to the execution of the tasks of point 6.1.3)*	September 2023 – February 2024	Anti-corruption policy
7.5. Development and assurance of the systematic studying of the customs authorities' personnel in cooperation with the EU customs institutions.			
Stage II: January 2023 – December 2025			
7.5.1	Development and realization of the study programs for the personnel with taking into account of the current and future priorities of activity of the State Customs Service	January 2023 - December 2025	Anti-corruption policy
7.5.2	Conducting of the systematic studying of the customs personnel in cooperation with the EU customs authorities aimed on ensuring the	January 2023 - December 2025	Anti-corruption policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	excellent execution of duties (study programs about the EU customs legislation; digital learning resources of EU (Customs & Tax EU Learning Portal) and WCO (CLiKC!); practical implementation of the programs of AEO, NCTS etc)		
7.6. Implementation of the EU's Customs competency Framework			
Stage II: January 2023 – December 2025			
7.6.1	Development of the system of customs competencies based on the EU system of customs competencies (EU Customs Competency Framework)	January 2025 – December 2025	Anti-corruption policy
Stage III: January 2026 – December 2032			
7.6.2	By-stage implementation of the system of customs competencies in the State Customs Service and its territorial units	January 2026 - December 2026	Anti-corruption policy

3. List of national projects corresponding with tasks under Section 2.3 (for the relevant task)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
MASP-C	Major: The need to develop IT solutions compatible with EU IT solutions, in parallel with the harmonization of national customs legislation with EU legislation (criteria for Ukraine's membership in the EU). Extras: 1) unfavourable conditions for	The analysis of the current state of IT development in the State Customs Service in terms of subsystems, modules, components, comparison of functionality with defined systems of customs authorities of the EU in the MASP-C, development of a matrix of steps to develop new (refinement	Implementing new IT solutions that are compatible with EU IT solutions creates new tools for developing a risk analysis system, ensuring a balance of control (security) and simplification for users.	State Customs Service (development of the plan, its further implementation), Ministry of Finance (coordination)	Approximately UAH 300 million. (depending on the number of IT systems to be developed or refined). Detailed estimates will be determined based on the results of the analysis of compliance of IT systems and determination of the list of priority tasks for development (modification)	International technical assistance, state budget, national informatization program, other sources of funding not prohibited by law	Approved (by order of the Ministry of Finance) long-term national strategic plan for digital development, digital transformation and digitalization the State Customs Service and its territorial entities based on the EU's multi-annual strategic plan for customs (MASP-C). The draft long-term plan must first be considered by the Steering Committee on information technology in the public finance	There are three purposes for defining projects and electronic systems aimed at performing the following tasks: 1) harmonized exchange of information on the basis of internally adopted data models and message formats; 2) reorganization of customs and related processes to increase their efficiency, effectiveness and uniform application and to reduce compliance costs; 3) granting business entities with a number of electronic customs services, enabling

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
	foreign economic activity; 2) the lack of a unified approach to customs clearance of goods in different customs authorities of Ukraine; 3) significant time spent on customs formalities.	of existing) customs control and clearance information systems and establishment of integration with EU customs systems. A step-by-step long-term national strategic plan for digital development, digital transformation and digitalization of the State Customs Service and its territorial					management system	them to interact equally with the customs authorities of any Member State.

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		entities has been developed. The IT system of the State Customs Service has been developed and implemented in accordance with the long-term national strategic plan for digital development, digital transformation and digitalization of the State Customs Service and						

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		its territorial entities.						
Arrangement of priority border crossing points across the state border of Ukraine	Construction, reconstruction, modernization and technical re-equipment (overhaul, scanning systems, intelligent video surveillance system, weighing systems) of border crossing points	Construction of 6 border crossing points Modernization and technical re-equipment of 12 border crossing points	Increasing the volume of trade flow through border crossing points by 20%	State Customs Service Ministry of Finance regional state administrations	UAH 5 091,9 million (approved by the CMU Resolution of 24.03.2021 № 246-r for 2022-2023)	State budget or other sources of funding not prohibited by law	Action Plan for the construction of priority border crossing points approved by the Government (currently approved by the CMU Resolution of 24.03.2021 № 246-r for 2021-2023	Infrastructure sphere

4. The necessity of legal amendments

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1.1.2	Order of the State Customs Service (amendments; approval by the Minister of Finance of Ukraine)	Creation of a separate structural unit in the State Customs Service, responsible for: - collection of problematic issues and feedback from the Helpdesk, organization of their solution and preparation of proposals for legislative settlement of such issues; - coordination of customs authorities in matters related to the competence of the Helpdesk; - preparation of explanatory and other materials for the Helpdesk	State Customs Service Ministry of Finance	June 2022 - July 2022	31 July 2022
1.1.1	Order of the State Customs Service (amendments; approval by the Ministry of Finance)	Expansion of the staff of the NCTS Helpdesk to provide additional opportunities for consultations on the use of IT services of the State Customs Service (in particular, the submission of electronic applications by foreign trade entities in various areas). Identification of the staff number of a separate structural unit established in accordance with paragraph 1.1.2.	State Customs Service Ministry of Finance	June 2022 – July 2022	31 July 2022
1.1.3	Order of the State Customs Service	Amendments to organizational and administrative documents (regulations on subdivisions, etc.) to ensure the interaction of the responsible structural subdivision (task 1.1.2), Helpdesk and other separate subdivisions of the State Customs Service	State Customs Service	June 2022 – July 2022	31 July 2022
1.1.8	Order of the State Customs Service (approval by the Ministry of Finance)	Identify the need and expand the staff of the Helpdesk and the responsible structural unit to gradually provide support to users, Helpdesk and customs authorities on all customs issues	State Customs Service Ministry of Finance	October 2022 October 2023 October 2024	31 October 2022 31 October 2023 31 October 2024

1.2.1	Order of the State Customs Service (new)	Adoption of an order of the State Customs Service to perform certain or all customs formalities by officials of a customs authority other than the customs authority to which the goods are presented (units of customs competence of other customs authorities to perform customs formalities, including those requiring special knowledge). Determining the procedure for the functioning of units of customs competence and the procedure for redistribution of functions for the implementation of customs formalities by officials of another customs authority in order to ensure: - maximum savings of financial and time resources of the business for customs formalities, - effective customs control of goods with the rational use of available human resources of customs authorities, - fighting corruption.	State Customs Service	January 2023 – June 2023	30 June 2023
1.2.2	Order of the State Customs Service (approval by the Ministry of Finance)	Expansion of the staff number of customs competence units	State Customs Service Ministry of Finance	June 2023 – December 2023	31 December 2023
1.2.5	Order of the State Customs Service (amendments)	Ensuring technical capacity and expanding the list of customs formalities to be performed by customs competence units	State Customs Service	January 2023 – December 2025	31 December 2025
1.2.6	Order of the State Customs Service (amendments)	Providing technical capacity and expanding the scope of work of the centres of competence	State Customs Service	January 2023 – December 2025	31 December 2025
1.2.7	Order of the State Customs Service (amendments)	Ensuring technical capability and expanding the functions provided by the centres of competence	State Customs Service Ministry of Finance	January 2023 – December 2025	31 December 2025

	Order of the Ministry of Finance (if necessary)				
1.4.1	Order of the State Customs Service (new)	Approval by the order of the State Customs Service of Guidelines on the control over the correctness of the classification of goods (including the consideration by the customs authorities of judicial practice on the classification of goods).	State Customs Service	January 2023 - December 2023	31 December 2023
2.1.2	Draft Law of Ukraine	Development of a draft law on amendments to the Customs Tariff of Ukraine, including the introduction of duty exemption and the possibility of applying a reduced rate of duty to goods placed under the procedure of end use (End use) and its coordination with international experts and the European Commission (if possible)	Ministry of Economy of Ukraine Ministry of Finance of Ukraine State Customs Service of Ukraine	June 2022 - October 2022	October 31, 2022
2.2.2	Order of the State Customs Service of Ukraine	Carrying out analysis and risk assessment according to the information specified in the general declaration of arrival, both with the use of ASUR and officials of the customs authority to which the Entry Summary Declaration is submitted, using non-automated risk criteria.	State Customs Service of Ukraine	June 2022 - December 2022	31 December 2022
2.3.1	Order of the State Customs Service of Ukraine (separate or the new one)	Adoption of the order of the State Customs Service on the introduction of a method for measuring the average time of release of goods, which corresponds to the method of the WCO	State Customs Service of Ukraine	June 2022 - December 2022	31 December 2022
2.4.2	The Resolution of the Cabinet of Ministers (at least amendments)	Preparation of draft amendments to the Government's instructions on opening border crossing points referred to in paragraph 2.5.1 in terms of changing their classification, preparation, approval and amendment of the relevant agreements on border crossing points in the form of exchange of notes between Ukraine and neighbouring countries.	State Customs Service of Ukraine Ministry of Foreign Affairs	October 2022 - December 2022	31 December 2022

2.5.1 3.2.1 4.1.3	Draft Law of Ukraine (developed, registration № 7420 of 31.05.2022)	Approval and adoption by Verkhovna Rada of Ukraine of the draft Law of Ukraine № 7420 on amendments to the Customs Code of Ukraine: - changes in transit and financial security required for the international application of the Convention on the common transit procedure and the NCTS; - expanding the possibility of applying simplifications for enterprises without the status of AEO; - introduction of the end-use procedure; - introduction of the "right to be heard" during decision-making by customs authorities and improvement of the administrative appeal procedure	Verkhovna Rada of Ukraine	June 2022 - December 2022	31 December 2022
2.6.3	International agreement between other countries involved and Ukraine	Formalisation of the decision to conduct the pilot project on the exchange of preliminary customs information with EU countries (adoption of a by-law act, if necessary)	Ministry of Foreign Affairs Ministry of Economy of Ukraine Ministry of Finance of Ukraine State Customs Service of Ukraine	December 2022	31 December 2022
2.6.4	Order of the State Customs Service of Ukraine (separate or the new one)	Adoption by the State Customs Service of Methodological recommendations on the use of preliminary information during customs control in order to implement the formalized decision to conduct a pilot project for the exchange of preliminary customs information with EU countries	State Customs Service of Ukraine	January - March 2023	31 March 2023
2.6.5	Order of the State Customs Service of Ukraine (separate or the new one)	Introduction of the pilot project on the exchange of preliminary customs information at the level of individual EU countries	The State Customs Service of Ukraine	March 2023 - December 2024	31 December 2024
2.6.6	Order of the State Customs Service of	Full-scale implementation of the decision (based on the results of the pilot project and agreement with the	State Customs Service of Ukraine	January - December 2025	31 December 2025

	Ukraine (separate or the new one)	related parties to take the necessary measures to optimise information exchange in order to organize the exchange on an ongoing basis).			
2.7.4	International agreement between other countries involved and Ukraine	Formalisation of decisions on mutual exchange of results of customs control with customs authorities of other states	State Customs Service of Ukraine	December 2023	31 December 31, 2023
2.7.5	Order of the State Customs Service of Ukraine (separate or the new one)	Adoption by the State Customs Service of Ukraine of the Methodological recommendations on the exchange of results of customs control with the customs authorities of other states and recognition of the results of such control during customs procedures in order to implement the formalised decisions	State Customs Service of Ukraine	January - March 2024	March 31, 2024
2.7.7	International agreement between other countries involved and Ukraine	Subject to support, formalisation of decisions on mutual recognition of the results of customs control during execution of customs procedures	State Customs Service of Ukraine	January - June 2025	June 30, 2025
2.8.2	Resolution of the Cabinet of Ministers Ukraine (or amendments to the active one)	The Resolution of the Cabinet of Ministers of Ukraine adopted to expand the possibility of obtaining simplifications for traders without the AEO status and to introduce gradation of criteria of financial solvency coefficients, which depend on the share of coverage of the basic amount of the comprehensive financial guarantee	Ministry of Finance of Ukraine The State Customs Service of Ukraine	January 2023 - March 2023	March 31, 2023
2.8.3	Order of the State Customs Service of Ukraine (amendments)	Development and adoption of amendments to the order of the Ministry of Finance of Ukraine, which expanded the possibility of applying simplifications for traders without the AEO status (related to the adoption of amendments to the by-law mentioned in accordance with the task in the point 3.2 above)	Ministry of Finance of Ukraine	January 2023 - May 2023	May 31, 2023

2.9.1	Resolution of the Cabinet of Ministers Ukraine (shall be developed and adopted)	Development of the concept and principles of creating intermodal logistics centres	Ministry of Infrastructure of Ukraine Ministry of Finance of Ukraine State Customs Service of Ukraine	2023	December 31, 2023
2.9.2	Resolution of the Cabinet of Ministers Ukraine	Development of projects for the creation of intermodal logistics centres	Ministry of Infrastructure of Ukraine State Customs Service of Ukraine Regional State Administrations	2023	December 31, 2023
2.9.3	Resolution of the Cabinet of Ministers Ukraine	Construction and equipment of 26 intermodal logistics centres, including those equipped with intelligent video surveillance systems, automatic reading and recognition of vehicle numbers, weighing systems, automatic barriers, traffic lights.	The Ministry of Infrastructure of Ukraine State Customs Service of Ukraine	January 2023 - December 2025	December 31, 2025
2.9.4	Resolution of the Cabinet of Ministers Ukraine	Constructing and equipping 22 state intermodal logistics centres, including those equipped with intelligent video surveillance systems, automatic capturing and recognition of vehicle license plates, weighing systems, automatic barriers, and traffic lights.	Ministry of Infrastructure State Customs Service	January 2026 - December 2032	31 December 2032
2.10.2	CMU order № 246-p of 24.03.2021 (amendments)	Preparation of a plan for comprehensive development/ modernization, arrangement of existing border crossing points, and establishment of new ones at the customs border of Ukraine.	Ministry of Infrastructure Ministry of Finance State Customs Service	January 2023	31 January 2023
2.10.4	CMU Order	Construction/reconstruction, modernization/technical re-equipment, including equipping border crossing points with intelligent video surveillance systems, automatic	Ministry of Infrastructure	2024 – 2025	31 December 2025

		capturing and recognition of vehicle license plates, weighing systems, automatic barriers, and traffic lights	State Customs Service		
2.10.8	CMU Order	Construction/reconstruction, modernization/technical re-equipment, including equipping border crossing points with intelligent video surveillance systems, automatic capturing and recognition of vehicle license plates, weighing systems, automatic barriers, and traffic lights	Ministry of Infrastructure State Customs Service Regional State Administrations	January 2027 – December 2027	31 December 2027
2.10.9	CMU Order	Termination of customs control at border crossing points on the western border	Ministry of Infrastructure State Customs Service	since joining the EU	
2.11.2	The draft Law	Development and coordination with the European Commission, adoption of a draft law amending the Tax Code of Ukraine to introduce criteria for determining taxpayers who are entitled to charge import VAT in the monthly VAT return instead of paying tax during customs clearance (Article 211 of the COUNCIL DIRECTIVE EU № 2006/112/EU of 28.11.2006)	State Tax Service Ministry of Finance	January 2026 – March 2027	31 March 2027
3.2.1	CMU Resolutions MoF Orders	Development, coordination with central executive bodies and adoption of bylaws, the adoption of which follows from the draft law of Ukraine № 7420 of 31.05.2022	Ministry of Finance State Customs Service	June 2022 – December 2022	31 December 2022
3.4.2	The draft Law (the new one)	Ukraine's accession to the Convention on a Common Transit Procedure and to the Convention on the Simplification of Formalities in Trade in Goods (Draft Law of Ukraine on Accession to the Convention on a Common Transit Procedure of 1987 and Accession to the Convention on the Simplification of Formalities in Trade in Goods of 1987)	Ministry of Foreign Affairs	December 2022	31 December 2022
4.1.1	Draft Law (№ 4517 of 18.12.2020)	Adopting in second reading of the Law on the adjustment of the procedure of customs declaration filling for goods, which may align with different positions	Parliament	June 2022 - September 2022	30 September 2022

		of the UKTZED (Ukrainian Classification of Goods for Foreign Economic Activity) in accordance with EU Customs Code (№ 4517)			
4.1.2	Draft Law (№ 5353 of 08.04.2021)	Adopting of the Law on changes to the Customs code of Ukraine regarding the adjustment of the procedure of designation of the country of origin of goods in accordance with the EU Customs code (№ 5353)	Parliament	June 2022 - December 2022	31 of December 2022
4.2.1	Order of the Ministry of Finance (new)	Development and adopting of the Order of the Ministry of Finance regarding the execution of customs formalities during the use of simplified process for AEO	Ministry of Finance State Customs Service	December 2022	31 of December 2022
4.2.2	Order of the Ministry of Finance (new)	Development and adopting of the Order of Ministry of Finance regarding the order of execution of customs formalities during the use of transit simplification in the NCTS regime	Ministry of Finance State Customs Service	December 2022	31 of December 2022
4.3.1 6.6.1	Draft Law (new)	Development and agreement with the European Commission and adopting of the new Customs code of Ukraine: - in accordance with Regulation (EU) № 952/2013 of the European Parliament and Council, EU Commission delegated regulation № 2015/2446, EU Commission implementing regulation № 2015/2447, EU Council regulation № 1186/2009, № 608/2013, № 1352/2013; - establishes the status of customs authorities and regulations of serving in the customs authorities; - in accordance with the EU best practice.	Ministry of Finance State Customs Service	January 2023 – December 2023	31 of December 2023
4.3.2	Resolutions of the Cabinet of Ministers Orders of the MoF Orders of the SCS	Development and adopting of other acts of legislation (changes into the acts of legislation)	Ministry of Finance State Customs Service	July 2023 – June 2024	30 June 2024
4.4.3	Draft Law (new)	Development and adopting the Law on conducting the customs activity in Ukraine, which must regulate the	Ministry of Finance	after January 2026	

		issues of the status of customs authorities and regulations of serving in the customs authorities, types of violations of the customs regulation and responsibility for such violations, administrative proceedings procedures for such violations (with getting into force after Ukraine's joining the EU)	State Customs Service		
4.5.1	Draft Law (new)	Discarding the Customs code of Ukraine and direct use of the Regulation (EU) № 952/2013 of the European Parliament and Council, EU Commission delegated regulation № 2015/2446, EU Commission implementing regulation № 2015/2447, EU Council regulation № 1186/2009, № 608/2013, № 1352/2013 as a part of national legislation of Ukraine.	Ministry of Finance State Customs Service	after Ukraine's joining the EU	
4.5.2	Resolution of the Cabinet of Ministers Orders of the MoF Orders of the SCS	Approval of the national regulatory documents aimed on practical realization of the EU Customs code provisions and other related EU regulations on Ukrainian territory	Ministry of Finance State Customs Service	after Ukraine's joining the EU	
4.6.1	Order of the SCS (new)	Establishment of the work group for evaluation of the possibility of switching to the new classification system in accordance with EU's Combined Nomenclature (CN) and Integrated tariff (TARIC)(«TARIC»)	State Customs Service	From January 2026	30 September 2022
4.6.4	Draft Law (new)	Making amendments into the Customs Tariff of Ukraine caused by the changes which are being made by WCO into the Harmonized system and by EU into the Combined Nomenclature (draft of law)	Ministry of economy State Customs Service Ministry of Finance	From January 2026	
4.6.5	Draft Law (new)	Direct use of the Council regulation (EEC) № 2658/87 On the tariff and statistical nomenclature and on the Common Customs Tariff	State Customs Service Ministry of Finance	after Ukraine's joining the EU	
5.1.2	Order of the Ministry of Finance (new)	Preparation and agreement of the long-term national strategic plan of digital development, digital transformations and digitalization of the SCS and its	State Customs Service	September December 2022	31 of December 2022

		territorial units in accordance with the roadmap of the changes into the legislation	Ministry of Finance		
5.3.2	Order of the SCS (new)	Establishment of the work group or other entity for implementation, monitoring and coordination of the new IT systems	State Customs Service	January 2023 - June 2023	30 June 2023
6.1.1	Draft Law (new)	Adopting of the Law “On changes to the Criminal and Criminal procedure codes of Ukraine regarding the criminalization of smuggling of goods and excisable goods	Ministry of Finance Parliament	November 2022	31 January 2023
6.1.2	Joint order of the SCS and other law enforcement agencies	Implementation of the strict distinction of the rights and functions of the law enforcement agencies in the customs control zones in lieu of goods and transport which are under the customs control	State Customs Service State border guard service National police Security Service of Ukraine	November 2022	30 November 2022
6.1.3	Draft Law (new)	Development and adopting of the law regarding the changes into the Criminal procedure code of Ukraine and into the Law on operative intelligence activity regarding the granting the operative intelligence functions to the customs authorities aimed on combating smuggling (in particular smuggling of commodities) *(related to the execution of the tasks of point 6.1.1)*	Ministry of Finance, State Customs Service	June 2023 - September 2023	30 September 2023
6.1.4	Resolutions of the Cabinet of Ministers Orders of the SCS	Development and adopting of the respective bylaws which are necessary for the practical realization of the law which grants customs authorities with the operative intelligence activity rights	Ministry of Finance State Customs Service	October 2023 - December 2023	31 of December 2023
6.1.5	Draft Law (new)	Development and adopting of the law on the changes into the Criminal procedure code regarding granting the units of State Customs Service the right of investigation of the all smuggling-related crimes *(related to the execution of the tasks of point 6.1.1)*	Ministry of Finance, State Customs Service	June 2026 - September 2026	30 September 2026

6.1.6	Resolutions of the Cabinet of Ministers Orders of the SCS	Development and adopting of respective bylaws needed for the practical realization of the law which grants customs authorities with the right of investigation of all smuggling-related crimes	State Customs Service	October 2026 - December 2026	31 of December 2026
6.2.1	Order of the SCS (new)	Creation of the operative intelligence units in the customs authorities *(related to the execution of the tasks of point 6.1.3)*	State Customs Service	September 2023 – December 2023	31 of December 2023
6.2.4	Draft Law (new)	Development and adopting of the law on changes to the article 38 of the Criminal procedure Code of Ukraine (creation of the investigation units in customs authorities for investigation of all smuggling-related crimes, including article 198 of the Criminal Code of Ukraine (only regarding the cases, when the object of crime is the object of smuggling), 201, 305 of the Criminal Code of Ukraine	Ministry of Finance, State Customs Service	January 2026 – august 2026	31 August 2026
6.2.5	Order of the SCS (new)	Creation and equipment of the investigation units in the customs authorities	State Customs Service	September 2026 – December 2026	31 of December 2026
6.3.1	Draft Law (new)	Increasing of the institutional capacity of the customs authorities in combating the counterfeit by granting the customs authorities the right to detect and seize them in internal market (on example of some EU member-states) in cooperation with other state authorities	Ministry of Finance State Customs Service	January 2023 – December 2023	31 of December 2023
6.3.2	Resolution of the Cabinet of Ministers (new)	Establishment of the procedure of mandatory destruction of the counterfeit goods detected by the customs authorities both during the movement via the customs border or during realization in the internal market	Ministry of Finance State Customs Service	January 2023 – December 2023	31 of December 2023
6.3.3	Draft Law (new)	Establishment of the mechanisms of detection of goods in the commercial turnover which don't have the confirmation of legality of their import to the Ukrainian territory and implementation of the sanctions for selling such goods (excluding the realization of used goods of	Ministry of Finance State Customs Service	January 2023 – December 2025	31 of December 2025

		such type by the physical persons without the signs of the business activity). In particular, designation of the respective authority for such activity and legislative prescription of the rights and functions of the customs authorities in such activity			
6.4.1	International act between Ukraine and EU member states	Establishment of the operative information exchange about possible violations of customs legislation with customs authorities of other states (Poland, Hungary, Slovakia, Romania)	Ministry of Foreign Affairs State Customs Service	January 2023 - December 2023	31 of December 2023
6.4.2	International act between Ukraine and EU member states	Establishment of the information exchange about the characteristics of goods with customs authorities of other states (Poland, Hungary, Slovakia, Romania)	Ministry of Foreign Affairs State Customs Service	January 2025 - December 2025	31 of December 2025
6.5.1	International act between Ukraine and EU member states	Signing of the Memorandum of understanding between the State Customs Service, State Border Guard Service, National police, Security Service of Ukraine and United Nations Office for Drugs and Crimes regarding the involvement into the Container Control Program	State Customs Service State border guard service National police Security Service of Ukraine	January 2023 - December 2023	31 of December 2023
6.5.2	Joint order of the SCS and other law enforcement agencies	Establishment of the new groups of the port control in the border crossing points with Poland, Hungary, Romania and Slovakia including officers of the State Customs Service, State Border Guard Service, National police, Security Service of Ukraine. HR and technical equipment of the groups of port control. Studying of the personnel of the port control groups	State Customs Service State border guard service National police Security Service of Ukraine	January 2024 - December 2024	31 of December 2024
6.7.1	Joint order of the SCS and other law enforcement agencies	Establishment of the Police and Customs Cooperation Centre (PCCC) in accordance with the European guidelines regarding the best practices for the PCCC (EU document 9105/11 of 15/04/2011)	State Customs Service State border guard service National police	From January 2026	6.7.1

			Security Service of Ukraine		
6.7.2	International act between Ukraine and EU member states	Connection of the PCCC to the EUROPOL's system of law-enforcement information exchange with the secure information exchange software SIENA	State Customs Service State border guard service National police Security Service of Ukraine	From January 2026	6.7.2
7.1.2	Order of the SCS (new)	Taking efforts aimed on appointment of the diplomats with functions of customs representative on parity basis in the states which have strategic importance for Ukraine in terms of development of international trade and international customs cooperation	Ministry of Foreign Affairs State Customs Service	January 2023 – December 2025	31 of December 2025
7.1.3	Order of the SCS (new)	Work of Ukraine's representatives in the WCO's Secretariat and other institutions	State Customs Service	January 2026 – December 2032	31 of December 2032
7.2.2	Order of the SCS (new)	Development of the draft of the new system of KPIs for the State Customs Service and its territorial units and its approval with the Ministry of Finance. The system in particular must contain evaluation of the effectiveness of decisions and actions of customs authorities (percent of decisions which made in favour of customs or in favour of its counterpart in result of appeal; resultatives of the customs inspections; effectiveness of the automated system of risk control; effectiveness of the work of post-customs control, planning and execution of documental checks etc)	State Customs Service Ministry of Finance	June 2022 – October 2022	June 2022 – October 2022
7.2.3	Order of the SCS (new)	Forming of the requirements and organization of the implementation of IT system for automated monitoring of KPIs	State Customs Service	January 2023 – July 2023	31 July 2023
7.2.4	Order of the SCS (new)	Implementation of the pilot project in the framework of the test operation of IT system for automated	State Customs Service	July 2023 – September 2023	30 September 2023

		monitoring of the KPIs. Improving of the IT system's operation			
7.2.5	Order of the SCS (new)	By-stage spreading of use of the new system of KPIs and IT system for their monitoring	State Customs Service	September 2023 – December 2023	31 of December 2023
7.3.1	Order of the SCS (new)	Conducting of the HR actions regarding the movement of customs service personnel from the temporary occupied territories and combat zone for ensuring of fast filling of the vacancies, caused by mobilization	State Customs Service	June 2022 – December 2022	31 of December 2022
7.4.1	Draft Law	Adopting the Law on changes into the Customs code of Ukraine regarding the establishment of the attestation of customs officers	Parliament	July 2022 - December 2022	31 of December 2022
7.4.2	Resolution of the Cabinet of Ministers	Drafting and adopting of the Act of the Cabinet of Ministers regarding the order of organization and making the attestation of the customs officers	NACS State Customs Service Ministry of Finance	October 2022 - December 2022	31 of December 2022
7.4.3	Resolution of the Cabinet of Ministers	Development and approval by the Act of the Cabinet of Ministers of the system of motivation which takes into account results of qualification improvement, KPIs reaching and system of reaction in case of non-reaching the KPIs and recognition of decisions and actions of the customs officers as ineffective, groundless and as those which caused losses to the subject of external economic activity	NACS State Customs Service Ministry of Finance	January 2023 – July 2023	31 July 2023
7.6.1 7.6.2	Order of the SCS (new)	Creation and by-stage implementation of the of the system of customs competencies based on EU Customs Competency Framework	State Customs Service	January 2025 - December 2026	31 of December 2026

SUBGROUP 3: BUDGET AND DEBT POLICY

1. The main issues that need to be resolved as a part of the Recovery Plan in the field of "Finance system operation, its transformation, and development":

Impact of the war on the defined sphere of analysis:	
Key challenges (summarized for a defined scope: **Budget and debt policy**)	1. Responding to the extensive challenges facing Ukraine in a time of the full-scale invasion by the aggressor country requires additional resources and more rational, efficient, and effective public finance management. At the same time, attracting additional resources through government borrowing leads to an increase in the state budget deficit and public debt and, as a consequence, to a significant burden on the state budget in terms of servicing and repaying debt 2. During the war, the economic activity of business entities decreased significantly, and in some cities of Ukraine, the economic potential was virtually destroyed, which led to economic decline and, accordingly, significantly reduced the tax incomes and fees to state and local budgets 3. The war forced a significant number of people to move and many businesses to relocate. This situation dramatically changed the "map" of both the needs of local authorities and their financial capabilities. It has also made the existing basic/reverse subsidies distribution system at least temporarily inoperable while increasing the need for additional resources in many communities 4. Under conditions of the full-scale invasion by the aggressor country and the legal regime of martial law, some special taxation was introduced for the period of martial law and a certain period after its abolition or termination. As a result of the implementation of such tax changes, the structure of state and local budget revenues has changed 5. As a result of the military actions, the differentiation of revenues of local budgets of regions has significantly increased
Key opportunities (summarized for a defined scope: **Budget and debt policy**)	1. Under conditions of the legal regime of martial law, the medium-term budget planning at the state and local levels is suspended. But after the end of the war, it must be resumed as soon as possible by adopting a three-year budget declaration and local budget forecasts and drafting state budgets and local budgets in accordance with the goals of state policy for the reconstruction of Ukraine, ensuring approximation to European standards of functioning of certain spheres of public life and sectors of the economy In addition, there will be a need to create a proper system of strategic and program documents, improve the quality of financial and economic justification of government decisions, as well as develop and update relevant instructions for strategic, program and budget documents, and create opportunities for continuous improvement of knowledge and skills on budget issues

Impact of the war on the defined sphere of analysis:	
	2. Continue to conduct reviews of state budget expenditures, ensuring their regularity and full integration into the budget process, which will improve the efficiency and quality of public services, as well as identify opportunities for redistribution of financial resources following public policy priorities 3. In the mid-term, communities with relatively low incomes and relatively high needs for public services will receive more basic subsidies due to the large number of IDPs 4. In the long run, a broader and fairer system of equalization will be established that better reflects both the real financial capacity of the community and its needs for public services
Key constraints (summarized for a defined scope: **Budget and debt policy**)	1. Unpredictability of the situation and the resulting suspension of medium-term budget planning 2. Lack of internal financial resources 3. Unbearable costs of defence and further reconstruction of the country

2. Goals, objectives, and stages of the Recovery Plan in the defined scope

2.1. Specific goals

	Stage I: June 2022 – end of 2022	**Stage II: January 2023 – December 2025**	**Stage III: January 2026 – December 2032**
1. Under conditions of the full-scale invasion by the aggressor country, medium-term budget planning was suspended.			
Each stage's goal to be achieved to solve the problem		Restoring the predictability and balance of fiscal policy in the medium term and strengthening the strategic approach to budget planning	Establishment of the Budget Office as an independent advisory body to the Verkhovna Rada of Ukraine to strengthen its institutional capacity and improve efficiency
Deadline within the stage		2025	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Risks for achieving the goal		1) long continuation of the full-scale invasion by the aggressor country and the impossibility of long-term forecasting and planning 2) limited financial resources 3) lack of an effective system of state strategic planning	1) political risks when making changes to legislation; 2) limited financial resources
Measurable indicator of goal achievement		Deviation of budget indicators for the planned year, provided by the Budget Declaration, from the corresponding indicators approved by the Budget Declaration for the previous year, no more than 10 per cent	Conduction of an independent expert assessment of the financial system. Analysis of the implementation of the adopted financial and budgetary legislation and the effectiveness of public policy.
The total amount of financial resources required to achieve the goal		-	-
Connection with other areas		"Public Administration" "Economic Recovery and Development" "European integration" "Digitalization"	"Public Administration" "European integration" "Digitalization"

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
2. Despite the constant improvement of the methodological base, program-based budgeting, performance-based budgeting in Ukraine has limited practical application. In particular, due to unsatisfactory coherence of the strategic and medium-term budget planning systems. As a result, the Key Spending Units of the budget funds do not always use performance-based budgeting for managerial decision-making.			
Each stage's goal to be achieved to solve the problem		The state provides quality public services, ensuring efficient and effective use of budget funds.	
Deadline within the stage		2025	
Risks for achieving the goal		1) Insufficient coherence in the systems of strategic and medium-term budget planning 2) Low capacity of the authorities to apply new approaches	
Measurable indicator of goal achievement		The share of Key Spending Units of state budget funds that revised their budget programs following the new approaches is 100 per cent	
The total amount of financial resources required to achieve the goal		-	
Connection with other areas		"Public Administration" "Economic Recovery and Development" "European integration"	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		"Digitalization"	
3. Imperfection of the existing horizontal equalization system. Under conditions of significant forced movement of the population from places of hostilities to the other regions of Ukraine, the incorrectness of the mechanism for horizontal equalization of fiscal capacity of local budgets became obvious. When preparing the draft state budget for the current year, last year's data, which do not correspond to the actual situation in communities, is used to calculate financial equalization instruments. In the case of the expected mass return of the population to pre-war places, the problem will be reproduced next year. In addition, the analysis of local budgets for 2021 indicates the existence of significant disparities in the budgets of territorial communities. Overcoming these is the main task of the mechanism for the horizontal equalization.			
Each stage's goal to be achieved to solve the problem	Improving the horizontal equalization system	Further improvement of the mechanism of horizontal equalization and reducing the disparities in the financial sustainability of communities. The alignment system is based on timely and accurate information about the location of the population.	
Deadline within the stage	2022-2023	2025	
Risks for achieving the goal	- military actions on the territory of Ukraine; - political risks when making changes to the legislation; - lack of data on population and IDPs	- lack of political will to adhere to specific decentralization priorities; - political risks when making changes to the legislation; - lack of data to conduct the necessary analyzes and research	- hostilities on the territory of Ukraine; - political risks when making changes to the legislation; - lack of data on population and IDPs
Measurable indicator of goal achievement	Development of the draft law "On Amendments to the Budget Code of Ukraine" to improve the system of horizontal equalization	Basic/reverse subsidies size 1 to 2% of GDP, according to the EU standards. Reduction of the standard deviation of local	Reduction of the standard deviation of local budget revenues per capita by 20%

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		budget revenues per capita by 15%	
The total amount of financial resources required to achieve the goal	Depending on the disparities in local budget revenues	Depending on the disparities in local budget revenues	Depending on the disparities in local budget revenues
Connection with other areas	"Public Administration" "Reconstruction and development of infrastructure" "Economic Recovery and Development" "Construction, urban planning, modernization of cities and regions" "European integration" "Digitalization"	"Public Administration" "Reconstruction and development of infrastructure" "Economic Recovery and Development" "Construction, urban planning, modernization of cities and regions" "European integration" "Digitalization"	"Public Administration" "Reconstruction and development of infrastructure" "Economic Recovery and Development" "Construction, urban planning, modernization of cities and regions" "European integration" "Digitalization"
4. The inefficiency of the external state control (audit) system due to its inconsistency with the best world practices and international standards.			
Each stage's goal to be achieved to solve the problem		Bring the external state financial control (audit) system in the accordance with the best international practices and standards	
Deadline within the stage		2024	
Risks for achieving the goal		- hostilities on the territory of Ukraine;	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		- political risks when making changes to the legislation; - lack of financial resources	
Measurable indicator of goal achievement		Implementation of measures of state external financial control (audit) of all public funds, state and municipal property	
The total amount of financial resources required to achieve the goal		-	
Connection with other areas		"Public Administration" "European integration" "Digitalization"	

2.2. The current stage of implementation of program documents

#	Name of the program document	Current status
1	Strategy for reform of the public finance management system for 2022-2025	Adopted
2	Action plan for the implementation of the Strategy for reform of the public finance management system for 2022-2025	Adopted
3	Med-term public debt management strategy for 2021-2024	Adopted
4	Development Strategy of the Accounting Chamber for 2019-2024	Adopted

2.3. Determining tasks for achieving goals from subsection 2.1 (for every goal)

#	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems
Goal 1: Restore the predictability and balance of fiscal policy in the medium term and strengthen the strategic approach to budget planning			
Stage I: June 2022 – end of 2022			
1	-		
Stage II: January 2023 – December 2025			
1	Conduction of a comprehensive assessment of the effectiveness of the public financial management system to identify gaps and compliance with EU rules (recommendations)	2023	
2	Development of a methodology for preparing proposals for the Budget Declaration	2023	
3	Increasing the strategic direction of the budget process by reducing the number of the Key Spending Units of budget funds, ensuring their definition following their powers and responsibilities in the management of a particular sphere of public life	2023	
4	Update the organizational and methodological principles of local budget forecasting, including a standard form	2024	
5	Approval of local budget forecasts as medium-term budget planning documents	2025	
6	Establishment of a system for monitoring local budget forecasts	2025	
7	Strengthening the requirements for the financial and economic assessments of draft regulations and their compliance with the budget legislation	2023	
Stage III: January 2026 – December 2032			
1	Conduction of a balanced debt policy with the gradual reduction of the ratio of total public debt and state-guaranteed debt to GDP to pre-war levels	2035	
Goal 2: The state provides quality public services, ensuring efficient and effective use of budget funds			
Stage I: June 2022 – end of 2022			

#	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems
1	Improving approaches to the preparation of budget programs by the Key Spending Units of state budget funds to optimize their number and strengthen their coherence with public policy objectives	2022	
Stage II: January 2023 – December 2025			
1	Preparation of budget programs by the Key Spending Units of state budget funds, taking into account new approaches	2025	
2	Strengthening the capacity of the Key Spending Units of state budget funds to use the program-based budgeting, including budget programs efficiency evaluation	2023-2025	
3	Regular state budget expenditures reviews based on the improved methodology	2023-2025	
4	Optimization of the Standard Program Classification of Expenditures and Lending to the Local Budget	2024	
5	Improving the system of performance indicators for local budget programs	2023	
6	Improving the capacity of local governments to use program-based budgeting	2023-2025	
Stage III: January 2026 – December 2032			
	-		
Goal 3: Improving the horizontal equalization system			
Stage I: June 2022 – end of 2022			
1	Determining the list of possible models of the horizontal equalization system and preliminary calculation of indicators for each model of the horizontal equalization system	2022-2023	
2	Determining the optimal model and agreeing with all stakeholders	2022-2023	
Stage II: January 2023 – December 2025			
1	Analysis of the efficiency of the horizontal equalization system for the previous period	2024	
2	The new model for horizontal equalization development is based on the best European practices for ensuring the fiscal capacity of local communities and regions.	2025	

#	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems
Stage III: January 2026 – December 2032			
1	-		
Goal 4: Bring the external state financial control (audit) system in the accordance with the best international practices and standards			
Stage I: June 2022 – end of 2022			
1	-		
Stage II: January 2023 – December 2025			
1	Bringing the system of external state financial control (audit) to international standards and improving the processes of external state financial control (audit) over public funds, in particular, local budgets, state social and pension insurance funds, funds of state entities and communal property	2024	
Stage III: January 2026 – December 2032			
1	-		

3. List of national projects corresponding with tasks under Section 2.3 (for the relevant task)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
Stage I: June 2022 - end of 2022								
-								

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
Stage II: January 2023 - December 2025								
Establishment of the Budget Office at the Verkhovna Rada of Ukraine	Strengthening the institutional capacity of the Parliament and improving the efficiency of its activities, in particular for: - examination of legislative initiatives that have a systemic impact in specific areas of legislation, and their effect on economic and social development - assessment of the financial system, primarily budget - analysis of the implementation of the adopted financial and budgetary legislation and the effectiveness of public policy - the adaptation of budget legislation to the EU rules	The Budget Office established as an independent advisory body to the Verkhovna Rada of Ukraine to strengthen its institutional capacity and improve efficiency.		Verkhovna Rada		International Technical Assistance		

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
Improving the horizontal equalization system	The analysis will identify the strengths and weaknesses of the system and areas for further improvement Adapting the best practices will enable the implementation of the most progressive model in Ukraine	Calculation of basic / reverse subsidy amounts for each local budget Draft law New alignment model	-	MoF		International Technical Assistance		

4. The necessity of legal amendments

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1	Budget Code of Ukraine	Update of the Budget Code of Ukraine taking into account EU rules	MoF, Verkhovna Rada	2025	
2	Instructions for preparing proposals for the Budget Declaration	Methodological approaches to budget planning at the level of the Keys Spending Units of the state budget	MoF	2023	
3	Instructions for preparing budget requests	Clarification of the methodology for the preparation of budget requests following the Budget Declaration	MoF	2023	

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
4	Instructions for compiling a local budget forecast	Clarification of organizational and methodological principles of local budget forecasting, including a standard form	MoF	2024	
5	Methodical recommendations on the preparation of budget programs by the Key Spending Units of the state budget	Development of unified approaches to the preparation of budget programs, their content and characteristics by the Key Spending Units of the state budget funds	MoF	2022-2024	
6	Budget Code of Ukraine	Making changes to Articles 98-99 BCU	MoF	2023	2024
11	Budget Code of Ukraine, other laws of Ukraine on financial control (audit)	Amendments to the legislative acts of Ukraine to bring the external state financial control (audit) system in the accordance with the best international practices and standards	Verkhovna Rada, Accounting Chamber, MoF (State Audit Office)	2023-2024	2024

AREA "DEVELOPMENT OF THE BANKING SYSTEM, NON-BANK FINANCIAL SERVICES AND CAPITAL MARKETS"

SUBGROUP 4: BANKING SYSTEM AND NON-BANK FINANCIAL SERVICES MARKET

1. The main problems that need to be addressed in the framework of the Recovery Plan in the area of "Functioning of the financial system, its reform"

Impact of the war on the defined sphere of analysis:	
Key challenges (summarized for a defined scope: **Banking system and non-bank financial services market**)	1. Pressure on the national currency due to deterioration of the payments balance 2. Rapid growth of inflation 3. Deterioration of the financial condition of current and potential borrowers: reduction of liquidity, physical inability to sell products or services, loss of assets 4. Deterioration of financial conditions of banks and non-bank financial institutions: - deterioration of the loan portfolio; NPL growth; loss (physical destruction) of collateral in combat zones or reduction of its value; loss of insurance portfolios (loss of client bases) of insurers, withdrawal from existing contracts due to policyholders' lack of funds - loss of assets (fixed assets, cash) 5. Accumulation of risks, with a high probability of their occurrence: - widespread loss of population and business as a result of hostilities - catastrophic nature of such losses 6. High level of cyber threats 7. Settlement of financial and legal relations that arose in the temporarily occupied territories during the occupation process 8. Reduction of access to financial services, means of payment (cash / non-cash payments) in the territories affected by hostilities or temporarily occupied territories: aggressor's attempts to introduce a ruble zone in uncontrolled territories
Key opportunities (summarized for a defined scope: **Banking system and non-bank financial services market**)	1. Emergence of market supply of financial services reflecting the war and its impact, in particular, new insurance programs 2. Financial measurement of the temporarily occupied territories' reintegration 3. Restoration of financial inclusion, deepening of financial literacy of financial services consumers 4. Decrease in NPL growth in banks and non-bank financial institutions (NFIs) 5. Strengthening of the protection of investors' and creditors' rights 6. Development of the financial market open architecture, oversight and cash circulation

Impact of the war on the defined sphere of analysis:	
	7. Ensuring the development of Fintech, SupTech, RegTech and other digital financial technologies 8. Development of the digital economy 9. Cyber resilience of the financial system
Key constraints (summarized for a defined scope: **Banking system and non-bank financial services market**)	1. Maintaining price stability 2. Maintaining financial stability / application of macroprudential regulation requirements 3. Uncertainty about the timing of the end of hostilities, mobilization of the population, etc.

2. Goals, objectives, and stages of the Recovery Plan in the defined scope

2.1. Specific goals

	Stage I: June 2022 – end of 2022	**Stage II: January 2023 – December 2025**	**Stage III: January 2026 – December 2032**
1. The deterioration of banks and non-bank financial institutions financial condition is happening for a number of reasons: • loss of collateral in combat zones • loss of assets of borrowers and banks themselves and NFIs • widespread loss of population and business as a result of hostilities • catastrophic nature of such losses • reduction in the ability of borrowers to service debt • deterioration of the loan portfolio; NPL growth. Therefore, the Recovery Plan proposes to reach the goal of achieving and maintaining financial stability under martial law. This task requires a number of problems to be solved: • effective regulation of the financial sector and improvements to supervisory approaches • ensuring the transparency of the financial sector • maintaining the financial sector's resilience to challenges • improving the quality of the financial sector's corporate governance and risk management.			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Each stage's goal to be achieved to solve the problem	1. Effective regulation of the financial sector and improving supervisory approaches	1. Effective financial sector regulation and improving supervisory approaches 2. Boosting financial sector's resilience to challenges 3. Improving the financial sector's quality of corporate governance and risk management	
Deadline within the stage	December 2022	December 2024	
Risks for achieving the goal	1. Inconsistency of positions, lack of understanding of the need for appropriate changes in legislation	1. Inconsistency of positions, lack of understanding of the need for appropriate changes in legislation	
Measurable indicator of goal achievement	1. Adoption of relevant amendments to regulations 2. Liquidity of banks (H6) > 60%.	1. Adoption of relevant amendments to regulations 2. Liquidity of banks (H6) > 60%.	
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG on functioning of the financial system, its reform / WSG (working subgroup) on tax policy / budget policy WG on ecological issues	WG on functioning of the financial system, its reform / WSG (working subgroup) on tax policy / budget policy WG on ecological issues	
2. Reduction of economic activity and limited business liquidity lead to a postponement of demand and investment. The financial sector is expected to provide effective solutions for the resumption of lending and the rapid leveling of NPL growth, which could significantly slow down lending recovery.			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Therefore, the Recovery Plan proposes to achieve the goal of promoting economic recovery and development under martial law. This task requires a number of problems to be solved: • Promoting lending the economy (stimulating the provision of new loans). Reducing the growth of NPLs in banks and NFIs, including strengthening the protection of creditors ' and investors' rights. • Reducing the growth of NPLs in banks and NFIs, including strengthening the protection of creditors ' and investors' rights.			
Each stage's goal to be achieved to solve the problem	1. Promoting lending the economy (stimulating the provision of new loans) 2. Reducing the growth of NPLs in banks and NFIs, including strengthening the protection of creditors 'and investors' rights	1. Promoting lending the economy (stimulating the provision of new loans) 2. Reducing the growth of NPLs in banks and NFIs, including strengthening the protection of creditors' and investors' rights	1. Promoting lending the economy (stimulating the provision of new loans).
Deadline within the stage	December 2022	December 2024	
Risks for achieving the goal	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes 2. Lack of funding sources for such funds and programs	1. Inconsistency of positions, lack of understanding of the need for the appropriate legislative changes 2. Lack of funding sources for such funds and programs	
Measurable indicator of goal achievement		1. Volume of net bank loans to GDP (business entities and individuals) > 15% 2. Share of gross non-performing loans in banks' portfolio, % - 10%	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG on the rule of law WG on social protection issues WG on economic recovery and development WG on functioning of the financial system, its reform / WSG on tax policy / budget policy WG on issues of infrastructure restoration	WG on the rule of law WG on social protection issues WG on economic recovery and development WG on functioning of the financial system, its reform / WSG on tax policy / budget policy	
3. Reduction of access to financial services, means of payment (cash / non-cash payments) in the territories affected by hostilities or temporarily occupied territories: aggressor attempts to introduce a ruble zone in uncontrolled territories. Reducing users' access to financial services and cash as a result of the war raises new questions: how not only to reach the target audience of financial literacy and financial inclusion programs, but also to make such content available to Ukrainians abroad. Therefore, the Recovery Plan proposes to achieve the goal of promoting economic recovery and development under martial law. This task requires a number of problems to be solved: • improving the availability and use of financial services • strengthening the protection of financial services consumers' rights • increasing the financial literacy level of the population.			
Each stage's goal to be achieved to solve the problem	1. Improving the availability and use of financial services 2. Strengthening the protection of financial services consumers' rights	1. Improving the availability and use of financial services 2. Strengthening the protection of financial services consumers' rights 3. Increasing the financial literacy level of the population	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage	December 2022	December 2024	
Risks for achieving the goal	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes.	
Measurable indicator of goal achievement		Ratio of non-cash card transactions (including P2P) to total transactions, % - 65%	
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG on digitalization WG on the issues of education and science WG on the rule of law	WG on digitalization WG on the issues of education and science WG on the rule of law	
4. Non-bank financial institutions have found themselves in a difficult situation due to the greater importance of territorial assets, some of which are currently located in communities where hostilities are taking place. Some companies have not provided their reports, which limits the controllability of the financial sector. Therefore, the Recovery Plan proposes to achieve the goal of promoting economic recovery and development under martial law. This task requires a number of problems to be solved: • promoting the development of the non-bank financial services markets • integration of Ukraine's financial market into the global financial market.			
Each stage's goal to be achieved to solve the problem	1. Promoting the development of the non-bank financial services markets 2. Integration of Ukraine's financial market into the global financial market	1. Promoting the development of the non-bank financial services markets 2. Integration of Ukraine's financial market into the global financial market	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Deadline within the stage	December 2022	December 2024	
Risks for achieving the goal	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes	
Measurable indicator of goal achievement		Non-bank lending penetration rate, % to GDP > 3%	
The total amount of financial resources required to achieve the goal			
Connection with other areas			
5. Continuation of financial sector innovative development goals implementation to facilitate access to Ukrainian financial services, their security and competitiveness in the European market. Therefore, the Recovery Plan proposes to achieve the goal of promoting economic recovery and development under martial law. This task requires a number of problems to be solved: • Development of financial market open architecture, oversight and cash circulation. • Ensuring the development of Fintech, SupTech, RegTech and other digital financial technologies. • Development of the digital economy. • Cyber resilience of the financial system.			
Each stage's goal to be achieved to solve the problem	1. Ensure the development of Fintech, SupTech, RegTech and other digital financial technologies 2. Development of the digital economy 3. Cyber resilience of the financial system	1. Development of financial market open architecture, oversight and cash circulation 2. Ensuring the development of Fintech, SupTech, RegTech and other digital financial technologies	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		3. Development of the digital economy 4. Cyber resilience of the financial system	
Deadline within the stage	December 2022	December 2024	
Risks for achieving the goal	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes	1. Inconsistency of positions, lack of understanding of the need for appropriate legislative changes	
Measurable indicator of goal achievement			
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG on digitalization	WG on digitalization	

2.2. The current stage of implementation of program documents:

Item of the plan	Name of the program document	Current status
1.	Programs of activity of the Cabinet of Ministers of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine № 471 on 12 June 2020	Under implementation
2.	Strategy of Ukrainian Financial Sector Development until 2025 (latest version), approved under decision of the National Commission on Securities and Stock Market № 140, dated 2 March 2021, decision of the Board of the National Bank of Ukraine № 97, dated 18 March 2021, and decision of the Deposit Guarantee Fund № 193, dated 25 February 2021	Under implementation

3.	National Economic Strategy for the period up to 2030, approved by Resolution of the Cabinet of Ministers of Ukraine № 179 on 3 March 2021	Under implementation
4.	Plan of draft law work of the Verkhovna Rada of Ukraine for 2022 (PZR), approved by Resolution of the Verkhovna Rada of Ukraine № 2036-IX, dated 15 February 2022	Under implementation
5.	Plan for organizing the implementation of decision of the National Security and Defense Council of Ukraine dated August 11, 2021, *On the Strategy of Economic Security of Ukraine for the period up to 2025*, approved at a meeting of the Cabinet of Ministers of Ukraine on 1 September 2021	Under implementation
6.	Action plan for the implementation of the Letter of Intent of the Government of Ukraine and the National Bank of Ukraine dated 8 November 2021, and the Memorandum on Economic and Financial Policy	Under implementation
7	National Bank of Ukraine Strategy until 2025 (updated version), approved under Decision of the NBU Board № 412 on 13 August 2021	Under implementation
8	The Cybersecurity Strategy of Ukraine, put into effect by the Decree of the President of Ukraine № 447/2021, dated 26 August 2021	Under implementation

2.3. Determining tasks for achieving goals from subsection 2.1 (for every goal)

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Goal 1. Financial stability			
1.1. Effective regulation of the financial sector and improvement of supervisory approaches			
Stage I: June 2022 - end of 2022			
1.1.1	Develop and implement a plan for the temporary simplification or modernization of regulatory requirements for capital, liquidity, information disclosure; and the gradual restoration of the banks' capital adequacy levels,	June - July 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	given the actual state of banks after the crisis caused by the military invasion of Russia		
1.1.2	Clarify the regulation of the non-bank financial services market in the temporarily occupied territories (in particular, on reporting requirements, on certain items of the regulation of the NFIs)	December 2022	
Stage II: January 2023 - December 2025			
1.1.3	Introduce an effective system for preventing conflicts of regulators' interests during the exercise of their oversight powers and other functions performed by regulators.	December 2023	
1.1.4	Implement regulatory requirements under the EU-Ukraine Association Agreement, in particular on capital requirements, liquidity and disclosure.	December 2024	
1.1.5	Improve the efficiency of NFI management, in particular: • Exclude credit unions of Ukraine from the scope of Directive 2013/36 / EU on access to credit institutions and prudential supervision of credit institutions and investment firms (CRDIV) and Regulation (EU) 575/2013 of the European Parliament and of the Council on prudential requirements for credit organizations and investment companies (CRR). • Introduce a risk-oriented approach to the supervision of non-bank financial institutions using the principle of proportionality, perspective, professional judgment and early detection and response to potential risks. • Create transparent and equal conditions for doing business in life insurance in Ukraine. • Introduce a monitoring system for systemically important non-bank financial institutions. • Development of legal acts to ensure the deregulation of low-risk or non-EU non-bank financial services markets.	December 2023 December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Improve the procedures for assessing the financial condition of financial companies and pawnshops, in particular, in terms of simplifying the procedure for increasing equity (by amending the already adopted Law *On Financial Services and State Regulation of Financial Services Markets*)		
1.1.6	Introduce payment instruments oversight in accordance with international standards	December 2024	
1.1.7	Ensure the development of significant financial market infrastructure monitoring	December 2024	
1.1.8	Support the legislative establishment of the market for securitization of mortgage, leasing and other bank assets in order to secure lending programs with long-term financing and diversify risks by: • amendments in legislation regarding the organization of agreements on bank assets securitization • popularization and active promotion of bank assets securitization	2025 year	WG on functioning of the financial system, its reform / WSG (working subgroup) on Capital markets
1.2. Resilience of the financial sector to challenges			
Stage II: January 2023 - December 2025			
1.2.1	Improve macroprudential tools: • For macroprudential capital instruments: (a) develop a tool and, if necessary, implement a countercyclical capital buffer and a systemic risk buffer; (b) establish requirements for the leverage ratio. • Calibrate and, if necessary, introduce additional capital requirements in case of significant concentrations in certain sectors or types of loans. • If necessary, set additional risk weights for certain risky types of loans. • Calibrate and, if necessary, limit the loan-to-value ratio (LTV), debt service-to-income ratio (DSTI), and total debt -to-income ratio (DTI).	December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• If necessary, develop macroprudential regulation tools for the non-bank financial sector. • Introduce a mechanism for long-term planning, early detection of problems in banks, early intervention and settlement of bank insolvency. • Launch an effective system of early warning tests based on the system of financial institution supervision, taking into account the specifics of life insurance		
1.2.2	Encourage international financial institutions to contribute to the capital of banks (including state-owned ones) that, according to the NBU, need to be recapitalized	2025 year	
1.2.3	Establish the market for distressed assets securitization by: • improving regulation in terms of agreements on securitization of distressed bank assets. • promotion of distressed bank assets securitization	2025 year	WG on functioning of the financial system, its reform / WSG (working subgroup) on Capital markets
1.3. Improve the quality of corporate governance and risk management in the financial sector			
Stage I: June 2022 - end of 2022			
1.3.1	Improve the quality of corporate governance in state owned banks according to the world-best practices	December 2022	
Stage II: January 2023 - December 2025			
1.3.2	Improve the quality of corporate governance in state owned banks according to the world-best practices	December 2025	
1.3.3	Implement sustainable financing practices based on effective corporate governance, which includes environmental, social and governance factors (ESG):	December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Sustainable Finance development in Ukraine: developing recommendations for the implementation of sustainable financing standards; • Introduce environmental, social and management practices (ESG) in Ukrainian banks: (a) develop requirements for environmental and social risk management in banks; (b) develop standards for the disclosure of ESG by banks; • Promote sustainable financing practices based on effective corporate governance considering ESG factors, in particular through: o taking measures for relevant institutions regulated by the NBU to raise awareness and develop the capacity for sustainable financing o developing and approving the Annex on Corporate Governance and Sustainable Development to the Corporate Governance Code (ESG Appendix) o developing and approving Recommendations on the implementation or financing of environmental projects through the issuance of green bonds o developing an online ESG assessment card o developing the ESG Disclosure Guidelines o conducting activities and developing training materials on raising awareness of sustainable financing standards among NBU-regulated market participants		
1.3.4	Introduce the European Green Taxonomy into the legislation of Ukraine, and a system of independent verification of compliance, as well as a reporting system for it	December 2025	WG on ecological issues
Goal 2. Promote economic recovery and development			
2.1 Promote lending to the economy (stimulate the provision of new loans)			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage I: June 2022 - end of 2022			
2.1.1	Introduce military-political risk insurance: - By Ukrainian insurers in the partnership of international reinsurance (in particular, high-quality reinsurance coverage for military and political risks in the Lloyd's of London insurance market). Adoption of amendments to the legislation on the introduction of military-political risk insurance are expected and rules/procedures for participants of the process on insuring military-political risks are needed/ - Through involvement in the system (mechanism) of insurance (guarantees) of a leading international organization - the Multilateral Investment Guarantee Agency (MIGA). To this end, it is anticipated that a special trust fund will be created, which would be administered directly by MIGA and provide investment guarantees under specially modified procedures. This fund will accumulate the financial resources provided by the pool of sponsors and it would be at the expense of WBG IGTF that insurance indemnities were paid in the event of insured events. - Consider alternative in introducing the population and business military risks insurance program at the expense of the new established Compensation fund (Pool) creation based on public-private partnership (at the expense of means of funds for restoration, from international partners). The following steps are anticipated: o Determining the basic principles of the military risks insurance program with the participation of the state (basic conditions of insurance, conditions of insurers membership in the Compensation Fund (Pool), procedure for formation of the Fund's funds (Pool), participation of insurers/Fund	December 2022	WG on economic recovery and development

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	(Pool)/state in compensation and/or reinsurance depending on the amount of losses). o Developing a bill regulating the establishment and operation of the Compensation Fund (Pool), supervision and control of the Fund. o Extending the Pool's activities to a wide range of areas of the state's economy, covering the protection of both material objects and people's lives and health from military and political risks.		
2.1.2	Leasing policy response - Stimulate the development of financial leasing, for instance, by creating a program to finance the purchase or sale of production equipment for leasing. Raising funds from international donors and rehabilitation funds to fund the program. - Develop a concept of lease with the right of redemption to increase the availability of financing for the purchase of real estate, in particular, commercial.	December 2022	WG on functioning of the financial system, its reform / Tax policy, Budget policy WG on economic recovery and development
2.1.3	Synchronization with state programs on destroyed housing and financing its restoration in particular of homeless individuals and/or IDPs with ability to repay housing loans	August 2022	WG on issues of infrastructure restoration
2.1.4	Ensure open access to public registers	December 2022	
2.1.5	Increase efficiency and expand access to existing funds and lending programs, state guarantees, and risk insurance coverage of certain business types to restore Ukraine's economy. Provide funding with reconstruction funds and / or using the funds of international donors.	December 2022	WG on economic recovery and development
2.1.6	Policy response on trade finance - active use of the Export Credit Agency (ECA) instrument	By the end of 2022	WG on economic recovery and development

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Launch a program to finance SME exporters together with the ESA and banking institutions at the expense of international donors and recovery funds. • The program for financing exporters together with the ECA and banking institutions has been launched: a new section has been created on the Diia.Business portal with an appropriate form for collecting applications and forwarding them to the employees of relevant banks at the expense of international donors, recovery funds. • Elaboration of the possibility of expanding access to a bank guarantee for Ukrainian manufacturers' participation in international procurement. • Ensure the full and effective functioning of the ECA, attract a donor and expert environment that will provide the best global experience necessary for the effective functioning of the ECA, and create the necessary conditions for attracting financial assistance to increase the financial capacity of the ECA. • Actively promote ECA products and services for the SME segment. • Provide information and educational support for SMEs to enable them to access export financing with the participation of the ECA.		
Stage II: January 2023 - December 2025			
2.1.7	Policy response on trade finance Improve the legal framework for the development of ABF (trading factoring tools) and electronic invoicing (e-invoicing): • Settle cases of legal ambiguity and uncertainty regarding the regulation of collateral, especially the priority of creditors' claims. • Ensure that the regulatory framework provides effective enforcement methods as key prerequisites for increasing secured credit.	December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Modernize the existing register of creditors' claims and harmonize it with modern standards for maintaining a register based on notifications. • Amend/adopt some legislative acts: the Law *On Factoring*, the Law *On Securing Creditors' Claims* and the Law *On Pledges*. • Develop strategic approaches to the regime of legal regulation of relations in the field of reverse factoring (make adjustments and clarifications to the provisions of the Civil Code governing the assignment of requirements in general and factoring in particular and ensure that these rules meet the latest international standards) and calculate the risk weighing of corporate loans. • Promote the development of other trade factoring forms (without recourse and international factoring) and forfaiting. • Promote the development of export letters of credit, guarantees and other trade finance instruments.		
2.1.8	Develop an electronic platform for lending under the provision of assets to support the recovery of SMEs during the postwar period	December 2023	
2.1.9	Improve credit technologies (reduction of costs, including time, for decision-making and loan administration)	December 2023 for banks December 2024 for NFIs	
2.1.10	Improve the functions of the NBU Credit Register through: • testing hypotheses about different models of data collection for the Credit Register from non-bank financial institutions • identifying the regulatory objectives of the BCH market surveillance system in Ukraine • studying international experience and selecting the most optimal model for Ukraine • developing drafts of necessary regulations, consulting with market representatives so they accept them.	June 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.1.11	Launch of the updated Credit Register platform	January 2024	
2.1.12	Elaborate the possibility of spreading military and political risk coverage on small and medium business loans (after elaboration of group categories subject to such guarantees)	December 2023	WG on economic recovery and development
2.1.13	Investigate the possibility and probable models of a Bank for Reconstruction and Development (BRD) establishment, which will include such issues: - expediency of BRD creation - organizational and legal forms - financial products and mechanisms - target audiences - sources of capital	July 2023	WG on economic recovery and development
2.2. Reduce the growth of NPLs in banks and NFIs, including strengthening the protection of creditors 'and investors' rights			
Stage I: June 2022 - end of 2022			
2.2.1	Policy Response on loan restructuring • Develop mechanism of loan restructuring of borrowers (individuals) affected by the war using funds from international donors, reconstruction funds. • Develop a loan restructuring mechanism for borrowers (legal entities) affected by the war (including through the “Kyiv Approach / Financial Restructuring”) using funds from international donors, recovery funds. • Legislatively regulate credit relations in which collateral has been lost or its market value has decreased due to the war. • Amend regulations on the issues of taxation of the developed mechanics of individuals and legal entities loan restructuring, lost loan collateral.	2022 year	WG on functioning of the financial system, its reform / Tax policy, Budget policy, Capital markets WG on economic recovery and development

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Synchronization of presence of information on the pledged property (real estate, movable property, other assets) - in all the registers of damaged property; • Elaborate the possibility of the legislative regulation of the transfer all of assets, the credit risk of which has increased to 100%, to a separate institution in exchange for bonds of this institution with a value equal to the assets' net value as of February 23, 2022: o A separate institution carries out legal work to obtain compensation for the losses of banks, draws up documents confirming losses and files consolidated claims. o Funds received by the organization as compensation for losses are used to repay the bonds. o On loans to borrowers who have viable businesses but are in temporary financial difficulties caused by the war, banks restructure the debt by converting the part of the debt that exceeds the amount of debt that can be serviced on market terms into contingent liabilities, and takes them into account in off-balance sheet accounting. Contingent liabilities are repaid in this case and according to a certain schedule: receipt of compensation from the aggressor state for damages, cash-sweep (excess of actual profitability / profitability over projected during the loan agreement).		
2.2.2	Ensure the improvement of valuation activities, in particular by providing additional requirements for valuation entities that can conduct independent valuations in cases established by the legislation on financial markets	December 2022	
2.2.3	Develop a program of social lending and loan restructuring for military service members using recovery funds and / or international funds	December 2022	WG on social protection issues
2.2.4	Policy response on balancing creditors' rights to initiate amendments to procedural legislation regarding financial services disputes:	December 2022	WG on the rule of law

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• improvement of the rules that serve as tools for delaying litigation and for abuse of rights, in order to minimize them • improvement of the norms establishing the terms of consideration of the case in court, in order to minimize them • development of amendments to the legislation of Ukraine on the rights and obligations of public and private executors, methods and procedures for the execution of decisions.		WG on social protection issues
Stage II: January 2023 - December 2025			

2.2.5	Implement measures to increase the institutional capacity of the DGF (Deposit Guarantee Fund for Individuals) through:
	• preparation of appropriate amendments to the legislation to ensure action to compensate creditors (damages), protect the rights of depositors, and other issues related to the functionality of the DGF
	• adoption of amendments to the Law of Ukraine *On the Deposit Guarantee System for Individuals*, to the legislation on the functioning of the securities market, which will shift the focus onto the Fund's instruments for selling assets to obtain funds from borrowers by restructuring loans and / or issuing bonds, secured by these problem loans
	• amendments to the legislation in order to increase the proceeds from the Fund's the sale of assets:
	  • adoption of amendments to the Law of Ukraine *On the Deposit Guarantee System for Individuals*
	  • creation of financial instruments for reinsurance of the Fund's risks under the provided guarantees
	  • adoption of regulatory documents required for the hosting bank (Cabinet of Ministers resolutions, NBU resolutions).
		2025 year	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	Simplification of the process of alienating the liabilities of the insolvent bank to the host bank: • Introduce profit and loss sharing agreements between the Fund (insolvent bank) and the host bank and allow guarantees to be provided to the host party in case of the incorrect valuation of assets. • Introduce incentive mechanisms for host state-owned banks that will receive financial support (including in the form of guarantees for transferred assets) of the Fund, for example to increase their capital through IGLBs, in a certain proportion of the amount of asset insufficiency. • Create a mechanism for the rapid recovery of a transferred borrower's solvency by converting part of the debt into the capital of such a borrower. • Increase the Fund's financial resources to provide financial support to host banks. Expand the tools for restoring the solvency of insolvent banks' borrowers: • Anticipate the possibility of the forcible conversion of part of the borrower's debt transferred to the host bank into the capital of such debtor (see paragraph 1), including debt to persons related to the bank. • Restore their ability to provide the host bank with their assets as collateral for new loans. To do this, the borrower's assets must be released from encumbrances imposed in the interests of persons associated with the aggressor country. Simplify the process of converting liabilities (deposits) into the bank's capital in order to simplify one of the options for resolving the bank's insolvency:		

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Fully implement Directive 2014/59/EU, including the establishment of a settlement fund that can provide financial support to host banks. • Extend Directive 2014/59/EU legislation to all banks (and not just systemically important ones), including the instrument for converting bank deposits into capital (bail-in) of a bank for any bank and change the requirements for the list of deposits, suitable for such conversion.		
2.2.6	Balance the rights of creditors Initiate amendments to procedural legislation regarding financial services disputes: • Reduce the legal risks of lenders in connection with the provision of credit for the purchase of real estate secured by such real estate, prevention of abuse by the mortgagor of their rights, ensuring effective satisfaction of the lender's claims through the subject of the mortgage through: • revocation of the permit of the body of guardianship and trusteeship for the mortgage of housing, which will only be purchased at the expense of a bank loan • expansion of the possibility of using the data of the Unified Demographic Register for processing loan applications for a mortgage loan • increasing the efficiency of the mortgagee's rights when applying for foreclosure on the mortgage subject. Strengthen creditors' rights when dealing with overdue and problematic loan obligations. • Implement a system of control over the quantity and quality of eligible assets, which represent the reserves of insurance companies, implement a system of inter-sectoral control.	1 March 2023 (entry into force of changes in the procedure for concluding mortgage agreements) 01.07.23 (entry into force of changes in the application for foreclosure on housing mortgaged) June 2023 December 2023 December 2024	WG on the rule of law WG on social protection issues

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Change the judicial system with the aim of more effectively resolving financial disputes. • Improve the legislation on notaries to execute writs of execution on loan agreements. • Develop minimum standards for the settlement of disputes using mediation legislation. • Reduce the decision-making term and execution (court-executive-compensation). • Introduce an out-of-court dispute resolution mechanism between financial market participants and consumers.		
Goal 3. Financial inclusion			
3.1. Improve the availability and level of use of financial services			
Stage I: June 2022 - end of 2022			
3.1.1	Management and provision of cash under martial law: • Provide uncontrolled / de-occupied territories with access to financial services, means of payment (cash/non-cash payments): (a) stimulate banks with tariffs to open mobile branches and ATMs; (b) prepare amendments to regulations that will allow agents (from banks or NFIs) to be involved in the provision of a wider range of financial products and services. • Identify storage locations abroad / in Ukraine to preserve NBU cash balances and provide the market with the necessary amounts and denominations. • In order to diversify and minimize risks, decide on the construction / long-term lease of premises abroad / in Ukraine to preserve the balance of cash of the NBU and provide the market with the necessary amounts and denominations.	December 2022 August 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems

3.1.2	Policy response on the development of identification systems and identification infrastructure:
	• Ensure the development of the NBU BankID system considering the established key indicators.
	• Use of the NBU identification system by EU financial institutions for identification:
	  • Identify and mitigate legal barriers that may hinder the cross-border use of NBU BankID data.
	  • Ensure the technical integration of pilot EU banks with the NBU BankID system.
		December 2022	

3.1.3	Develop a conceptual model for simplified authorization of payment service providers that are already duly authorized in the EU, prepare draft regulations/amendments and additions to current legislation that will allow the existence of simplified procedures for authorization of payment service providers that are already duly authorized in the EU	December 2022	
3.1.4	Introduce standards for the provision of financial services by financial institutions through remote channels (speed, availability, continuity) with a ranking of institutions that meet such standards	December 2022	
3.1.5	Simplify and optimize operational activities of volunteer, charitable organizations (currency control, financial monitoring, etc.)	December 2022	
Stage II: January 2023 - December 2025			
3.1.6	Develop a conceptual model for the procedures of transferring accounts of relocated enterprises and IDPs. Develop changes and additions to regulations governing the requirements for the transfer of accounts. This proposal includes the implementation of account transfer procedures currently in use in the EU. According to the procedure, a business will have to apply to a new bank; all other actions,	December 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	such as balance transfer, transfer of standing orders, etc., will be performed by the donor bank.		
3.1.7	Manage and provide cash under martial law: • Introduce innovative elements of logistics and increase the level of cash handling automation. • Introduce a tariff policy for cash.	December 2023	
3.1.8	A complete solution for Cashless Determine the maximum amounts for cash payments for legal entities and individuals, as well as natural persons-entrepreneurs. Determine the executive body that will monitor the established restrictions and penalties for violating such restrictions, including by amending the Civil Code of Ukraine at the legislative level. Also, implement a number of steps by regulators: • Disclose information by trade aggregator sites about transactions. • Amend legislation changes to clarify liability for violations of tax legislation in the field of transactions. • Elaborate sources of accountability for administration cost reduction. • Finalize the concept for the legal regime of banking secrecy in Ukraine. • Develop a plan to increase the involvement of postal infrastructure and non-bank financial institutions in payments, transfers, etc. in the short term. Develop / amend regulations that would allow for a wider provision of financial services by several providers (e.g., transfers, payments, loans to agricultural producers and SMEs from credit unions).	2025 year	WG on the functioning of the financial system, its reform / Tax policy
3.1.9	Establish the "UCashless"/"Cashless Ukraine" fund for joint financing by participants (state, MES, commercial banks) of the fund's programs, in order to develop the infrastructure of non-cash payments, disseminate and	December 2023	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	promote non-cash payments among citizens of Ukraine, and promote innovation, information and educational activities		
3.1.10	Adopt and implement regulations on simplified procedures for authorization of payment service providers that are already duly authorized in the EU	June 2023	
3.1.11	Policy response on the development of identification systems and identification infrastructure Regulate the use of different types of electronic signatures of clients of financial institutions • Introduce new models of remote customer identification and verification. • Introduce the transfer of digital documents to financial institutions for the purpose of remote identification and customer verification. • Develop a public key infrastructure and a network of qualified e-trust providers in the financial sector. • Develop the provision of qualified electronic trust services in the financial sector (increase the number of clients of financial institutions using qualified electronic trust services).	December 2023 December 2024	
3.1.12	Continue to develop the National Strategy for Financial Inclusion (NFIS), which is closely linked to the issues identified in Stage II. Provide a structured and coordinated approach to the collection and dissemination of banking statistics broken down by gender-disaggregated indicators, incl. women-consumers, women-owners of MSEs	2025 year	
3.2. Strengthen the protection of financial services consumers' rights			
Stage I: June 2022 - end of 2022			
3.2.1	Deposit Guarantee Policy Response • Elaborate on the possibility of extending the DGF guarantee to other bank depositors' categories, in particular to legal entities, and	December 2022	WG on the functioning of the financial system, its reform / Budget Policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	develop a roadmap for increasing the amount of repayments of deposits in banks.		
	Stage II: January 2023 - December 2025		
3.2.2	Deposit Guarantee Policy Response • Develop and implement a deposit guarantee system for credit union members based on the DGF (with a potential source of recapitalization from international partners). • Create a system for guaranteeing payments under accumulative life insurance contracts (with a potential source of recapitalization from international partners).	December 2024 (but not before the entry into force of the new law on credit unions) December 2025	WG on the functioning of the financial system, its reform / Budget Policy
3.2.3	Create a single window for financial services consumers to receive consolidated information on the activities of banks and financial institutions	December 2024	
3.2.4	Implement the requirements of the General Data Protection Regulation (EU GDPR) for the financial sector	December 2024	
3.3. Increase the level of financial literacy of the population			
	Stage II: January 2023 - December 2025		
3.3.1	Develop and put into force The National Strategy On Financial Literacy Development. And implement a number of measures to increase financial literacy: • Create a single communication platform (site) with important information about financial services and features of their use. • Implement a program for internally and externally displaced persons and residents of reintegrated territories. Provide information on financial literacy and support for individuals returning from abroad, as well as internally displaced persons (IDPs) returning to their regions in connection with the cessation of hostilities.	March 2023	WG on digital transformation

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Introduce targeted programs for the formation of knowledge and skills in the use of financial services.	December 2024	
3.3.2	Develop an educational program on digital literacy in the financial field	December 2024	WG on digital transformation WG on the issues of education and science
Goal 4. Develop the financial services markets			
4.1. Promote the development of non-bank financial services markets			
Stage II: January 2023 - December 2025			
4.1.1	Establish an effective system for supervising the activities of the Bureau of Credit Histories (BCH): clearly define the regulatory and supervisory objectives, as well as the functions of the regulator. Prepare and submit a relevant bill regulating the exchange of credit information and the activities of credit bureaus to the Verkhovna Rada of Ukraine. Deploy a cross-border data exchange • Create support for cross-border data exchange of the BCH under current legislation. • Analyze current legislation to identify priority areas for the development of changes, and for the legislation of Ukraine governing the exchange of credit information and the activities of credit bureaus. • Develop and make amendment to legislation in order to clearly consolidate the possibilities of cross-border data exchange.	June 2023	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.1.2	Increase the level of international cooperation (including cooperation with foreign regulators the EBA, EIORA and ESMA) in the field of information exchange	December 2024	
4.1.3	Implement amendments to the legislation on the regulation of actuarial activities	December 2024	
4.1.4	Introduce amendments to the legislation on regulating the nuclear insurance market, including the creation of a nuclear insurance concept, as well as by improving the rules for the formation, placement and accounting of insurance reserves for compulsory civil liability insurance for nuclear damage: • Accede to the International Convention on Additional Compensation for Nuclear Damage (Vienna, September 12, 1997). • Approve the roadmap for Ukraine's accession to international agreements in the field of civil liability for nuclear damage; • Introduce state supervision over the activities of the Nuclear Insurance Pool. • Bring the concept of reimbursable nuclear damage in line with international conventions and best practices; • Review (increase) the limits of the operator's liability to individual victims of individuals and legal entities (per person). • Introduce a mechanism for the redistribution of pool members' responsibilities. • Promote the expansion of international risk reinsurance of Ukrainian insurers and the Nuclear Insurance Pool of Ukraine.	December 2024	WG on issues of energy
4.1.5	Introduce a system of environmental insurance activities that pose an increased environmental risk	2025 year	WG on ecological issues
4.1.6	Create the necessary prerequisites for the development of a reliable, transparent and solvent market of credit unions by amending the Law of Ukraine *On Credit Unions*	December 2023	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.1.7	Introduce a methodology for the comprehensive assessment of the competitiveness of the banking services market of Ukraine to determine the factors of scale, business efficiency and competition of players, based on quantitative indicators and comparison with commensurate markets of other countries	December 2023	
4.1.8	Develop and implement key performance indicators of Ukraine's financial services markets for key market participants	December 2023	
4.2. Integrate the financial market of Ukraine into the world financial space			
Stage I: June 2022 - end of 2022			
4.2.1	Start the SEPA accession project, appeal to the European Payments Council regarding Ukraine's intention to join SEPA, appeal to the Cabinet of Ministers regarding the establishment of a Working Group	December 2022	
Stage II: January 2023 - December 2025			
4.2.2	Initiate the definition of a clear mechanism (procedure) by the European Union for the financial services market of Ukraine obtaining EU internal market status	2025 year	WG on European Integration
4.2.3	International cooperation in the development of financial markets • Develop, approve and implement a roadmap for the “Basic Principles of Insurance” of the International Association of Insurance Supervisors (IAIS) and adapt Ukrainian legislation to EU legislation on insurance regulation, considering the specifics of the national market • Ensure accession to the International Association of Insurance Supervisors (IAIS)	December 2024 (after the adoption of a clause on the implementation of regulatory requirements provided by the Association Agreement between Ukraine and the EU, in particular on capital requirements, liquidity, disclosure of information and nuclear insurance)	
Goal 5. Innovative development			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
5.1. Develop an open architecture for the financial market, oversight and cash circulation			
Stage I: June 2022 - end of 2022			
5.1.1	Implement the ISO 20022 standard • Prepare normative legal acts that will regulate the implementation of the ISO 20022 standard. • Implement a technology platform for the international standard ISO 20022 (subject to funding and / or international technical assistance). • Take measures to stimulate the implementation of ISO 20022 standards by market participants.	December 2022	
5.1.2	Develop the EPS (Electronic Payment System) • Implement EPS-4 and transfer it to 24/7 mode (with funding and / or international technical assistance). • Determine the optimal model of instant payment architecture and a roadmap for its implementation in the EPS.	December 2022	
Stage II: January 2023 - December 2025			
5.1.3	Prepare draft regulations related to the introduction of the instant payment system	December 2024	
5.1.4	Ensure implementation of the system of instant payments, including technological (subject to funding and / or international technical assistance)	December 2024	
5.1.5	Develop the PROSTIR National Payment System • Ensure the acceptance of NPS PROSTIR cards in the entire card payment infrastructure of Ukraine. • Ensure further development of the issue of NPS PROSTIR cards and their popularization among the issuing banks of Ukraine.	December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Increase the recognition of the PROSTIR brand among the population of Ukraine. • Implement the ability to pay for PROSTIR products using electronic wallets (Google Pay, Apple Pay, etc.).		
5.1.6	Promoting establishment of open banking in Ukraine, develop industry standards and create conditions for their effective implementation	December 2025	
5.2. Ensure the development of the Fintech, SupTech, RegTech and digital technologies market			
Stage I: June 2022 - end of 2022			
5.2.1	Policy response regarding e-hryvnia • Prepare an updated concept for the issuance of the e-hryvnia with an analysis of different models for its issuance.	December 2022	
Stage II: January 2023 - December 2025			
5.2.2	Create regulatory and technical sandboxes (subject to funding and / or international technical assistance)	December 2024	
5.2.3	Create a favorable environment to stimulate introduction of innovative technologies in compliance with financial market participants: • Introduce communication principles for interaction between financial market participants, REGTEK companies and regulators (conferences, round tables) to assess the impact of the introduction of regulatory technologies on the market. • stimulate the implementation of the best world practices of RegTech companies' decisions and their use by financial market participants.	December 2023	
5.2.4	Introduce a single Register of Payment Infrastructure.	December 2024	
5.2.5	Policy response regarding the e-hryvnia • Issue digital money of the National Bank (e-hryvnia). (subject to funding and / or international technical assistance).	December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
5.2.6	Explore the possibilities of using CBDC for public procurement, social benefits and to promote the tool Use digital currency by the NBU (CBDC) for public procurement: • Develop specification for the integration of the e-hryvnia in the procurement process. • Involve a technical platform provider. Use of digital currency by the NBU (CBDC) for public procurement: • Develop regulations. • Launch the project on an experimental basis. • Adopt regulations. • Develop and implement NBU regulations, which will regulate the issuance and circulation of the e-hryvnia	October 2023	
5.2.7	Simplify the administration of supervisory procedures: • Introduce mechanisms to control the legality of the use of non-bank financial institutions in the provision of financial services, including information and telecommunications systems, names and trademarks of other financial institutions. • Introduce an internal analytical platform for comprehensive analysis of customer information and financial sector operations, owned by government agencies and financial services providers: o Develop a methodology for calculating personal indicators according to individual classifiers (fictitious entrepreneurship, fraud, etc.). o Implement EWS and scoring models in some areas of analysis of bank customers using artificial intelligence. o Use all available sources of information (information from banks, public authorities).	December 2023 December 2024	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	• Introduce the automation of instruments used for the supervision of banks and non-bank institutions in the field of financial monitoring, compliance with currency and sanctions legislation. • Develop and implement algorithms for detecting violations of the deadlines for the provision of information to the SCFM by the subjects of primary financial monitoring.		
5.3. Develop the digital economy			
Stage I: June 2022 - end of 2022			
5.3.1	Integrate the state banks' information systems with state registers and information systems of the State Tax Service: • Facilitate the introduction of a certificate of payment for the unified social contribution in electronic form. • Reduce the costs of banking institutions for the processing of collection orders, the costs of the State budget – for collection orders preparation, approval, and sending, increase revenues to the state and local budgets through instant receipt and processing of collection orders to banking institutions. • Amend the Procedure dated 3 September 2018 No. 733 *On approval of the Procedure for providing a certificate of absence of arrears of payments, control over the collection of which is entrusted to the supervisory authorities.* Based on the order of the Ministry of Finance of Ukraine dated February 13, 2015 No. 67 (as amended) *On approval of forms of information on payment of taxes by natural monopolies and business entities that are payers of rent for subsoil use; information on business entities that have a tax debt and the procedure for their publication*, introduce a standardized API for data exchange between banking institutions and the State Tax Service. • Establish information exchange and interaction between the State Tax Service of Ukraine and banking institutions in an automated manner in accordance with the provisions of paragraph 42-1.2 of	2022 year	WG on functioning of the financial system, its reform / Tax policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	Article 42-1 of the Tax Code of Ukraine, effective July 1, 2022, namely, to consent to data transfers from the taxpayer's open office by client's submission of the corresponding application from Internet banking or a mobile application signed with a Qualified Electronic Signature. • Consolidate the obligation of the State Tax Service to provide banks with information on the codes and accounts of the State Tax Service to which the relevant tax must be paid through the API (by analogy with how it is implemented in the DIIA mobile application). • Expand the list of parameters that should be available to banks through the State Tax Service API.		
Stage II: January 2023 - December 2025			
5.3.2	Implement European standards for ensuring open registers and the exchange of API information in the interests of financial services consumers • Ensure the opening of registers of government agencies to the financial ecosystem according to the API • Develop and implement unified databases, information security rules, and the procedure for exchanging information between information databases, including through the API. • Improve the exchange of information between regulators and other government agencies: o Determine the perimeter of information assets in accordance with the need to obtain them from the financial sector to perform their functions. o Identify, process and eliminate legal (access to information, legitimacy of the received information) and technical (including protection of information) barriers to the exchange of relevant information in electronic form. • In order to automate the process of clients' personal information transfer from banks to government agencies, introduce of an	2025 year	WG on digital transformation WG on the rule of law

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	effective mechanism (regulatory procedure) in the field of electronic data exchange between the subjects of power of state electronic information resources during the provision of administrative services.		
5.3.3	Implement European standards for modifying reporting approaches to improve the efficiency of regulators and supervisory processes: • Strengthen cooperation between regulators to optimize the disclosure requirements of financial ecosystem actors, in particular in the iXBRL format. • Develop the regulations necessary for optimization of disclosure requirements by financial ecosystem entities, in particular in iXBRL format. • Introduce a platform for information and messages exchange between the regulator and market participants in electronic form. Identify technology that will support the functioning of a single platform. • Define the legal framework for the operation of a single platform for the information and messages exchange between the regulator and market participants in electronic form and, if necessary, prepare amendments to legislation and regulations. • Introduce a full-fledged exchange of protected and legitimate information assets in electronic form between regulators and other financial market participants within the framework of their powers.	2025 year	WG on the Functioning of the financial system, its reform / Capital markets
5.3.4	Implement European standards for document automation in the interests of financial services consumers and financial market regulators (Paperless) • Facilitate the further transition of documents (including cash, documents accompanying the registration of financial products, etc.) in electronic format: to increase the terms of submission by the accountable persons of the report on used means issued on business trips or under the report, on non-cash settlements which were carried out with use of a corporate payment card; give the right to	2025 year	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems

	accountable persons to provide in electronic form supporting documents confirming the expenditure of funds issued for business trips or for reporting, by non-cash payments made by them, including with the use of payment cards (personal / corporate).
	• Facilitate the transition to electronic document management of market participants with government agencies.
	• Facilitate the regulation of issues related to the use of cloud technologies in the financial market.
	• Optimize archival storage of banks' and NFIs' collegial bodies decisions; simplify remote conclusion and execution of agreements with clients; simplify the receipt of documents from clients for currency control, financial monitoring, and obligatory payments control. Possible solutions are:
	  • creating a single channel for the transfer of documents between banks, government and other bodies, considering the requirements of banking, trade and insurance secrecy
	  • unifying the requirements for the API of government agencies for integration with banks and NFIs
	  • transitioning to an electronic archive of bank and NFI documents in full.		

5.3.5	Build and certify the NBU data processing center in accordance with the requirements of the international Uptime Institute Tier IV (subject to funding and / or international technical assistance)	December 2024	
5.4. Cyber resilience of the financial system			
Stage I: June 2022 - end of 2022			
5.4.1	Harmonize and implement legal and regulatory requirements for the cybersecurity of the financial sector:	December 2022	

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
	Pass the external (European) certification of the Information Security Management System.		
	Stage II: January 2023 - December 2025		
5.4.2	Introduce NBU supervision over banks and NFIs regarding cyber resilience • Streamline regulations to monitor cyber resilience in non-bank financial institutions. • Legislate the powers of the NBU to implement state regulation on cybersecurity and information security in the financial sphere. • Introduce specialized supervision over the scope of banks' activities, considering international experience and the results of diagnostic surveys. • Introduce control / supervision of cybersecurity in banks.	December 2024	
5.4.3	Improve approaches to the use of international protection standards and cryptographic transformation of information, along with Ukrainian ones	December 2024	
5.4.4	Develop the NBU Cyber Defense Center • Analyze the possibilities for developing the Cyber Defense Center in terms of improving FinTech companies' cyber security. • Ensure information exchange with international and national partners on capacity building of the National Bank's Cyber Security Center. • Develop the services and capabilities of the NBU's Cyber Defense Center to detect and respond to cyber incidents and cyberattacks.	December 2024	

3. List of national projects corresponding with tasks under Section 2.3 (for the relevant task)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implementation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
-	-	-	-	-	-	-	-	-

4. The necessity of legal amendments

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1	1.1.1. Develop and implement a plan for temporary simplification or modernization of regulatory requirements for capital, liquidity, information disclosure; and the gradual restoration of the banks' capital adequacy level, given the actual state of banks after the crisis caused by the military invasion of Russia – amendments to the Resolution of the Board of the NBU № 351 *On approval of the Regulation on determining the amount of credit risk by banks of Ukraine for active banking operations* dated 30 June 2016	Improve the approaches to assessing the banking operations credit risk size	NBU	30/06/2022	31/12/2022
2	2.2.5. Implement measures to increase the institutional capacity of the DGF. Amendments to the	Improve the functioning of the DGF	Committee on Finance, Tax and Customs Policy, DGF	30/09/2022	31/03/2023

	Law of Ukraine *On the system of guaranteeing deposits of individuals*				
3	1.1.4. Implement regulatory requirements under the EU-Ukraine Association Agreement, in particular on capital requirements, liquidity and disclosure. - Regulations on the organization of the process of assessing the adequacy of internal liquidity in Ukrainian banks and banking groups; regulation project on *calculation of regulatory capital; amendments to the administrative acts of the National Bank that determine the procedure for assessing banks according to the SREP methodology and approaches to the current monitoring of the financial condition of banks*	ILAAP requirements: a draft Regulation on the organization of the internal liquidity adequacy assessment process in Ukrainian banks and banking groups has been developed, which is being finalized based on the results of the banking community's proposals. New requirements for the capital structure: a draft legal act on the calculation of regulatory capital has been developed, which is being finalized based on the results of the banking community's proposal. Improve banking supervision instruments: revise and prepare amendments to the National Bank's regulations that determine the procedure for assessing banks according to the SREP methodology and approaches to the current monitoring of banks' financial condition – currently underway	NBU, NSSMC	31/03/2024	31/12/2024
4	1.1.5. Improve the efficiency of NFI management – *amend the Regulations on the procedure of supervision on a consolidated basis for non-bank financial groups*	Preparation of amendments to the Regulation on the procedure for non-bank financial groups supervision on a consolidated basis (Board Resolution № 128 dated 2 December 2021) (Directive 2002/87/EU) has begun	NBU, NSSMC	30/06/2024	31/12/2024

5	1.1.6. Introduce payment instruments oversight in accordance with international standards; 1.1.7. Ensure the development of significant financial market infrastructure monitoring – develop regulations in accordance with the Law of Ukraine *On Payment Services*	Introduce an effective oversight of payment instruments in accordance with the Payment Services Directive 2.	NBU	30/06/2024	31/12/2024
6	3.2.2. Deposit Guarantee Policy Response - amend *the Law of Ukraine On the Deposit Guarantee System for Individuals* (but not earlier than the entry into force of the Law *On Credit Unions* dated 1 July 2021)	Introduce a deposit guarantee system for credit union members: draft legislative proposals for the Law of Ukraine *On the Deposit Guarantee System for Individuals* and corresponding amendments to the Law of Ukraine *On Credit Unions* are required for the introduction of a deposit guarantee system for credit union members	DGF, NBU	30/06/2024	31/12/2024
7	1.2.1. Improve macroprudential tools	Requirements for significant concentrations of credit risk: prepare a draft concept for improving the requirements for significant exposures is ongoing. New requirements for the leverage ratio: prepare a draft regulatory act on the leverage ratio is ongoing. Prepare a draft law on the settlement of bank insolvency in accordance with Directive 2014/59/EU. Prepare and discuss the text of the draft amendments to the Law of Ukraine *On Banks and*	NBU NBU DGF	30/06/2024 30/06/2024	31/12/2024 31/12/2024

		Banking, considering the comments and suggestions received from World Bank experts			
8	2.1.7. Policy response on trade finance - *prepare a Draft Law of Ukraine*	Develop and adopt a Law of Ukraine to promote the comprehensive development of factoring as a tool for short-term financing (including SMEs)	NBU, Committee on Finance, Tax and Customs Policy	31/09/2024	31/12/2024
9	1.3.3. Implement sustainable financing practices based on effective corporate governance, which includes environmental, social and governance factors (ESG) - *Develop amendments to the regulations on ESG risk management in banks*	Improve the legislation in accordance with the adopted Sustainable Financing Development Policy until 2025	NBU	30/09/2024	31/12/2024
10	3.1.11. Policy response on the development of identification systems and identification infrastructure - Draft Law of Ukraine *On Amendments to Certain Legislative Acts of Ukraine Concerning Ensuring the Conclusion of an Agreement between Ukraine and the European Union on Mutual Recognition of Qualified Electronic Trust Services and the Implementation of European Union Legislation in the Field of*	1. Draft Law of Ukraine *On Amendments to Certain Legislative Acts of Ukraine Concerning Ensuring the Conclusion of an Agreement between Ukraine and the European Union on Mutual Recognition of Qualified Electronic Trust Services and the Implementation of European Union Legislation in the Field of Electronic Identification* (№ 6173 of 12 October 2021). 2. Draft resolutions of the NBU Board have been prepared: • *On approval of the Regulation on the use of enhanced authentication in the payment market* • *On approval of the Regulation on risk management in the payment market.*	NBU, Ministry of Finance of Ukraine, Ministry of Justice of Ukraine, Ministry of Digital Transformation of Ukraine, Migration Service of Ukraine, NSSMC	30/09/2024	31/12/2024

	Electronic Identification; draft resolutions of the NBU Board				
11	3.2.1. Deposit Guarantee Policy Response – amendments to the Law of Ukraine *On the Deposit Guarantee System for Individuals*	Study the possibility of extending the DGF guarantee to other categories of bank depositors, in particular to legal entities, and to develop a roadmap for increasing the amount of repayment of deposits in banks	DGF NBU	30/09/2022	31/12/2022
12	4.1.6. Create the necessary prerequisites for the development of a reliable, transparent and solvent market of credit unions by amending the Law of Ukraine *On Credit Unions*	Draft Law of Ukraine *On Credit Unions* (№ 5125) has been prepared for second reading	NBU	30/06/2023	31/12/2023
13	2.2.5. Implement measures to increase the institutional capacity of the DGF – amendments to the Law of Ukraine *On the Deposit Guarantee System for Individuals*	1. Adopt changes that would shift the focus of the DGF's asset-selling instruments to borrow from borrowers themselves through loan restructuring and / or the issuance of bonds secured by these troubled loans (asset securitization of insolvent banks). 2. Improve the legislation in the field of assets and liabilities transfer from an insolvent bank to a solvent (receiving) bank: ▪ Fully implement Directive 2014/59/EU, including the establishment of a Settlement Fund through which financial support to host banks can be provided. ▪ Extend Directive 2014/59/EU to any bank, not just systemically important ones. ▪ Simplify the mechanism of liabilities (deposits) conversion into the capital (bail-in) of the bank,	DGF Cabinet of Ministers of Ukraine NBU NSSMC	30/06/2025	31/12/2025

		clarify the requirements for the list of deposits suitable for the conversion of liabilities into bank capital. ▪ Regulate methods of restoring the solvency of borrowers of insolvent banks. 3. Adopt amendments to the regulations that will allow the DGF to use financial instruments (derivatives) to cover the risks of the DGF under the guarantees provided. 4. Adopt amendments to regulations that will regulate the procedure for transferring all assets whose credit risk has increased to 100% to a separate institution in exchange for bonds of this institution in an amount equal to their net asset value as of 23 February 2022			
14	2.1.10. Improve the functions of the NBU Credit Register 2.1.11. Launch of the updated Credit Register platform – amend the Law of Ukraine *On the organization of the formation and circulation of credit histories*, the Law of Ukraine *On personal data protection*, Law of Ukraine *On financial services and financial companies*, adopt new / amend existing NBU regulations regulating credit information exchange, credit histories and the	Improve the legislation governing the improvement of the NBU Credit Register's functions	Verkhovna Rada of Ukraine NBU	31/07/2023	31/01/2024

	functioning of the Credit Register of the NBU				
15	4.1.1. Establish an effective system for supervising the activities of the Bureau of Credit Histories. Deploy cross-border data exchange – amend the Law of Ukraine *On the organization of the formation and circulation of credit histories*, the Law of Ukraine *On personal data protection*, the Law of Ukraine *On financial services and financial companies*, adopt new / amend existing NBU regulations regulating credit information exchange, credit histories and the functioning of the Credit Register of the NBU	Clearly define the regulatory and supervisory objectives, as well as the functions of the regulator. Prepare and submit a relevant bill regulating the exchange of credit information and the activities of credit bureaus to the Verkhovna Rada of Ukraine. Improve legislation governing the cross-border credit information exchange establishment, which will promote Ukraine's integration into the European financial space	Verkhovna Rada of Ukraine NBU	31/01/2023	30/06/2023
16	5.3.4. Implement European standards for document automation in the interests of financial services consumers and financial market regulators (Paperless) – Law of Ukraine *On Amendments to the Tax Code of Ukraine* (draft 4366), Resolution of the	Update the legislation on requirements to SG on acceptance of non-cash payments, simplify the reporting on transactions with the use of corporate payment cards procedure. Abolish the requirement to provide originals (in paper form) of supporting documents for card transactions and a limited period for reporting transactions. The Verkhovna Rada Committee supported the EBA proposals and by its Decision dated 15 December 2021 recommended them for consideration during the finalization of Draft Law of Ukraine 4366 *On Amendments to the Tax*	Verkhovna Rada of Ukraine Cabinet of Ministers of Ukraine Ministry of Economy of Ukraine	30/09.2022	31/01/2023

	Cabinet of Ministers of Ukraine *On setting deadlines for traders to ensure the possibility of non-cash payments for goods sold (services provided) by them*	*Code of Ukraine (concerning Payment Services)* until second reading (4366 was not voted on). The Ministry of Economy of Ukraine has developed a draft resolution of the Cabinet of Ministers of Ukraine, in accordance with the provisions of the Law of Ukraine *On Payment Services*. Currently, the procedure for the internal approval of the Draft Resolution by the Ministry of Economy is ongoing			
17	2.1.9 Improve credit technologies (reduction of costs, including time, for decision-making and loan administration) – amendments to the Resolution of the Cabinet of Ministers of Ukraine № 28 dated 24 January 2020	Add innovative non-bank financial institutions that can receive loans under the state "Affordable Loans" program	Cabinet of Ministers of Ukraine	01/01/2023	01/06/2023
18	2.2.3. Develop a program of social lending and loan restructuring for military service members using recovery funds and / or international funds	Social lending program for military service members. Establish which types of military service members can be credited on preferential terms. Partial coverage of creditors' risks of possible loans non-repayment received by military service members. Partial compensation of creditors losses from restructuring conditions for servicemen	Cabinet of Ministers of Ukraine NBU	01/01/2023	01/03/2023
19	1.1.5. Improve the efficiency of NFI management – amendments to the Regulation *On licensing and registration of financial service providers and conditions of their financial services activities*	Simplify the equity increasing procedure (a capital increase of 1% requires the submission of many documents at the request of the regulator)	NBU	01/12/2022	01/01/2023

20	2.1.1 Introduce military-political risks insurance - incl. possible introduction of a military risks insurance program for the population and business through the creation of a Compensation Fund (Pool) on the basis of public-private partnership	▪ Adopt amendments to the legislation on the introduction of military-political risks insurance (in particular: requirements for the parties to insurance contracts; subject of insurance contract; insurance risks and insurance cases; procedure for determining the insurance amounts; procedure for payment (compensation) of insurance payments; procedure and conditions for making insurance payments, conditions for terminating the insurance contract, etc.) and the spread of legislative changes in Ukraine. ▪ Adopt a regulation of the NBU that would establish the "the game rules" (criteria for selecting insurers and insurance brokers, the order of participants interaction in the process, etc.). ▪ Extend the Pool's activities to a wide range of areas of the state's economy, covering the protection of both material objects and human life and health from military and political risks.	NBU Ministry of Economy of Ukraine	30/09/2022	31/12/2022
21	2.1.1 Introduce military-political risk insurance – *amend tax legislation*	Elaborate the need to amend the regulations on the issues of taxation of military-political risks insurance activities	Ministry of Finance of Ukraine Verkhovna Rada of Ukraine NBU	30/09/2022	31/12/2022
22	2.1.1 Introduce military-political risk insurance – *amend the regulations in terms of military-political risk insurance throughout Ukraine*	Introduce a military-political risk insurance: ▪ through the involvement of non-resident insurance companies of Ukraine; International Financial Institutions (Lloyd's of London, Multilateral Investment Guarantee Agency (MIGA))	Verkhovna Rada of Ukraine NBU	31/12/2022	2025 year

		▪ through the creation of a state investment insurance system based on ESA or on a newly established investment promotion agency. The recommended changes in the legislation concern the following issues: requirements to the parties to insurance contracts; the subject of the insurance contract; insurance risks and insured events; the procedure for determining insurance amounts; the procedure for payment (compensation) of the insurance payment; the procedure for concluding insurance contracts; the procedure and conditions for making insurance payments; and conditions of insurance contract termination; criteria for selecting insurers and insurance brokers, the order of participants interaction in the process, etc.			
23	2.1.5. Increase efficiency and expand access to existing funds and lending programs, state guarantees, and risk insurance coverage of certain business types to restore Ukraine's economy. Provide funding with reconstruction funds and / or using the funds of international donors – *develop a concept and amend relevant regulations*	The procedure for submitting the application form of economic entities for obtaining guarantees for economic recovery loans. Clarification of business entity categories of that fall under this guarantee. Ensure the effective functioning of existing Funds, improve the regulations on supervision, risk management system, credit risk management, liquidity, credit policy, preparation and reporting. Increase the efficiency of corporate governance in existing funds, diversification of funding sources. Provide funding from reconstruction funds and/or international donors. Elaborate the possibility of introducing a bank guarantee for the Ukrainian producers' participation in international procurement	Cabinet of Ministers of Ukraine	31/10/2022	31/12/2022

24	2.2.1. Policy Response on loan restructuring – Draft Law of Ukraine *On Amendments to the Law of Ukraine On Financial Restructuring and some other laws of Ukraine*	Extend the validity of such an instrument as NPL settlement and restore the creditworthiness of business borrowers as financial restructuring, extending it to a wider range of borrowers and reducing access to the instrument. The goal is to increase the creditworthiness of corporate borrowers and to settle non-performing loans due to the war	Verkhovna Rada of Ukraine	31/03/2023	31/08/2023
25	2.2.1. Policy Response on loan restructuring – *amend relevant regulations*	Amendments to the NPA on the issues of the developed mechanics of individuals and legal entities loans restructuring taxation, lost loans collateral	Ministry of Finance of Ukraine DGF (if necessary) Verkhovna Rada of Ukraine NBU	30/09/2022	31/12/2022
26	2.2.1. Policy Response on loan restructuring – amend relevant regulations	▪ Develop mechanics for borrowers (individuals) affected by war loan restructuring at the expense of international donors, reconstruction funds. ▪ Develop mechanics for loan restructuring of borrowers (legal entities) affected by the war (including through the application of the Kyiv Approach / Financial Restructuring) at the expense of international donors, recovery funds. ▪ Legislatively regulate credit relations under which the collateral is lost or its market value has decreased due to the war. ▪ Create a state register of lost assets (real estate, movable property, other assets). ▪ Elaborate the possibility of all assets transfer legislative regulation, the credit risk of which has increased to 100%, to a single institution in exchange for the bonds of this institution.	NBU DGF Ministry of Finance of Ukraine Ministry of Justice of Ukraine	30/09/2022	31/12/2022

27	5.3.4. Implement European standards for document automation in the interests of financial services consumers and financial market regulators (Paperless) – amend the Rules of application of the list of documents formed in the activities of the National Bank of Ukraine and banks of Ukraine, approved by the Resolution of the Board of the National Bank of Ukraine № 130 dated 27 November 2018	Grant the status of temporary storage documents by the decision of the bank's collegial bodies	NBU	Stage II	2025 year
28	3.1.11. Policy response on the development of identification systems and identification infrastructure – make amendments to the Regulation on the use of electronic signatures in the banking system of Ukraine (Resolution of the Board of the NBU № 78 dated 14 August 2017)	Anticipate the possibility of creating / using Qualified Electronic Signatures (QES) / simple ES for signing contracts / documents in the relationship between the bank and the client, if the signature is created during remote identification / verification of the client and using software used by the Bank, and provide unique identification of the person using QES simple ES	NBU	30/09/2023	31/12/2023
29	5.3.3. Implement European standards for modifying reporting approaches to improve the efficiency of regulators and supervisory processes	Establish that electronic copies of documents scanned from the originals may be submitted by means of software and the "client-bank", "client-Internet bank" or other software and hardware complexes used by the bank. The client is	NBU	Stage II	2025 year

	–amend the Instruction on the procedure for foreign exchange supervision of banks for compliance by residents with the deadlines for settlements for export and import of goods, and the Regulation on protection measures and determination of the procedure for certain transactions in foreign currency	responsible for the validity of the documents in a copy provided by him. Copies of documents in electronic form, provided to the bank in a manner other than that specified in the previous paragraph, must be certified by a qualified electronic signature The bank provides a fixation of the method of providing the client with electronic copies of documents			
30	5.3.1. Integration of state banks' information systems with state registers and information systems of the State Tax Service – *amend the Instruction on non-cash payments in Ukraine in the national currency*	Establish the right for clients to submit documents confirming the absence of grounds for the bank to control the payment of USCs and / or payment of USCs and Income Tax / military fees through remote service channels, with certification of copies of QES documents of the client / client's representative remote service system itself requires proper authorization from the customer)	NBU Ministry of Finance of Ukraine	01/09/2022	31/12/2022
31	3.1.11. Policy response on the development of identification systems and identification infrastructure – *amend the Regulations on financial monitoring by banks*	Establish that the Bank may take measures to update customer data, other measures of proper verification using remote service systems, means of e-mail with QES / advanced electronic signature, telephone, call center, other remote communication channels within the technical capabilities of the bank. In any case, the bank shall document the taking of these measures in such a way as to be able to demonstrate their proper application	NBU	01/09/2024	31/12/2024
32	5.3.4. Implement European standards for document automation in the interests of	Grant the NBU the exclusive right to regulate the use of banks as objects of critical cloud services infrastructure	NBU Verkhovna Rada of Ukraine	Stage II	2025 year

	consumers of financial services and financial market regulators (Paperless) – amend the Law of Ukraine *On Cloud Services*, the Regulations on the Application of Cloud Computing Technology by Banks and provision of cloud services (currently being drafted), Regulations on the organization of accounting, accounting control during the implementation of operational activities in the banks of Ukraine	Abolition of the Cabinet of Ministers of Ukraine regulation of the procedure for concluding agreements on the banks' use of cloud services Abolish Ukrainian legislation on the mandatory application of agreements on the provision of cloud services to banks by foreign providers Maximum availability and universality of banks' use of the cloud environment, no bans / restrictions on the use of the world's leading providers' services (including the physical location of servers in the EU) Withdrawal of obligatory storage of information on servers located on the territory of Ukraine (currently for the period of martial law this norm is not actually applied, placement on servers outside the territory of Ukraine is temporarily allowed)			
33	2.2.6. Initiate amendments to procedural legislation regarding financial services disputes - in order to balance creditors' rights – amend the Family Code of Ukraine, the Law of Ukraine *On Child Protection*, the Law of Ukraine *On Mortgage*, the Law of Ukraine *On Fundamentals of Social Protection of Homeless Citizens and Homeless Children*, the Law of Ukraine *On the Unified*	Eliminate the need for the consent of a guardianship and trusteeship body to mortgage housing, which is only purchased on credit and, subject to obtaining a loan and purchase, be used for a child's residence (Family Code of Ukraine, Article 177) Eliminate the need for the consent of the body of guardianship and trusteeship to mortgage housing, which is only purchased on credit and, subject to obtaining a loan and purchase, used for a child's residence (the Law of Ukraine *On Child Protection*, Articles 17 & 18) Clarify the procedure for eviction and deregistration of residents when applying for foreclosure on real estate (the Law of Ukraine *On Mortgage*, Article 40)	Verkhovna Rada of Ukraine Verkhovna Rada of Ukraine Verkhovna Rada of Ukraine	01/03/2023 01/10/2022 31/12/2022	01/07/2023 01/03/2023 01/07/2023

	State Demographic Register and Documents Proving Ukrainian Citizenship or its special status	Exclude the need for the consent of a guardianship and trusteeship body to mortgage housing, which is only purchased on credit and, subject to obtaining a loan and purchase, is used for a child's residence (the Law of Ukraine *On Fundamentals of Social Protection of Homeless Citizens and Homeless Children*, Art. 12)	Verkhovna Rada of Ukraine	01/10/2022	01/03/2023
		Establish the presumption of data contained in the register accuracy, provide access to the register to creditors for the purpose of transactions (the Law of Ukraine *On the Unified State Demographic Register and documents confirming citizenship of Ukraine, identity or special status*, Article 8,11)	Verkhovna Rada of Ukraine	01/10/2022	01/03/2023
34	2.1.7. Policy response on trade finance – amend the Law of Ukraine *On Securing Creditors' Claims and Registration of Encumbrances* and the Law of Ukraine *On Pledges;* to adopt the Law of Ukraine *On Factoring*	Improve the legal and regulatory framework for the development of ABF (trade factoring tools) and electronic invoicing (e-invoicing): • Settle cases of legal ambiguity and uncertainty regarding the regulation of collateral, especially regarding the priority of creditors' claims. • Ensure that the regulatory framework provides effective enforcement methods as key prerequisites for increasing secured credit. • Modernize the existing register of creditors' claims and harmonize it with modern standards of maintaining a register based on notifications. • Develop strategic approaches to the regime of legal regulation of relations in the field of reverse factoring (make adjustments and clarifications to the provisions of the Civil Code governing the assignment of requirements in general and factoring in particular, and ensure that these rules meet the latest international	Verkhovna Rada of Ukraine NBU	Stage II	2025 year

		standards) and calculate risk weights of corporate loans. • Promote the development of other trade factoring forms (without recourse and international factoring) and forfaiting.			
35	2.2.1. Policy response on loan restructuring – *study the need to develop / amend regulations regarding the settlement of NPLs through the acquisition and recovery of assets*	Elaborate on the feasibility and amendments to the regulations regarding the NPL settlement system, in particular, through the ARC tool	Verkhovna Rada of Ukraine NBU	31/12/2022	31/03/2023
36	3.1.1 Management and provision of cash under martial law - *amend regulations on the activities of banks and the NBU in the field of financial services*	Provide uncontrolled / de-occupied territories with access to financial services, and means of payment (cash/non-cash payments): ▪ Stimulate banks with tariffs to open mobile branches and ATMs. ▪ Prepare amendments to regulations that will allow agents (from banks or NFIs) to be involved in the provision of a wider range of financial products and services.	NBU	31/10/2022	31/12/2022
37	3.1.6. Develop a conceptual model for the procedures for transferring accounts of relocated enterprises and IDPs - *adopt amendments to the regulations governing the servicing of bank customer accounts*	Develop a conceptual model, changes and additions to regulations, which provide requirements for the transfer of accounts	NBU	01/03/2023	2025 year

38	3.1.3 Develop a conceptual model of simplified authorization of payment service providers that are already duly authorized in the EU - *adopt amendments to the relevant regulations*	Prepare draft regulations / amendments and additions to the current legislation that will allow the existence of simplified procedures for authorization of payment service providers, which are already duly authorized in the EU	NBU	31/12/2022	2025 year
39	5.2.6. Explore the possibilities of using CBDC for public procurement, social benefits and to promote the tool – *develop / adopt amendments to the relevant regulations*	Use of digital currency by the NBU (CBDC) for public procurement: ▪ Develop technical conditions for the integration of the e-hryvnia in the procurement process. ▪ Develop and implement NBU regulations, which will regulate the issuance and circulation of the e-hryvnia.	Verkhovna Rada of Ukraine NBU	31/10/2023	2025 year
40	3.1.2. Policy response on the development of identification systems and identification infrastructure – *develop/adopt amendments to the relevant regulations*	Use of the NBU identification system by EU financial institutions for: ▪ identification and mitigation of legal barriers that may hinder the cross-border use of NBU BankID data ▪ ensuring technical integration of pilot EU banks with the BankID system of the NBU.	NBU	31/12/2022	2025 year
41	2.1.15 Create the Bank for Reconstruction and Development (BRD) – *develop / adopt amendments to relevant regulations*	Elaboration of expediency and, based on the results of the analysis, development of regulations on creation and principles of the respective bank's functioning	NBU Ministry of Finance of Ukraine	1/07/2023	2025 year
42	1.1.8 Support the legislative establishment of the market for securitization of mortgage,	Improve regulation in terms of agreements on securitization of distressed bank assets.	NBU	01/03/2023	2025 year

	leasing and other bank assets in order to secure lending programs with long-term financing and diversify risks – *develop / adopt amendments to the relevant regulations* 1.2.3 Establish the market for distressed assets securitization - *develop/adopt amendments to the relevant regulations*	Amendments in legislation regarding the organization of agreements on bank assets securitization.			

SUBGROUP 5: CAPITAL MARKETS

1. The main issues that need to be resolved as a part of the Recovery Plan in the field of "Finance system operation, its transformation, and development"

Impact of the war on the defined sphere of analysis:	
Key challenges (summarized for a defined scope: **Capital markets**)	1. The significant outflow of capital from Ukraine, a sharp decline in liquidity in local money markets. Loss of assets of real sector enterprises, depreciation of working capital, limited access of enterprises to credit resources of the banking sector 2. The simultaneous rapid decline in real and nominal incomes and savings of the population, limited opportunities for citizens to invest in financial instruments 3. High risks to the national economy and specific enterprises in the war and post-war economy, which discourage investors from direct investment in the capital of enterprises 4. Limited functioning of capital markets due to the cessation of activities of a significant number of market participants during the war (issuers, investors, financial intermediaries) 5. Lack of effective mechanisms in the current legislation of Ukraine to finance innovative projects, new technologies and scientific developments, attracting foreign investment for these purposes 6. The development of fully functioning capital markets is an extremely important and responsible task for the development of the Ukrainian economy at the present stage 7. The need to ensure the further development of capital markets and organized commodity markets of Ukraine in accordance with international standards and European legislation through comprehensive reforms to ensure proper regulation and supervision of these markets, increase investor rights protection, expand the variety of financial instruments and development of market infrastructure 8. Strong and efficient domestic capital markets and organized commodity markets will allow the creation of a powerful long-term investment resource that will be invested in the national economy and ensure the formation of capital to cover future costs
Key opportunities (summarized for a defined scope: **Capital markets**)	1. Activation and increase of efficiency of capital markets and organized commodity markets will help to increase investments in the country's economy and increase revenues to the state budget of Ukraine 2. Improving the quality of state regulation and supervision of capital markets and organized commodity markets, development and approval of model documents related to administrative services

Impact of the war on the defined sphere of analysis:	
	3. Ensuring the functioning of an effective system of counteraction to abuse in these markets in accordance with the Objectives and Principles of Securities Regulation of the International Organization of Securities Commissions (IOSCO) and the provisions of European law, will provide the legal preconditions for accession to the IOSCO Memorandum, which will facilitate the integration of domestic markets into global financial markets, which in turn will simplify and increase the attraction of investors (including foreign) in the economy of Ukraine due to increased confidence in investing through capital market instruments 4. Accelerate efforts to analyze gaps and bring Ukrainian legislation in line with EU legislation 5. The introduction of investment funds in Ukraine in accordance with European rules of activity, such as Undertakings for Collective Investment in Transferable Securities (UCITS), alternative investment funds (AIFs), long-term investment funds (ELTIFs), venture capital funds (EuVECA), social entrepreneurship funds (EuSEF) and money market funds (MMFs), will provide opportunities to effectively attract investment through collective investment mechanisms 6. The integration of the Ukrainian capital markets into the European financial space, attraction of foreign investments in the share and debt capital of the real sector renewable enterprises 7. The introduction of full functioning of the system of compulsory accumulative pension provision, in combination with I and III levels of the pension system, will provide social guarantees and financial stability to the pension system of Ukraine, and also will promote providing the economy with long-term financial resources
Key constraints (summarized for a defined scope: **Capital markets**)	1. Significant duration of the process of transforming citizens' savings into long-term domestic financial resources 2. Impossibility of proper functions performance by the domestic regulator of capital markets and organized commodity markets, the low institutional capacity of the regulator 3. Lack of an effective system of counteraction to abuse in these markets, outdated and discriminatory mechanisms of taxation in capital markets and organized commodity markets negatively affect the further development of these markets in Ukraine due to investors' distrust of proper protection of their interests and lack of incentives to invest through the capital markets instruments

2. Goals, objectives, and stages of the Recovery Plan in the defined scope

2.1. Specific goals

	Stage I: June 2022 – end of 2022	**Stage II: January 2023 – December 2025**	**Stage III: January 2026 – December 2032**
1. Lack of an effective system of counteraction to abuse in the capital markets and organized commodity markets and proper mechanisms of state regulation and supervision in these markets, including low level of institutional and financial capacity of the domestic regulator of capital markets and organized commodity markets. Capital markets and organized commodity markets, the regulation of which is provided by the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine to Facilitate Investment Attraction and Introduction of New Financial Instruments" № 738-IX of 19.06.2020, require an appropriate level of state regulation and supervision. Thus, the issue of improving the protection of investors from abuse in the capital markets and organized commodity markets cannot be resolved without legislative improvement of state regulatory mechanisms in this area. First of all, such legislative improvements should include ensuring the institutional capacity and financial independence of the domestic regulator of capital markets and organized commodity markets, ensuring the functioning of an effective system of counteraction to abuse in these markets, and ensuring international cooperation of the National Securities and Stock Market Commission (NSSMC). The need to bring Ukrainian legislation in line with the Objectives and Principles of Securities Regulation of the International Organization of Securities Commissions (IOSCO), the provisions of EU Regulation № 596/2014 of 16.04.2014 on market abuse (MAR), EU Directive № 2014/57/EU of 16.04.2014 on criminal sanctions against market abuse (MAD) and other EU acts in the field of financial services. In addition, the lack of regulatory equivalence in the areas of confidentiality and professional secrecy does not allow the NSSMC to fully participate in oversight activities to support effective cross-border oversight. This harms the effective regulation of Ukraine's financial markets and their financial stability.			
Each stage's goal to be achieved to solve the problem	1. Improving the legal framework and implementing mechanisms for proper state regulation and supervision of capital markets and organized commodity markets in accordance with international standards and European legislation, as well as building an effective system of counteraction to abuse in these markets	1. Introduction of mechanisms of proper state regulation and supervision of capital markets and organized commodity markets in accordance with international standards and European legislation, as well as building an effective system of counteraction to abuse in these markets 2. Achieve compliance with EU legislation of domestic	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		legislation on the regulation of professional secrecy in capital markets in order to deepen the interaction of the NSSMC with ESMA	
Deadline within the stage	31.12.2022	31.12.2023	
Risks for achieving the goal	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes	
Measurable indicator of goal achievement	1. Improvement of the legal framework and implementing mechanisms for proper state regulation and supervision of capital markets and organized commodity markets in accordance with international standards and European legislation, as well as building an effective system of counteraction to abuse in these markets	1. Signing of the IOSCO Multilateral Memorandum of Understanding Concerning Consultation and Cooperation and the Exchange of Information (IOSCO MMoU) 2. Has received from ESMA the status of equivalence of domestic legislation on the regulation of professional secrecy in capital markets with EU legislation	
The total amount of financial resources required to achieve the goal		Improving state regulation and supervision of capital markets and organized commodity markets and building an effective system of counteraction to abuse in these markets requires additional costs to increase the capacity of	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		the National Securities and Stock Market Commission	
Connection with other areas	WG "Functioning of the financial system, its reform and development" / WSG "Banking system and non-banking services market" WG on European integration	WG "Functioning of the financial system, its reform and development" / WSG "Banking system and non-banking services market" WG on European integration	
3. Inconsistency of certain provisions of the Tax Code of Ukraine with the terminology of basic legislation in the field of capital markets and organized commodity markets, as well as the lack of harmonization of the taxation system in this area and tax incentives for investment. The current version of the Tax Code of Ukraine (TCU) contains provisions that do not agree with the terminology of the basic legislation in the field of capital markets and organized commodity markets. Also, the TCU contains a significant number of outdated and obsolete rules that hinder the further active development of capital markets and organized commodity markets in Ukraine. In addition, there is a need to reform taxation mechanisms in the field of capital markets and organized commodity markets in order to stimulate investment through financial instruments in the real sector of the economy, including the promotion of long-term investment. Thus, there is a need to improve tax legislation in the field of capital markets and organized commodity markets, taking into account the expectations and needs of market participants.			
Each stage's goal to be achieved to solve the problem	1. Improving the legal framework to ensure harmonization of the taxation system in the capital markets and organized commodity markets and tax incentives for investment, including long-term		
Deadline within the stage	31.12.2022		
Risks for achieving the goal	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Measurable indicator of goal achievement	1. Adoption of appropriate changes to the legal framework	1. Increasing investment through capital market instruments, including long-term ones, through tax incentives and harmonization of taxation systems in the field of capital markets and organized commodity markets 2. Growth of revenues to the state budget of Ukraine due to intensification of capital markets and organized commodity markets and increase of investments in the country's economy	
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG "Functioning of the financial system, its reform and development" /WSG Tax policy	WG "Functioning of the financial system, its reform and development" /WSG Tax policy	

4. Imperfect legal framework for the implementation of new and development of existing financial instruments.

Today, agriculture is one of the strategic sectors of Ukraine's economy, which ensures the growth of the country's economy, and access to finance for the agricultural sector can increase its productivity and profitability, while improving the quality of materials and means of production. An important mechanism that would facilitate access to financial and commodity resources for agricultural producers is the circulation of agricultural receipts.

In addition, Ukraine lacks regulations on the issuance of such financial instruments used in European financial markets as social bonds. Also, imperfect regulation of the derivatives market limits the ability of investors to manage their own risks and hedge their investments.

The development of investment instruments and the introduction of new financial instruments linked to reliable and trusted index benchmarks can also help direct domestic and external liquidity to the financial markets of Ukraine and, accordingly, increase investment in the Ukrainian economy.

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
Each stage's goal to be achieved to solve the problem	1. Improving the circulation of agricultural receipts	1. Development of new financial instruments linked to the UONIA overnight interbank rate index 2. Improving the legal framework for the regulation of derivative contracts markets in order to obtain from the International Swaps and Derivatives Association (ISDA) a positive legal opinion on netting, liquidation netting and collateral 3. Introduction of new financial instruments, in particular, settlement of social bond issues	
Deadline within the stage	31.12.2022	31.12.2025	
Risks for achieving the goal	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes	1. Achieving the goal depends on the resumption of interbank activity on which the UONIA overnight interbank rate index is based 2. Inconsistency of positions, lack of agreement on the need for appropriate legislative changes	
Measurable indicator of goal achievement	1. Expanding the use of agricultural receipts, in particular for agricultural producers who will be able to access	1. Parliament's adoption of amendments to relevant legislation that will regulate	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	financial and commodity resources through agricultural receipts	some aspects related to derivative contracts 2. Settlement of the issue of social bond issues. Introduction of financial instruments linked to the UONIA overnight interbank rate index 3. Obtaining a positive legal opinion on netting, liquidation netting and collateral from ISDA	
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG New agrarian policy	WG "Functioning of the financial system, its reform and development" / WSG "Banking system and non-banking services market"	
5. The need to improve the activities of companies, increase the level of corporate governance and protection of minority investors, and ensure full harmonization of national company legislation and corporate governance legislation with European Union legislation. At present, there is a need to improve the activities of companies and increase the level of corporate governance in accordance with EU legislation by, in particular, introducing a one-tier corporate governance structure, a mechanism for holding general meetings using electronic voting, settling the issue of liability of officials of the joint-stock company and bringing the rules on the representation of shareholders, as well as the rules on mergers, acquisitions, spin-offs and splits of joint-stock companies in accordance with European Union legislation.			
Each stage's goal to be achieved to solve the problem	1. Improving the legal framework in order to improve the activities of companies, increase the level of corporate governance and		

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
	protection of minority investors in accordance with the best world practices and the requirements of EU legislation		
Deadline within the stage	31.12.2022		
Risks for achieving the goal	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes		
Measurable indicator of goal achievement	Improving the activities of companies, increasing the level of corporate governance and protection of minority investors by introducing a one-tier governance structure in joint-stock companies, a mechanism for holding general meetings using electronic voting, resolving the issue of liability of company officials in accordance with world best practices and requirements of the EU legislation.		
The total amount of financial resources required to achieve the goal			
Connection with other areas	WG on European integration WG on Economic Recovery and Development		
5. Lack of full functioning of the system of compulsory accumulative pension provision in Ukraine and imperfection of the non-state pension provision system. The demographic situation in Ukraine now and in the future will lead to a reduction in contributions of single social contribution payers, which is the main source of the solidarity pension system, which in turn leads to an increase in the burden on the state budget. In such conditions, it is impossible to count on a real increase in the level of pensions in the future at the expense of the solidarity system alone. This increase is possible only through the introduction of the system			

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
of accumulation and effective investment of savings of citizens, which will be made by them during their work, namely by introducing the second level of the pension system - compulsory accumulative pension provision and effective functioning of the third level of the pension system - non-state pension provision. In addition, there are a number of problems in the field of non-state pension provision that need an improvement of the regulation, supervision, liability and reliability of non-state pension providers in accordance with European acts, in particular, Directive (EU) № 2016/2341 of 14.12.2016 on the activities and supervision of institutions for occupational retirement provision (IORPs).			
Each stage's goal to be achieved to solve the problem		Adoption of the legislative framework in order to introduce the full functioning of the system of compulsory accumulative pension provision in Ukraine and to improve the non-state pension provision	
Deadline within the stage		31.12.2023	
Risks for achieving the goal		1. Inconsistency of positions, lack of agreement on the need for appropriate legislative changes 2. Reduction of the working population, rising unemployment, and falling GDP will negatively affect the growth rate of average wages, which is the basis for ensuring sustainable growth of the accumulative pension provision system	
Measurable indicator of goal achievement			1. Introduction of full-fledged functioning of the system of compulsory

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			accumulative pension provision in Ukraine and improvement of non-state pension provision 2. Increasing the volume of assets of the accumulative pension provision 3. Increasing the level of penetration of pension assets of non-state pension funds
The total amount of financial resources required to achieve the goal			Introduction of the functioning of the system of compulsory accumulative pension provision may involve expenditures of the state budget of Ukraine according to approximate calculations in the first year of implementation in the amount of UAH 30.8 billion, of which UAH 15.4 billion - to compensate losses from underreceipts of the single social contribution to the funds of compulsory state social and pension insurance,

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			UAH 15.4 billion - for the payment of additional accumulative contribution from the state budget in favor of system participants
Connection with other areas		WG on Social Protection	WG on Social Protection
6. Lack of full compliance of Ukrainian legislation with the provisions of the European Union in the field of financial markets infrastructure, rating, joint ventures and securitization. In order to ensure the development of capital markets infrastructure in accordance with European rules and to improve its efficiency, it is necessary to ensure full compliance of Ukrainian legislation with EU regulations on financial market infrastructure, in particular, in the operation of clearing, settlement and depository systems. In order to improve the investment climate in Ukraine, revitalize investment processes and minimize risks in capital markets, it is necessary to reform the rating market, in particular, improve the legal framework for rating and use of ratings, and establish liability for rating agencies for breaches of law in accordance with EU legislation. In order to ensure effective collective investment mechanisms in Ukraine, there is a need to establish investment funds in accordance with European rules, such as Undertakings for Collective Investment in Transferable Securities (UCITS), alternative investment funds (AIFs), long-term investment funds (ELTIFs), venture capital funds (EuVECA), social entrepreneurship funds (EuSEF) and money market funds (MMFs). In order to introduce new and develop existing financial instruments in accordance with the requirements of European Union acts, it is necessary to introduce a legal framework for covered bonds and securitization in Ukraine.			
Each stage's goal to be achieved to solve the problem	Unlocking operations with collective investment institutions assets, non-state pension funds, resumption of securities circulation	1. Improving the legal framework in order to implement the provisions of the legislation of the European Union in the field of capital markets infrastructure, rating, joint investment and securitization to domestic legislation	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
		2. Introduction of new investment opportunities	
Deadline within the stage	31.12.2022	31.12.2025	
Risks for achieving the goal	Continuation of martial law	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes	
Measurable indicator of goal achievement			Improving the functioning of capital markets infrastructure, rating activities, joint investment and the introduction of securitization mechanisms in accordance with the requirements of European Union law
The total amount of financial resources required to achieve the goal			
Connection with other areas		WG on European integration WG on Digitization WG Functioning of the financial system, its reform and development / Banking system and non-banking services market WG on Economic recovery and development	

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
7. Lack of effective mechanisms for recovery and withdrawal from the market of troubled financial institutions, compensation schemes for investors, as well as the functioning of the institute of benchmarks. In order to improve the investment climate in Ukraine, revitalize investment processes and minimize risks for investors in capital markets, it is necessary to introduce an effective system of early response and supervision based on risk assessment, the implementation of improved mechanisms for regulating the withdrawal of troubled financial institutions from the market, the introduction of mechanisms to compensate for investments in securities lost as a result of fraudulent actions, as well as the introduction of benchmarks in accordance with European legislation.			
Each stage's goal to be achieved to solve the problem			Adoption of a legal framework to address the recovery and withdrawal from the market of troubled financial institutions, the introduction of compensation schemes for investors, as well as the introduction of benchmarks
Deadline within the stage			31.12.2027
Risks for achieving the goal			Inconsistency of positions, lack of agreement on the need for appropriate legislative changes
Measurable indicator of goal achievement			Introduction of effective mechanisms for recovery and withdrawal from the market of troubled financial institutions, compensation schemes for investors, as well as

	Stage I: June 2022 – end of 2022	Stage II: January 2023 – December 2025	Stage III: January 2026 – December 2032
			ensuring the functioning of the institute of benchmarks
The total amount of financial resources required to achieve the goal			
Connection with other areas			WG on European integration

2.2. The current stage of implementation of program documents

Item of the plan	Name of the program document	Current state
1.	Cabinet of Ministers of Ukraine Action Plan, approved by the CMU Resolution of 12.06.2020 № 471	Under implementation
2.	Strategy for the Development of the Financial Sector of Ukraine until 2025 (new version), approved by the decision of the National Securities and Stock Market Commission of 02.03.2021 № 140, the decision of the Board of the National Bank of Ukraine of 18.03.2021 № 97-rsh, and the decision of the Deposit Guarantee Fund of 25.02.2021 № 193	Under implementation
3.	National Economic Strategy for the period up to 2030, approved by the CMU Resolution of 03.03.2021 № 179	Under implementation
4.	Plan of work on the legislation of the Verkhovna Rada of Ukraine for 2022, approved by the Resolution of the Verkhovna Rada of Ukraine of 15.02.2022 № 2036-IX	Under implementation
5.	Plan for organizing the implementation of the decision of the National Security and Defense Council of Ukraine of 11.08.2021 "On the Strategy of Economic Security of	Under implementation

Item of the plan	Name of the program document	Current state
	Ukraine for the period up to 2025", approved at a meeting of the Cabinet of Ministers of Ukraine on 01.09.2021	
6.	Action plan for the implementation of the Letter of Intent of the Government of Ukraine and the National Bank of Ukraine of 08.11.2021 and the Memorandum on Economic and Financial Policy	Under implementation
7.	Action Plan for the implementation of the Human Development Strategy for 2021-2023, approved by the CMU Order of 09.12.2021 № 1617-r	Under implementation

2.3. Determining tasks for achieving goals from subsection 2.1 (for every goal)

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Stage I: June 2022 - end of 2022			
Goal (1) Improving state regulation and supervision of capital markets and organized commodity markets			
1.1	Adoption by the Verkhovna Rada in the second reading and as a whole of the Draft Law of Ukraine "On Amendments to the Law of Ukraine "On State Regulation of Capital Markets and Organized Commodity Markets" and some other legislative acts of Ukraine on regulation and supervision of capital markets and organized commodity markets" (registration number in the Verkhovna Rada № 5865 of 26.08.2021)	31.12.2022 (The Plan of work of the Verkhovna Rada provided a deadline - the first quarter)	1. Inconsistency of positions, lack of agreement on the need for appropriate legislative changes 2. WG “Functioning of the financial system, its reform and development” / WSG “Banking system and non-banking services market”

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
			3. WG on European integration
1.2	Development and adoption of legal acts necessary for the implementation of the adopted Law	After the implementation of paragraph 1.1	
1.3	Signing of the IOSCO Multilateral Memorandum of Understanding Concerning Consultation and Cooperation and the Exchange of Information (IOSCO MMoU) and gaining the status of a full member of this international financial organization	After the implementation of paragraph 1.1	WG “Functioning of the financial system, its reform and development” / WSG “Banking system and non-banking services market”
1.4	Carrying out a study on compliance with EU legislation of domestic legislation on the regulation of professional secrecy in capital markets in order to deepen the interaction of the NSSMC with ESMA	31.12.2023	WG “Functioning of the financial system, its reform and development” / WSG “Banking system and non-banking services market”
1.5	Bringing, if necessary, domestic legislation on the regulation of professional secrecy in capital markets in line with EU law in order to achieve regulatory equivalence	After the implementation of paragraph 1.4	WG on European integration
1.6	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of changes in the regulation and supervision of capital markets and organized commodity markets	Constantly	
Goal (2) Ensure harmonization of the taxation system in the field of capital markets and organized commodity markets and tax incentives for investment, including long-term			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.1	Submission to the Verkhovna Rada and adoption of the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine (on Improving Taxation in the Sphere of Capital Markets and Organized Commodity Markets)", in particular: - introduction of mechanisms of tax incentives for investors to invest in financial instruments, including long-term investments, in particular through the introduction of special investment accounts; - settlement of issues related to the taxation of trade in commodity derivative contracts and other assets admitted to trading on organized markets, with the transition to taxation of transactions on a net basis (after netting/clearing); - improving the activities of tax agents in the taxation of transactions in financial instruments, and other issues.	Before 31.10.2022 (The Plan of work of the Verkhovna Rada provided a deadline - February)	WG “Functioning of the financial system, its reform and development” / WSG Tax policy
2.2	Submission to the Verkhovna Rada and adoption of the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine (on stimulating investments of individuals in financial instruments by setting a single personal income tax rate of final passive income from investments of individuals at 5%).	Before 31.10.2022	WG “Functioning of the financial system, its reform and development” / WSG Tax policy
2.3	Submission to the Verkhovna Rada and adoption of the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine (concerning the creation of tax benefits for contributions to non-state pension funds").	Before 31.10.2022	WG “Functioning of the financial system, its reform and development” / WSG Tax policy
2.4	Development and adoption of legal acts necessary for the implementation of the adopted Law	After the implementation of paragraphs 2.1-2.3	WG “Functioning of the financial system, its reform and development” / WSG Tax policy

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
2.5	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of changes in taxation and investment intensification	Constantly	
Goal (3) Introduction of new and development of existing financial instruments			
3.1	Adoption by the Verkhovna Rada in the repeated first reading and as a whole of the Draft Law of Ukraine "On Amendments to the Law of Ukraine "On agricultural receipts" and some other legislative acts of Ukraine on the functioning and circulation of agricultural receipts" (registration number in the Verkhovna Rada № 2805-d of 29.12.2021, revised)	Before 31.12.2022	WG New agrarian policy
3.2	Development and adoption of legal acts necessary for the implementation of the adopted Law	After the implementation of paragraph 3.1	WG New agrarian policy
3.3	Complete the reform of the derivative contracts market in order to ensure the practical effect of legislative provisions by parliament's adoption of amendments to the relevant legislation that will regulate some aspects related to derivative contracts	Before 31.12.2023	
3.4	Settlement of issues of social bonds emission	Before 31.12.2024	
3.5	Development and implementation of new financial instruments linked to the UONIA overnight interbank rate index	Before 31.12.2023	WG “Functioning of the financial system, its reform and development” / WSG “Banking system and non-banking services market”
3.6	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of new financial instruments	Constantly	
Goal (4) Improving the activities of companies, increasing the level of corporate governance and protection of minority investors			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
4.1	Adoption by the Verkhovna Rada in the second reading and as a whole the Draft Law of Ukraine "On Joint Stock Companies" (registration number in the Verkhovna Rada № 2493 of 25.11.2019)	Before 31.12.2022	WG on European integration WG on Economic Recovery and Development
4.2	Development and adoption of legal acts necessary for the implementation of the adopted Law	After the implementation of paragraph 4.1	
4.3	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of changes in company and corporate governance legislation	Constantly	
Stage II: January 2023 - December 2025			
Goal (5) Introduction of full-fledged functioning of the system of compulsory accumulative pension provision in Ukraine and improvement of non-state pension provision			
5.1	Adoption by the Verkhovna Rada in the repeated first reading and as a whole the Draft Law of Ukraine "On Compulsory Accumulative Pension Provision" (registration number in the Verkhovna Rada № 2683 of 23.11.2021, revised)	Before 31.12.2023	WG on Social Protection
5.2	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine "On Amendments to the Law of Ukraine "On Non-State Pension Provision" and other legislative acts on improving non-state pension provision"	Before 31.12.2023	WG on Social Protection
5.3	Development and adoption of legal acts necessary for the implementation of adopted laws	After the implementation of paragraphs 5.1 and 5.2	WG on Social Protection
5.4	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of the system of compulsory accumulative pension provision in Ukraine and changes on non-state pension provision	Constantly	WG on Social Protection

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Goal (6) Improving the functioning of capital markets infrastructure, rating activities, joint ventures and the introduction of securitization mechanisms			
6.1	Making amendments to the NSSMC Decision № 144 of 08.03.2022	Before 31.12.2022	Continuation of martial law
6.2	Adoption by the Verkhovna Rada in the first reading and as a whole of the Draft Law of Ukraine "On Rating" (registration number in the Verkhovna Rada № 5819 of 22.07.2021)	Before 31.12.2023	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes
6.3	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine on the implementation of EU acts in the field of capital markets infrastructure	Before 31.12.2025	WG on European integration
6.4	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine on Covered Bonds and Securitization	Before 31.12.2024	WG on European integration
6.5	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine "On Investment Funds"	Before 31.12.2024	WG on European integration
6.6	Expanding the possibility of combining professional activities in the capital markets and providing opportunities for professional participants to lend money by amending the legal framework	Before 31.12.2025	
6.7	Development and implementation of legislation on the functioning of crowdfunding platforms	Before 31.12.2025	WG on Digitalization
6.8	Exploring digitalization initiatives: deploying distributed ledger technology in capital markets services, introducing smart contracts for conducting operations in capital markets	Before 31.12.2025	WG on Digitalization
6.9	Creation of a regulated money market	Before 31.12.2025	WG “Functioning of the financial system, its reform and development” /

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
			WSG "Banking system and non-banking services market"
6.10	Establishment of a trade repository for information on over-the-counter derivative contracts in Ukraine	Before 31.12.2023	WG "Functioning of the financial system, its reform and development" / WSG "Banking system and non-banking services market"
6.11	Creating a legal framework and implementing the necessary measures to launch the National Investment Fund, which will introduce professional asset management and help prepare state-owned enterprises for their gradual privatization through the mechanisms of capital markets	Before 31.06.2025	WG on Economic Recovery and Development
6.12	Further development of domestic repo markets, in particular, due to the expansion of the number of repos with risk control through the Clearing Center for servicing contracts in financial markets	Before 31.12.2025	WG "Functioning of the financial system, its reform and development" / WSG "Banking system and non-banking services market"
6.13	Development and adoption of legal acts necessary for the implementation of the adopted laws	After the implementation of paragraphs 6.1 – 6.6, 6.10	
6.14	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of these legislative initiatives	Constantly	
Stage III: January 2026 - December 2032			

№	Description of the task to achieve the goal	Deadline within the stage	Depending on goals from other directions, spheres, problems
Goal (7) Introduction of effective mechanisms for recovery and withdrawal from the market of troubled financial institutions, compensation schemes for investors, as well as ensuring the functioning of the institution of benchmarks			
7.1	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine on settlement of issues of recovery and withdrawal of investment firms from the market	Before 31.12.2026	Inconsistency of positions, lack of agreement on the need for appropriate legislative changes WG on European integration
7.2	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine on compensation schemes for investors	Before 31.12.2026	WG on European integration
7.3	Submission to the Verkhovna Rada and adoption of the Draft Law of Ukraine on the introduction of the institute of benchmarks	Before 31.12.2027	WG on European integration
7.4	Development and adoption of legal acts necessary for the implementation of the adopted laws	After the implementation of paragraphs 7.1 – 7.3	WG on European integration
7.5	Preparation of comprehensive information activities (explanatory and presentation materials, round tables, seminars) on the implementation of stated legislative initiatives	Constantly	

3. List of national projects corresponding with tasks under Section 2.3 (for the relevant task)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
To achieve goal 1 of table 2.3. Improving state regulation and supervision of capital markets and organized commodity markets	Ensuring the functioning of an effective system of counteraction to abuse in the capital markets and organized commodity markets in order to increase investor protection Providing conditions for joining the IOSCO Multilateral Memorandum of Understanding Concerning Consultation and Cooperation and the Exchange of	Ensuring effective fight against violations of the law in the capital markets and organized commodity markets and improving the discipline of participants in these markets, which in turn will increase confidence in investing through capital markets instruments	Improving the quality of state regulation of capital markets and organized commodity markets will help increase confidence in these markets and increase investment in the country's economy Growth of revenues to the State Budget of Ukraine due to increasing the effectiveness of financial sanctions (fines) for violations of	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	Requires additional costs to increase the financial capacity of the National Securities and Stock Market Commission **No calculations were made**	The state budget of Ukraine and special funds International technical assistance	Adoption of the Draft Law of Ukraine "On Amendments to the Law of Ukraine "On State Regulation of Capital Markets and Organized Commodity Markets" and some other legislative acts of Ukraine on regulation and supervision of capital markets and organized commodity markets" (registration number in the Verkhovna Rada № 5865	Objectives and Principles of Securities Regulation of IOSCO, EU Regulation № 596/2014 of 16.04.2014 on market abuse (MAR), EU Directive № 2014/57/EU of 16.04.2014 on criminal sanctions against market

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
	Information (IOSCO MMoU)		legislation on capital markets and organized commodity markets, legislation on joint-stock companies, legislation on consumer protection				of 26.08.2021) and legal acts necessary for the implementation of the adopted Law	abuse (MAD) and others
To achieve goal 3 of table 2.3. Introduction of new and development of existing financial instruments	Improving the legislation on the functioning and circulation of agricultural receipts	Improving the reliability of agricultural receipts, ensuring the possibility of their circulation in the secondary market, including organized, and	Expanding the use of agricultural receipts, in particular for agricultural producers who will be able to access financial and commodity resources through agricultural receipts	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	There will be a need to update the software for the functioning of the Register of agricultural receipts, taking into account the adopted Law **No calculations were made**	International technical assistance	Adoption of the Draft Law of Ukraine "On Amendments to the Law of Ukraine "On agricultural receipts" and some other legislative acts of Ukraine on the functioning and circulation of agricultural receipts"	

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		simplifying and reducing the cost of procedures for issuing agricultural receipts					(registration number in the Verkhovna Rada № 2805-d of 29.12.2021, revised) and legal acts necessary for the implementation of the adopted Law	
To achieve goal 4 of table 2.3. Improving the activities of companies, increasing the level of corporate governance and protection of minority investors	Improvement and harmonization of Ukrainian legislation in the field of corporate governance and the activities of companies in accordance with the acts of the European Union	Introduction of a one-tier corporate governance structure in joint-stock companies, a mechanism for holding general meetings using	Improving the activities of companies and increasing the level of corporate governance in companies in accordance with EU practices and standards, will help protect	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	There will be a need to develop software for the operation of the Authorized electronic system for holding general meetings using electronic voting, taking	International technical assistance	Adoption of the Draft Law of Ukraine "On Joint Stock Companies" (registration number in the Verkhovna Rada № 2493 of 25.11.2019) and legal acts necessary for the	EU Directive № 2007/36/EU of 11.06.2007 on the exercise of certain rights of shareholders in listed companies and EU

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		electronic voting, settling the issue of liability of officials of joint-stock companies and bringing norms on shareholder representati on, as well as rules on mergers, acquisitions, spin-offs and splits in accordance with the legislation of the European Union	investors' rights and expand opportunities to raise capital		into account the adopted Law **No calculations were made**		implementation of the adopted Law	Directive № 2017/1 132/EU of 14.06.2017 on certain aspects of company law

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
To achieve goal 5 of table 2.3. Introduction of full-fledged functioning of the system of compulsory accumulative pension provision in Ukraine and improvement of non-state pension provision	Determining the legal, economic and organizational basis for the functioning of the system of compulsory accumulative pension provision in Ukraine Improving the regulation, supervision, accountability and reliability of non-state pension providers	Full and effective functioning of the II and III levels of the pension system of Ukraine	Introduction of full functioning of the system of compulsory accumulative pension provision, in combination with effectively working III level of pension system, will provide social guarantees and financial stability of the pension system of Ukraine, will promote development of the capital markets and provide economy with long-term financial resources	Parliamentary Committee on Social Policy and Protection of Veterans' Rights, Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement), Ministry of Social Policy, Ministry of Finance, Pension Fund of Ukraine	**UAH 30 800,00 mln**	The state budget of Ukraine International technical assistance	Adoption of the Draft Law of Ukraine "On Compulsory Accumulative Pension Provision" (registration number in the Verkhovna Rada № 2683 of 23.11.2021, revised) and the Draft Law "On Amendments to the Law of Ukraine "On Non-State Pension Provision" and other legislative acts on improving non-state pension provision", as well as legal acts aimed at	Directive (EU) № 2016/2341 of 14.12.2016 on the activities and supervision of institutions for occupation al retirement provision (IORPs)

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
							implementing the adopted laws	
To achieve goal 6 of table 2.3. Improving the functioning of capital markets infrastructure, rating activities, joint ventures and the introduction of securitization mechanisms	Creating a legal basis for improving the efficiency and functionality of rating agencies, the functioning of capital markets infrastructure, the introduction and development of the asset securitization market, as well as the introduction of investment funds in Ukraine in accordance with European requirements	Improving the efficiency of capital markets infrastructur e, in particular in terms of clearing and depository systems, minimizing risks in capital markets, ensuring effective collective investment mechanisms and implementin	Improving the investment climate in Ukraine and minimizing risks in capital markets, as well as expanding funding opportunities	Parliamentary Committee on Economic Development, NSSMC (by agreement)	**UAH 1,5 mln**, which preliminary pre-includes the development of the legal framework and steps to implement the adopted laws	International technical assistance	Adoption of the Draft Law of Ukraine "On Rating" (registration number in the Verkhovna Rada № 5819 of 22.07.2021); the Draft Law of Ukraine "On Investment Funds"; Draft Law of Ukraine on the implementation of EU acts in the field of capital markets infrastructure; the Draft Law of Ukraine on Covered Bonds	EU Regulation № 1060/2009 of 16.09.2009 on credit rating agencies; EU Directive № 2009/6 5/EU of 13.07.2009 (UCITS); EU Regulation № 2011/6 1/EU of 08.06.2011 (AIFM); EU Regulation № 345/20

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
		g new and developing existing financial instruments in accordance with European legislation					and Securitization, as well as legal acts aimed at implementing the adopted laws	13 of 17.04.2013 (VCF); Directive № 2002/47/EU of 06.06.2002 (Financial Collateral Directive), Directive № 98/26/EU of 19.05.1998 (Settlement Finality Directive); EU Regulation № 648/2012 of 04.07.2012 (EMIR); EU Regulation № 909/2014 of

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
								23.07.2014 (CSDR); EU Regulation № 2017/2 402 of 12.12.2017 on securitizati on and EU Directive № 2019/2 162 of 27.11.2019 on covered bonds
To achieve goal 7 of table 2.3. Introduction of effective mechanisms for recovery and withdrawal from the market of troubled	It is necessary to introduce an effective system of early response and supervision based on risk assessment, implementation of improved mechanisms for	Improving the reliability of financial institutions and protection of investors' rights	Improving the investment climate in Ukraine, revitalizing investment processes and minimizing risks for investors in capital markets	NSSMC (by agreement)	There is a need to develop a legal framework in line with EU legislation, taking into account the best international	International technical assistance	Adoption of the Draft Law of Ukraine on settling the issues of recovery and withdrawal of investment firms from the market;	Directive 2014/59/E U of 15.05.2014 (BRRD); Regulation (EU) 2016/1011 of 08.06.2016

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
financial institutions, compensation schemes for investors, as well as ensuring the functioning of the institute of benchmarks	regulating the procedures for withdrawal from the market of troubled financial institutions, introduction of mechanisms to compensate for investments in securities lost due to fraud, and the introduction of benchmarks in accordance with European law				experience and the implementation of adopted laws **No calculations were made**		the Draft Law of Ukraine on compensation schemes for investors; the Draft Law of Ukraine on the introduction of the institute of benchmarks	on benchmark s; Directive (EU) № 97/9/EU of 03.03.1997 on compensati on schemes for investors
To achieve goal 1 of table 2.3. Carrying out a study of compliance with EU legislation of domestic legislation on	The lack of regulatory equivalence in the areas of confidentiality and professional secrecy does not allow the NSSMC to fully participate in oversight	Gaining access to cross-border oversight measures	Improving the investment climate in Ukraine and minimizing risks in capital markets, as well as expanding	NSSMC (by agreement)	**UAH 14,125 mln** **(EUR 450 000)**	International technical assistance		

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
the regulation of professional secrecy in capital markets in order to deepen the interaction of the NSSMC with ESMA	activities to support effective cross-border oversight. This harms the effective regulation of Ukraine's financial markets and their financial stability		funding opportunities					
To achieve goal 3 of table 2.3. Improving the regulation of derivative markets in order to obtain from the International Swaps and Derivatives Association (ISDA) a positive legal opinion on netting,	At present, insufficient development of the derivatives contract market limits the ability of investors to manage their own risks and hedge their investments. This means that investors are less inclined to invest in long-term instruments, and Ukrainian banks	Receiving a positive legal opinion from the International Swaps and Derivatives Association (ISDA).	Improving the investment climate in Ukraine and minimizing risks in capital markets, as well as expanding funding opportunities	NSSMC (by agreement)	**UAH 1,57 mln** **(EUR 50 000)**	International technical assistance		

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
liquidation netting and securing	and companies have limited access to long-term financing. A derivative contract is an important tool for foreign investors to hedge currency risks and access local capital markets							
To achieve goal 3 of table 2.3. Development of new financial instruments linked to the UONIA overnight interbank rate index	Promoting the expansion of the range of financial instruments	New financial instruments and products have been developed	Improving the investment climate in Ukraine and minimizing risks in capital markets, as well as expanding funding opportunities	Operator of the organized market of derivative contracts	**No calculations were made**	International technical assistance		

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
To achieve goal 6 of table 2.3. Deployment of Distributed Ledger technology in capital markets services, introduction of smart contracts for capital markets transactions	Insufficient digitalization of financial services hampers efficient and cost-effective solutions	Introduction of smart contract technologies for transactions in the capital markets	Improving the investment climate in Ukraine and minimizing risks in capital markets, as well as expanding funding opportunities	NSSMC (by agreement)	**No calculations were made**	International technical assistance		
To achieve goal 6 of table 2.3. Carrying out diagnostics of money markets in order to ensure further creation of a regulated money market	Currently, there is no complete and detailed diagnosis of the current state of money markets in Ukraine, which makes it difficult to identify gaps and priority areas for further development of	Providing a final report on the diagnosis of money markets (MMD)	Development of money markets	NSSMC (by agreement)	**UAH 0,942 mln** **(EUR 30 000)**	International technical assistance		

Project description to the task under Section 2.3	Project justification	Qualitative indicators of project implement ation	Economic effect (impact on GDP, budget, employment, etc.)	Responsible authority	Required financing (million UAH)	Proposed sources of financing	Regulatory support	Related area of EU regulation (in general)
	money markets. In turn, insufficient development of money markets complicates the functioning and development of other segments of capital markets							

4. The necessity of legal amendments

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1	The Draft Law of Ukraine "On Amendments to the Law of Ukraine "On State Regulation of Capital Markets and Organized Commodity Markets" and some other legislative acts of Ukraine on regulation and supervision of capital markets and organized	Improving the legal framework to improve the system of state regulation and supervision of capital markets and organized commodity markets, ensuring institutional and financial independence of the domestic regulator of these markets, as well as implementing an effective system of counteraction to abuse in capital and organized commodity markets in accordance with IOSCO Objectives and Principles, and the provisions of the relevant acts of the European Union governing the fight against	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	Developed	31.12.2022

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	commodity markets" (registration number in the Verkhovna Rada № 5865 of 26.08.2021)	market abuse, in particular EU Regulation № 596/2014 of 16.04.2014 on market abuse (MAR)			
2	the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine (on Improving Taxation in the Sphere of Capital Markets and Organized Commodity Markets)"	Bringing the norms of the Tax Code of Ukraine in line with the provisions of the basic legislation in the field of capital markets and organized commodity markets, including norms on derivative financial instruments; introduction of mechanisms of tax incentives for investors to invest in financial instruments, including long-term investments, in particular through the introduction of special investment accounts; settlement of issues related to the taxation of trade in commodity derivatives and other assets admitted to trading on organized markets, with the transition to taxation of Central Counterparty transactions and transactions carried out on organized markets on a net basis (after netting / clearing); improving the activities of tax agents in the taxation of transactions in financial instruments, and other issues, stimulating investment of individuals in financial instruments by setting a single tax rate of personal income tax for final passive income from individual investment at 5%, creating tax benefits for contributions to non-state pension funds	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	30.07.2022	01.01.2023
3	The Draft Law of Ukraine "On Amendments to the Law of Ukraine "On agricultural receipts" and some other legislative acts of Ukraine on the	Improving and increasing the liquidity and investment attractiveness of agricultural receipts as a financial instrument. Digitalization of the processes of issuance and circulation of agricultural receipts	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement), Ministry of Agrarian Policy	Developed	31.12.2022

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	functioning and circulation of agricultural receipts" (registration number in the Verkhovna Rada № 2805-d of 29.12.2021, revised)				
4	Amendments to the legal framework to address some aspects of derivative contracts	Improving the legal framework for the regulation of derivative contracts markets in order to obtain from the International Swaps and Derivatives Association (ISDA) a positive legal opinion on netting, liquidation netting and securing	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	Before 31.08.2023	Before 31.12.2023
5	The Draft Law of Ukraine "On Joint Stock Companies" (registration number in the Verkhovna Rada № 2493 of 25.11.2019)	Improving Ukrainian legislation in the field of corporate governance and company activities in accordance with the acts of the European Union, in particular, EU Directive № 2007/36/EU of 11.06.2007 on the exercise of certain rights of shareholders in listed companies and EU Directive № 2017/1132/EU of 14.06.2017 on certain aspects of company law, which includes: - introduction of a mechanism for holding general meetings with the use of electronic voting; - introduction of a one-tier management structure in joint-stock companies; - settlement of the issue of liability of officials of the joint-stock company; - bringing the norms on shareholder representation, as well as the rules on mergers, acquisitions, spin-offs and splits of joint-stock companies in accordance with the legislation of the European Union	Parliamentary Committee on Economic Development, NSSMC (by agreement)	Developed	31.12.2022

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
6	The Draft Law of Ukraine "On Compulsory Accumulative Pension Provision" (registration number in the Verkhovna Rada № 2683 of 23.11.2021, revised)	Determination of legal, economic and organizational principles of functioning of the system of compulsory accumulative pension provision in Ukraine	Parliamentary Committee on Social Policy and Protection of Veterans' Rights, NSSMC (by agreement), Ministry of Social Policy, Ministry of Finance	Developed	31.12.2023
7	The Draft Law of Ukraine "On Amendments to the Law of Ukraine "On Non-State Pension Provision" and other legislative acts on improving non-state pension provision"	Improving the regulation, supervision, accountability and reliability of non-state pension providers	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	30.06.2023	31.12.2023
8	The Draft Law of Ukraine "On Rating" (registration number in the Verkhovna Rada № 5819 of 22.07.2021)	Improving the legal framework for rating and use of ratings, as well as establishing liability for rating agencies for breaches of legislation in accordance with EU law	Parliamentary Finance, Tax and Customs Policy Committee, NSSMC (by agreement)	Developed	31.12.2023
9	The Draft Law of Ukraine "On Investment Funds"	Introduction of the legislative field for functioning of investment funds in Ukraine in accordance with European rules of activity, such as Undertakings for Collective Investment in Transferable Securities (UCITS), alternative investment funds (AIFs), long-term investment funds (ELTIFs), venture capital funds (EuVECA), social entrepreneurship funds (EuSEF) and money market funds (MMFs)	NSSMC (by agreement)	31.12.2023	31.12.2024
10	The Draft Law of Ukraine on the implementation of EU acts in the field of	Ensuring full compliance of Ukrainian legislation with the provisions of EU acts in the field of financial markets infrastructure, in particular, in terms of the	NSSMC (by agreement)	31.12.2024	31.12.2025

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
	capital markets infrastructure	functioning of clearing systems, settlement and depository system			
11	The Draft Law of Ukraine on Covered Bonds and Securitization	Creating a legal basis for the introduction of the institution and the development of the asset securitization market	NSSMC (by agreement)	31.12.2023	31.12.2024
12	Creating a legal framework for the operation of crowdfunding platforms	Development of platforms for mass financing of projects using the infrastructure of capital markets in Ukraine	NSSMC (by agreement)	31.08.2025	31.12.2025
13	Creating a legal framework for the launch of the National Investment Fund	Implementing the necessary measures to launch the National Investment Fund, which will introduce professional asset management and help prepare state-owned enterprises for their gradual privatization through the mechanisms of capital markets	Parliamentary Committee on Economic Development, NSSMC (by agreement)	31.12.2024	31.06.2025
14	The Draft Law of Ukraine on settlement of issues of recovery and withdrawal of investment firms from the market	Implementation into the domestic legislation provisions of the European Union legislation in terms of implementing an effective system of early response and supervision based on risk assessment, implementation of improved mechanisms for regulating the procedures for withdrawal from the market of troubled financial institutions	NSSMC (by agreement)	31.12.2025	31.12.2026
15	The Draft Law of Ukraine on compensation schemes for investors	Implementation into the domestic legislation provisions of the European Union legislation regarding the introduction of mechanisms for compensation of investments in securities lost as a result of fraudulent actions	NSSMC (by agreement)	31.12.2025	31.12.2026

№	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
16	The Draft Law of Ukraine on the introduction of the institute of benchmarks	Implementation of the provisions of Regulation (EU) 2016/1011 of 08.06.2016, which establishes framework provisions to ensure the accuracy and fairness of indices used in the EU as benchmarks in financial instruments and financial contracts, or to measure the performance of investment funds	NSSMC (by agreement)	31.12.2026	31.12.2027

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Healthcare” working group

July 2022

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Situation in the healthcare sector before the war

Preservation, protection and promotion of public health are among the key priorities of the state that should be implemented by a healthcare system. Russia's full-scale invasion of Ukraine has put a critical strain on the national healthcare system associated not only with massive destruction of healthcare facilities, but also with increase of demand for various types of medical care and services that were not priority before the war among the citizens. The situation is further exacerbated by significant migration of the population and healthcare workers. Rebuilding a healthcare system that takes into account the current realities would contribute to the effective restoration of human resources, which is the foundation for rehabilitation of the country from the consequences of the war. Rebuilding destroyed healthcare infrastructure is not an end of the actions proposed below in itself. Recovery efforts should primarily focus on transforming the healthcare system in accordance with the needs of citizens and available public resources so that it is able not only to provide citizens with quality and timely medical care, but is also prepared to respond to health emergencies of various nature.

Key performance indicators of the healthcare system before the war

Live expectancy (according to a 2020 study) was 76 years for women and 66 years for men, which was one of the lowest levels in Europe.

Healthcare expenditures in Ukraine were growing annually, but were still not close to the global levels in terms of GDP proportion. For example, total expenditures on the Programme of Medical Guarantees (the PMG) in 2021 amounted to approximately 2.4% of GDP. At the same time, the level of patients' out-of-pocket payments was high: 49% of current healthcare costs.

Ukraine had excessive capacities in the hospital sector with the number of hospitals almost twice higher compared to that in the countries of the WHO European Region (42 hospitals per 1 million persons). At the same time, Ukrainian hospitals provided care of lower intensity: At least 20% of all inpatient cases could be managed in outpatient settings, and 57% of inpatient bed days could not be justified by the need for 24-hour inpatient hospital stay.

Non-communicable diseases (NCDs) were a major cause of premature mortality in Ukraine: NCDs accounted for 6 out of 10 main causes of death, 9 out of 10 causes of premature deaths and 84% of all annual deaths.

Major reforms implemented over the last years:

The full-scale transformation of the system started with the adoption of the Law of Ukraine "On the State Financial Guarantees of Healthcare Services to the Population" in 2017. In April 2018, a single national purchaser of healthcare services, the National Health Service of Ukraine (the NHSU), was established. Simultaneously, the process of healthcare facilities autonomization was launched, changing the principles of managing the facilities by transforming them from municipal budget-funded institutions into municipal non-profit enterprises, which laid the foundation for the improvement of transparency and accountability and, as a result, contributed to combatting corruption in the form of hidden patients' payments and irrational use of investment resources and current funds. In July 2018, the NHSU contracted the first autonomous primary healthcare providers on the basis of the capitation rate — amount of payment for the provision of healthcare services to one patient, laid down at the legislative level. People were given the right to independently choose their physicians. Public and private primary healthcare providers were given equal opportunities for the provision of services under the PMG. In April 2019, the NHSU began administering reimbursement of the costs of e-prescribed medicines. As of 18.02.2022, 444 medicines were subject to reimbursement under the Affordable Medicines Programme.

The reform of specialized healthcare began on 1 April 2020: most public expenditures on healthcare were centralised and integrated into the Programme of Medical Guarantees (the PMG) consisting of service (benefit) packages that define healthcare services and medicines which are paid for by the NHSU. There was a shift from item-by-item budgets of healthcare facilities to performance-based payments (i.e. payment for actually treated cases or the population assigned) in the autotomized facilities contracted by the NHSU. Thus, instead of following the infrastructure of healthcare facilities, money started to "follow the patient".

The COVID-19 pandemic exposed weaknesses of the public health and emergency response system, and, in some cases, a lack of national, regional and local emergency preparedness plans and procedures. The Ministry of Health of Ukraine (the MoH) established a Public Health Center, which marked the beginning of the transformation

of the public health system in the country. Over the past four years, Ukraine implemented a number of large-scale measures to digitalise the healthcare sector.

Situation during the war

The healthcare sector is one of the most affected by the war. As of 21.06.2022, 118 healthcare facilities were totally destroyed and 633 healthcare facilities were partially destroyed (2% to 90% of destruction). The pre-estimated damages amount to almost UAH 35 billion.

The Programme of Medical Guaranteed does not fully represent the priority services packages that become of paramount importance during the war and the post-war period (treatment of injuries and burns, rehabilitation, mental health services). State healthcare programmes do not account for the losses of the healthcare system, damages incurred and the necessary changes of healthcare priorities (list of healthcare services and health conditions).

The healthcare system is also under particular pressure due to the migration of the population (approximately 7 million Ukrainians were forced to leave their homes), as well as the loss of healthcare professionals and their movement. 12 healthcare professionals have been killed and 47 have been wounded during the war. 2,372 employees of emergency medical care centres are currently in the occupied territories. 2,273 healthcare professionals have moved abroad (0.5 of the total number of healthcare professionals in the country), 1,714 physicians and 1,095 nurses changed their places of work due to the war. The lack of human resources and organisational capacities of the healthcare system for the provision of rehabilitation and mental health services exacerbates the situation with satisfying the needs of the citizens for high-quality and accessible services.

Future priorities

The main goal of the Health Recovery Plan is to restore and develop the healthcare system ensuring better quality and accessibility of services to meet the needs of citizens.

To achieve this goal, the Health Recovery Plan provides for:

1) **Strengthening policies and institutions of the national healthcare system to guide the recovery process** that envisages implementing universal approaches and governance tools that ensure professional autonomy, sustainability and capability of national health institutions; creating an effective system for intersectoral cooperation to ensure a unified national approach to healthcare based on approved evidence-based policies; creating a system for effective management of healthcare facilities that allows for public accountability and supervision.

2) **Ensuring financial stability of the healthcare system** by introducing flexible financing methods in the healthcare sector, expanding the programme of medical guarantees, developing the voluntary health insurance market;

3) **Recovering and transforming the healthcare facility network** in accordance with the approaches to hospital planning aimed at providing essential healthcare services by expanding primary health care, implementing multidisciplinary team model at the primary healthcare level, implementing long-term agreements between the National Health Service of Ukraine and healthcare facilities.

4) **Strengthening healthcare services to meet specific war-related needs of the population (including IDPs and veterans),** which includes developing rehabilitation care, mental health services that are close to individuals and communities, trauma, orthopaedic, burn care and intensive care services, improving the benefit packages of the medical guarantees programme to take into account the needs of war veterans and survivors of the hostilities;

5) **Strengthening and reinforcing healthcare workforce** by implementing the efforts aimed at integrating health education and research in the current international context; planning and implementing healthcare system staffing in terms of staff number and structure in accordance with the needs of the system; creating conditions for ensuring the professional well-being of healthcare workers.

6) **Strengthening public health system and preparedness to healthcare emergencies,** which envisages ensuring the functioning of a capable public health system aimed at preserving and promoting public health, disease prevention and timely detection of and response to health challenges; creating a coordination mechanism within the public health system; ensuring the functioning of the national blood system to guarantee

equitable and timely access of the patients to safe and high-quality components of donor blood in sufficient quantities.

7) **Developing e-health system and reinforcing cybersecurity** by developing a single medical information space featuring national and cross-border interoperability and end-to-end processes and services; providing infrastructural and technical conditions for the provision of quality medical services using information and communication systems at all the levels; creating friendly and transparent mechanisms for user access to the comprehensive data on their health and management of this information.

8) **Strengthening national- and local-level quality management system,** which involves developing and implementing quality assurance system elements in healthcare at the national and healthcare facility level.

9) Recovering pharmaceutical sector, improving accessibility and proper use of medicines by harmonizing the state policies on access to medicines and medical devices; establishing an independent agency for health technology assessment as the single expert body that ensures validity and evidence base for the selection and evaluation of the effectiveness of medicines and medical devices; facilitating the development of the pharmaceutical industry with a focus on fostering investment in R&D, localisation and other methods for exploring new technologies of the production of medicines and medical devices, promoting organization of clinical trial in Ukraine, strengthening control over intellectual property rights, full implementation of the Bolar exemption in the national legislation (allowing to register generics in advance of the expiration of the originators' patents) and other state-of-art tools aimed at reinforcing the sector; ensuring public access to effective medicines by establishing a strict regulatory system in Ukraine in line with those existing at the international level.

Analysis area (of a specific component) within the direction:
Priority 1: Strengthening policies and institutions of the national healthcare system to guide the recovery process

1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
1. Key challenges	● Particularly high burden on the healthcare system and key institutions due to the growing demand for healthcare services during the war ● The need to adapt and temporarily change approaches, methods of implementing state health policy, regulation of the healthcare system in the absence of reliable baseline data during the war ● Insufficient capacities and lack of clear division of roles of key healthcare institutions at national, regional and local level ● Insufficient financial capacity of communities to perform the facility owner's functions during the war and in the post-war period ● Weak participation of civil society in the management of the healthcare system, creation of parallel logistics systems and decision-making centres ● Low level of private sector involvement ● Weak intersectoral coordination with other areas
2. Key possibilities	● Acceleration of important political decision-making and adoption of healthcare legislation ● Improvement of intersectoral coordination to face the challenges posed by the war ● Engagement of international expertise into recovering/building a qualitatively new healthcare system ● Consolidation of the community and strengthening partnerships with the civil society and private sector in all governance areas of the healthcare system, significant demand for the transparency and accountability of healthcare facilities and institutions ● Radical review of the system for the regulation of healthcare activities, complete eradication of outdated rules and procedures, maximum harmonisation of the legislative framework in accordance with the EU requirements.
3. Key limitations	● Lack of relevant and trustworthy data for strategic and operational decision-making, intensive dynamics of changes in the basic parameters of the population, infrastructure and healthcare needs, challenges in creating scenarios, assumptions and models of recovery and development ● Lack of international expertise for strengthening healthcare policies and institutions during armed conflicts of similar scale ● Lack of human resources for the implementation of policies and decisions made

2. Goals, tasks and stages of the Recovery Plan within the direction "Strengthening policies and institutions of the national healthcare system to guide the recovery process"

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1. Identified problem to be resolved in the relevant analysis area The healthcare system of Ukraine is currently under immense pressure due to the war. The Ministry of Health of Ukraine, the NHSU and other national and regional healthcare authorities are resolving challenging problems on a daily basis in order to ensure responding to new needs for services caused by the war, including the delivery of services in the temporarily occupied territories and providing for the specific needs of people affected by the hostilities. This requires making quick political and regulatory decisions with insufficient data and information. Managing the recovery plan requires consolidation of efforts by the Ministry of Health of Ukraine and other authorities responsible for the development and implementation of healthcare policy in order to ensure the operational management, coordination and monitoring of the recovery process.			

The lack of intersectoral coordination is a traditional weakness of healthcare system management in Ukraine, which is particularly true for issues requiring multi-sectoral solutions and interventions at national and local levels. This includes a number of public health issues such as emergency preparedness and response, providing for the social needs of vulnerable populations and their specific healthcare needs, including the ones related to HIV, tuberculosis, etc. These problems have been exacerbated by the war, particularly for internally displaced persons. At the regional level, communities face new challenges due to the lack of financial resources, which interferes with their ability to properly fund healthcare facilities and ensure required oversight of local response efforts. In order to improve the engagement of private sector, political decisions should also be made and regulatory acts and efficient mechanisms should be adopted, since the involvement of the private sector, as well as its experience and resources, may become an additional resource for the healthcare system.			
Goal to be achieved to solve the issue during each stage **1. Restoring, developing and reforming the healthcare system based on approved evidence-based policies that take into account the needs of the population during martial law and in the post-war period**	● Ensure the national-level solution to the issue of the functioning of the healthcare system in the temporarily occupied territories of Ukraine ● Adopt the Law on amendments to certain laws and regulations of Ukraine on improving the provision of medical care (r. No. 6306) to allow for changing the approaches to creation of a capable network of healthcare facilities and regionalization of medical and rehabilitation care provided to the population	● Strengthen the capacity of the healthcare central executive body in development of evidence-based healthcare policies ● Improve data collection mechanism for all medical and operational data generated during health services provision, and for important information on citizens' life activities. ● Develop a new model for programming and funding science and research in the healthcare system. - Ensure legal regulation of the transformation of interaction between the institutes of the National Academy of Medical Sciences of Ukraine and the MoH in accordance with best international practices and objectives for the development of a new model of programming and funding health science, education and research. - Take into account, at the policy level, the peculiarities of functioning of the health system in the areas of Ukraine non-government controlled as of 24 February 2022. ● Develop, approve and implement the National Health Strategy of Ukraine ● Develop and implement a nationwide platform for monitoring, evaluation and review of the National Health Strategy of Ukraine ● Ensure legal regulation of the functioning of the oblast units of the platform for monitoring, evaluation and	● Review the programming and funding models for all the healthcare system components, including staff training, research and development, public health, payment for medical services and medicines, based on the healthcare financing reform launched in 2017–2022; ● Evaluate the National Health Strategy of Ukraine ● Improve the implementation of policies aimed at universal health coverage ● Review the "Concept for the development of primary healthcare and rehabilitation" in the framework of expanding and optimizing the healthcare services model ● Conduct regular evaluations and studies to measure health system effectiveness

			review of the National Health Strategy of Ukraine. ● Ensure a system for monitoring policy implementation based on performance indicators. ● Ensure providing feedback on healthcare policy implementation services to public authorities	
Risks related to the goal achievement		Lack of political will, underfunding, active hostilities	Limited funding; understaffing; active hostilities, impossibility of long-term planning because of constant disruptions	Limited funding; understaffing
Quality goal achievement indicator		The draft law is adopted, the legislation is amended	The legislation is amended The National Health Strategy of Ukraine is adopted Monitoring system is implemented	The legislation is amended The effectiveness is assessed
	Goal to be achieved to solve the issue during each stage **2. Implementing universal governance approaches and tools that ensure professional autonomy, sustainability and capacity of national healthcare institutions**	● Strengthen the capacity of the MoH of Ukraine as the manager of the national healthcare system during wartime ● Create a mechanism for coordination of 2022–2032 Ukrainian Healthcare System Post-War Recovery Plan ● Ensure stable functioning of the National Health Service of Ukraine during wartime ● Strengthen the cooperation with regional healthcare departments and local authorities, particularly by means of clarifying roles and responsibilities of the national, regional and local healthcare levels ● Assign the regional health departments the functions and responsibilities related to development and operation of a capable hospital network and a primary healthcare providers' network.	● Strengthening the MoH's capacity as a national health system governing authority through development of evidence-based policies and intersectoral cooperation. - Review the model of interaction of the MoH of Ukraine with the expert community, non-governmental agencies and private sector for their participation in healthcare policy making - Develop the procedures for interaction in the healthcare system based on data and involvement of stakeholders - Develop and implement an institutional development plan for the MoH ● Conduct an evaluation of the activities and ensure institutional strengthening of the National Health Service of Ukraine as the national strategic procurement agency. - Review the model of interaction of the NHSU with the expert community, non-governmental agencies and private sector for their participation in development of the PMG	● Continue the institutional development of the MoH, the NHSU and other key national agencies ● Strengthen the role of regional and local health departments in development and implementation of local health policies and objectives

			- Review the model of interaction between the NHSU and HCFs to introduce the practice of payment tariffs agreement - Gradually reduce the share of payment for hospital costs from global budgets and, accordingly, increase the share of payment for a case - Continuously update and improve the costing methodology for the formation of medical care tariffs ● Strengthening the accountability of the NHSU to the Government and the public ● Strengthen the cooperation with regional healthcare departments and local authorities, particularly by means of clarifying roles and responsibilities of the national, regional and local healthcare levels ● Ensure strengthening of human, material and technical capacities of the healthcare structural subdivisions of local state administrations ● Ensure regulatory and legal support of the coordination and activities of healthcare structural subdivisions for the purposes of effective cooperation with the MoH and self-governing bodies in the implementation of state healthcare policy ● Ensure the operation of Medical Procurement of Ukraine State-Owned Enterprise as a purchasing hub by using up-to-date procurement tools and methodologies at the national and regional level.	
	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
	Risks related to the goal achievement	Lack of understanding of such a way of solving problems by the political circles, underfunding, active hostilities	Limited funding; understaffing; active hostilities	Limited funding; understaffing; active hostilities

	Quality goal achievement indicator	The draft law is adopted, the legislation is amended	The national institutions are capable	
	Goal to be achieved to solve the issue during each stage **3. Having an effective system of intersectoral cooperation in place to ensure nation-wide approach to addressing healthcare issues**	● Strengthen coordination between institutions involved in healthcare and social decision-making at all management levels in order to ensure a harmonised and efficient approach to solving the problems faced by the population during martial law ● Create a coordination council for healthcare system recovery, which would include, on equal footing, the representatives of: The Verkhovna Rada of Ukraine; the Office of the President of Ukraine; the MoH; the NHSU; scientific and educational state-owned and private institutions; civil society sector; donor organizations; the Cabinet of Ministers of Ukraine (Ministries). ● Create an intersectoral platform for the development and implementation of healthcare policies requiring intersectoral planning and decisions	● Strengthen coordination mechanisms between institutions involved in healthcare and social decision-making at all the management levels in order to ensure a harmonised and efficient approach to meeting the needs of vulnerable populations - Ensure participation in the development and implementation of the state policy for chemical safety and management of chemicals - Adopt the Draft Law "On Assisted Reproductive Technologies" - Ensure an effective intersectoral approach to resolving healthcare issues in the territories with different levels of healthcare services disruption and ongoing conflict or areas that are temporarily not government-controlled, taking into account the number of IDPs and returning persons, the number of healthcare professionals who keep working at healthcare facilities or in the region, the specificities of the transition from military to civilian management and the use of healthcare facilities, etc.	● Improve the current mechanism of intersectoral cooperation based on "Health in All policies" approach
	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2028
	Risks related to the goal achievement	Lack of understanding of ensuring intersectoral cooperation in the field of healthcare in such a way by the political circles, underfunding, active hostilities	Limited funding; understaffing; active hostilities	Limited funding; understaffing; active hostilities
	Quality goal achievement indicator	The draft law is adopted, the legislation is amended	• Governmental decision-making is based on "Health in All Policies" approach • Clear intersectoral health cooperation mechanism is functional	

	Goal to be achieved to solve the issue during each stage **4. Establishing a system for effective management of healthcare facilities that ensures accountability to and oversight by the public**	● Complete changes of the regulatory framework concerning the operation of supervisory boards of healthcare facilities, particularly the ones related to the composition of the boards, procedures for appointment and rotation, and their functions and responsibilities ● Improve the mechanisms for the management of hospital districts and rules for the establishment of an efficient network of facilities ● Develop and implement national standards/guidelines, create an effective healthcare facilities' network taking into account the existing demographic and infrastructural needs of each region in health care ● Develop mechanisms for coordination and cooperation between local authorities and self-governing bodies in the planning, development and operation of the healthcare facilities' network ● Identify the role and status of healthcare facilities in hospital districts to build a capable health facilities' network	● Improve and regulate licensing criteria and mechanisms ● Develop the concept for accreditation of healthcare facilities ● Create the possibility of receiving a permit ● Update the lists of equipment and provide for their regular revision ● Develop a system for efficient control over the activities of healthcare facilities ● Defining the criteria for monitoring and control of healthcare facilities, including accreditation criteria, performance and quality indicators, etc. ● Introduce a requirement for the preparation and publication of reports corresponding to the public sector format standards by municipal healthcare facilities ● Support engagement of patient organizations, local community and private sector in the governance of healthcare facilities and measurability of the impact of initiatives taking into account the introduction of mechanism to prevent conflict of interest ● Create digital services of public accountability to enable public and patient oversight of availability and quality of medical services ● Create an open registry of programmes for the provision of medicines for compassionate use and monitor their implementation in order to ensure informing the healthcare sector and the public and provide for control ● Create an application within the eHealth system to provide physicians with detailed information on clinical studies which are planned or being held in Ukraine in order to enable them to engage patients in appropriate international	

			clinical studies of innovative medicines, medical devices, etc.	
	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2024	January 2026 – December 2028
	Risks related to the goal achievement	Lack of understanding of the necessity of creating supervisory boards at healthcare facilities by the political circles, underfunding, active hostilities	Limited funding; understaffing; active hostilities	Limited funding; understaffing; active hostilities
	Quality goal achievement indicator	The draft law is adopted, the legislation is amended	● 100% of municipal healthcare facilities separated the positions of medical director and administrator ● 90% of municipal healthcare facilities established supervisory boards for the new management system ● 90% of municipal healthcare facilities prepare and publish reports corresponding to the public sector format standards	
	Goal to be achieved to solve the issue during each stage **5. Harmonizing Ukrainian legislation with relevant EU *acquis***	● Ensure the compliance with the requirements of EU-Ukraine Association Agreement on the harmonization of healthcare legislation	● Constantly update Ukrainian legislation in line with EU legislation	● Facilitate high-level consultations on the compliance with/ implementation of EU Directives in the area of healthcare and related areas that were not included in the scope of the Association Agreement ● Facilitate legislative initiatives for implementation of defined EU regulations into Ukrainian legislation
	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2028
	Risks related to the goal achievement	Lack of understanding of the necessity of ensuring the harmonisation of healthcare legislation by the political circles, underfunding, active hostilities	Limited funding; understaffing; active hostilities	Limited funding; understaffing; active hostilities
	Quality goal achievement indicator	Amendments to the legislation aimed at harmonization with EU *acquis* are made, specifically: ● Article 21 of Council Recommendation 2003/488/EC of 18 June 2003; ● Article 64, Annex V of Regulation (EC) No 1331/2008; ● Article 64, Annex V of Regulation (EC) No 1333/2008; ● Article 64, Annex V of Commission Regulation (EU) No 231/2012;		Amendments to the legislation aimed at harmonization with EU *acquis* are made taking into account the reviews of the EU *acquis*

		• Article 64, Annex V of Commission Regulation (EU) No 234/2011; • Article 64, Annex V of Regulation (EC) No 1334/2008; • Article 64, Annex V of Regulation (EC) No 2065/2003; • Article 64, Annex V of Commission Regulation (EU) No 872/2012; • Article 64, Annex V of Commission Regulation (EU) No 873/2012; • Article 64, Annex V of Regulation (EC) No 1332/2008; • Article 64, Annex V of Regulation (EC) No 396/2005; • Article 64, Annex V of Commission Regulation (EC) No 2023/2006; • Article 64, Annex V of Council Directive 82/711/EEC; • Article 64, Annex V of Council Directive 85/572/EEC; • Article 64, Annex V of Commission Decision 2010/169/EU; • Article 64, Annex V of Council Directive 84/500/EEC; • Article 64, Annex V of Commission Directive 2007/42/EC; • Article 64, Annex V of Commission Regulation (EC) No 1895/2005; • Article 64, Annex V of Commission Regulation (EC) No 450/2009; • Article 64, Annex V of Commission Regulation (EC) No 10/2011; • Article 64, Annex V of Commission Directive 93/11/EEC; • Article 64, Annex V of Commission Regulation (EC) No 284/2011; • Article 64, Annex V of Regulation (EC) No 258/97; • Article 64, Annex V of Directive 1999/2/EC; • Article 64, Annex V of Directive 1999/3/EC; • Article 64, Annex V of Commission Regulation (EC) No 282/2008; • Article 64, Annex V of Regulation (EC) No 396/2005; • Article 342, Annex XXVII of Council Directive 2013/59/Euratom; • Article 424, Annex XL of Council Directive 83/477/EEC, Council Directive 91/382/EEC, Directive 2003/18/EC; • Article 424, Annex XL of Directive 2004/37/EC; • Article 424, Annex XL of Directive 2000/54/EC; • Article 424, Annex XL of Council Directive 98/24/EC; • Article 424, Annex XL of Directive 2003/10/EC; • Article 420, Annex XL of Council Directive 92/29/EEC; • Article 424, Annex XL of Directive 90/269/EEC; • Article 428, Annex XLI of Directive 2004/23/EC, Commission Directive 2006/17/EC, Commission Directive 2006/86/EC; • Article 428, Annex XLI of Directive 2004/23/EC, Commission Directive 2006/86/EC, Annex XLI of Directive 2004/23/EC; • Article 428, Annex XLI of Directive 2002/98/EC, Commission Directive 2004/33/EC, Commission Directive 2005/62/EC; • Article 428, Annex XLI of Directive 2002/98/EC, Commission Directive 2005/61/EC; • Article 428, Annex XLI of Directive 2002/98/EC; • Article 428, Annex XLI of Recommendation 2003/54/EC; Council Recommendation 2003/488/EC; Council	

		Recommendation 2001/458/EC; Council Recommendation 2007/C 164/01; ● Article 368, Annex XXXII of Directive 2006/126/EC (updated Council Directive 91/439/EEC); ● Directive 2001/83/EC of the European Parliament and of the Council; ● Commission Delegated Regulation (EU) 2016/161; ● Regulation (EC) No 536/2014; ● Commission Implementing Regulation (EU) 2017/556 of 24 March 2017; ● Commission Delegated Regulation (EU) 2017/1569 of 23 may 2017; ● Regulation (EU) No 726/2004 ● Commission Directive 2005/28/EC of 8 April 2005 ● Regulation (EU) No 1901/2006 ● Regulation (EU) 2017/745 of the European Parliament and of the Council ● Regulation (EU) 2017/746 of the European Parliament and of the Council		
	Goal to be achieved to solve the issue during each stage **6. Improving healthcare system accountability and outcomes as a result of awareness and cooperation of the whole society**	● Ensure the engagement of the civil society in development of the legislation and monitoring of its implementation ● Ensure the engagement of the private sector as a full participant of the health system and, therefore: ● Identify and develop a regulatory framework for implementation of an effective model of public-private partnership in the healthcare sector ● Adopt the amendments to the Law of Ukraine "On Concession" as regards peculiarities of concessions in healthcare sector	● Strengthen public-private partnership in the healthcare sector under the defined directions ● Strengthen the engagement of the private sector as a full participant of the health system ● Simplify the procedure for physicians to start their private practices ● Develop and implement the mechanisms for the public accountability of the national authorities (the MoH, the NHSU, the Public Health Center, etc.) to the government and the population concerning the implementation of the policy and the use of allocated funds ● Ensure the development of the state policy in the field of the development of private healthcare sector as an independent participant of the single healthcare space ● Develop and approve the universal framework concession agreement for the healthcare sector	● Assess civil society engagement ● Assess the engagement of the private sector as a full participant of the health system ● Conduct analysis of starting private practices and amend regulatory acts on the basis of such analysis, if necessary ● Perform the monitoring of the public reporting mechanism and review the reporting format based on its results (if necessary) ● Regularly monitor the engagement of the private sector in the healthcare system ● Ensure evaluation of the implementation of a universal framework concession agreement in healthcare sector

	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2028
	Risks related to the goal achievement	Lack of understanding of the necessity of private sector engagement as an independent healthcare system actor by the political circles, underfunding, active hostilities	Lack of understanding of the necessity of private sector engagement as an independent healthcare system actor by the political circles, limited funding, understaffing	Lack of understanding of the necessity of private sector engagement as an independent healthcare system actor by the political circles Limited funding
	Quality goal achievement indicator	The adopted law and the amended legislation provide for the creation of new conditions for the establishment of public-private partnership and private sector engagement as an independent actor within the healthcare system	● PPP legal framework is updated ● Healthcare sector concession is implemented ● Terms of the concession agreement are defined that are fair and mutually beneficial for investors and local authorities, including the responsibilities of the parties, the period of validity of the agreement and the guarantees of payment for the services provided by healthcare institutions on the basis of concession. ● The assessment of awareness of and satisfaction with healthcare services is performed on a quarterly basis, and its results are used as a source of data for policy adjustment	A new favourable climate for civil society engagement is created A new style of public-private partnership is introduced A new public reporting mechanism that allows for providing quality feedback is introduced
	Goal to be achieved to solve the issue during each stage **7. Establishing professional self-governance system for healthcare workers**		● Adopt a law and related regulatory framework to regulate healthcare sector professional associations and therefore to: ● Adopt the Law on self-governance of health professions in Ukraine (comprehensive version) ● Extend the list of forms of healthcare services delivery, which are currently limited to labour relations and licensed individual entrepreneurs Provide for an opportunity to work on the basis of civil law contracts ● Ensure support of the functions defined for healthcare professional associations. ● Develop a regulatory framework for the involvement	Strengthen the mechanisms of professional associations' participation in the elaboration of the policies, development of the profession, quality improvement and performance of other healthcare system tasks

			of professional healthcare associations into resolving urgent issues concerning the management of the sector in accordance with the current legislation ● Engage professional healthcare associations in the work of commissions, expert and working groups, as well as standing or temporary advisory and other subsidiary bodies of the MoH.	
	Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
	Risks related to the goal achievement		● Lack of understanding of the necessity of introducing professional self-government by the political circles, underfunding, active hostilities	Limited funding; understaffing; active hostilities
	Quality goal achievement indicator		● The necessary legal framework is created. Professional self-governance system for healthcare workers is established. ● A new healthcare self-government model is created that enables economic and professional actors to self-regulate their activities in the healthcare sector, namely: ● Actively participate in the development of healthcare policy; ● Expand the list of forms of healthcare services delivery; ● Develop healthcare professions; ● Ensure quality control and other healthcare system tasks; ● The procedure for starting a private practice is simplified	The legislation is amended

Priority 2. Ensuring the financial stability of the healthcare system

Impact of the war on the defined analysis area:	
Key challenges	● Insufficient funding for healthcare to meet the needs of various groups of the population in health services, including additional needs arising from the war and hostilities ● Inefficient allocation of financial resources in healthcare, that may lead to underfunding or overfunding of certain services ● Programme of medical guarantees does not fully reflect the priority service packages that are of urgent importance during the war and in the post-war period (rehabilitation, mental health, etc.) ● Government programs do not take into account the losses of the healthcare system, the damages, the necessary changes in health care priorities (list of health services and conditions) ● Damage or destruction of health infrastructure, as well as loss of human resources, which restricts or prevents access to health care in areas that are or have been occupied, and areas affected by hostilities ● Limited funding for health care from non-governmental sources ● Inefficient funding mechanism for health and social services, which may lead to double funding or lack of funding for some services ● Inflexible payment systems under government programs, which may affect the quality and scope of health care provided in case of unforeseen events (military actions, natural disasters, humanitarian catastrophes, etc.)
Key possibilities	● Implementation of international best practices in the health financing ● Introduction of flexible payment methods within the Programme of Medical Guarantees and procurement methods that will be based on the needs of the population in health care ● Rebuilding the health care infrastructure taking into account the approaches of hospital planning ● Significant reduction in the practice of informal payments for state-guaranteed health services under PMG ● Involvement of international experts in the health care recovery ● Improving coordination between stakeholders in health financing ● Creating an environment to involve the private sector in financing and providing health services ● Increase funding for the health care sector through non-governmental sources
Key limitations	● Economic and social crisis caused by the full-scale war of the Russian Federation against Ukraine ● Unpredictable timing of the end of the war and the uncertain war impact on each region of the country ● Lack of additional state financial resources to cover additional health care needs ● Potentially insufficient institutional capacity of executive bodies to implement innovative solutions in the healthcare financing ● Lack of reliable and up-to-date data, as well as dynamic indicators that are constantly changing due to the impact of hostilities and the movement of population and human resources in the health care ● Uncertain and growing needs for health infrastructure reconstruction ● The need to restore health care in accordance with the modern standards and approaches

2. Goals, tasks, stages of the Recovery Plan within the priority "Ensuring the financial stability of the health care system"

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**

1. Identified problem to be resolved in the relevant analysis area

Preserving, protecting and promoting the health and well-being of citizens remain key priorities of the Ukrainian Government. In order to transform the health care system, the Government has been implementing health care reform since 2017, including the health financing. Starting from 2019, different types of health care and different types of health care providers (communal and private) were gradually included in the PMG.
However, the amount of funding for PMG remains quite low (does not correspond to the 5% of GDP declared by law), and national healthcare facilities have not been included in PMG, funding flows for health and social care have not been coordinated, and so on. In addition, there have been cases where the providers adjusted the scope of health services included in PMG, at their own discretion, forcing patients to pay in part for the care provided out of pocket. This somewhat hindered the implementation of the principle of reform "money follows the patient".
Due to the full-scale invasion of the Russian Federation, the health care system is undergoing significant changes that consist in damage or destruction of healthcare infrastructure, which limits or even prevents access to health care in the territories that are or have been occupied, and areas affected by hostilities. The losses from the war to the healthcare system are increasing every day, so it is important to respond quickly to the challenges that exist today and to ensure that measures are taken to help the healthcare system recover as soon as possible after the war. The war showed insufficient funding for healthcare, especially to cover additional healthcare needs; insufficient backup of material and technical resources. The filling of the healthcare budget and the expansion of the list of sources of filling is especially relevant given the martial law in the country and the conduct of hostilities. Addressing the above mentioned issues of health financing needs to consolidate the efforts of society and public authorities at the national, regional and local levels, as well as the support of the international community.

Goal to be achieved to solve the issue during each stage **1. Ensuring financial protection to people when receiving state-guaranteed quality and affordable healthcare services; significantly decreasing the level of out-of-pocket payments and, thus, preventing limitation of demand and access to services and catastrophic costs in the event of illness**	● Continue the implementation of healthcare reform and ensure public access to the healthcare ● Prepare proposals for the necessary amount of additional financial resources to cover additional health care needs from all possible sources ● Introduce flexible methods of health financing ● Gradually rebuild the healthcare infrastructure based on an assessment of the needs of the population and the network of facilities in each oblast	● Increase public spending on health care: - Ensure funding for PMG in the amount of not less than 5% of GDP of Ukraine - Update PMG annually - Gradually include state, sectoral healthcare facilities and institutions of the National Academy of Medical Sciences of Ukraine (NAMS) in PMG - Develop and implement the mechanisms to attract non-state funds to finance healthcare - Gradually include the cost of medicines, medical devices, including rehabilitation aids and consumables in the tariffs for health services ● Spend public resources in an effective way:	● Increase public spending on health care to the level of average European indicators ● Ensure financing of all healthcare facilities (except healthcare facilities of the Armed Forces of Ukraine) at the expense of PMG ● Develop and implement a mechanism for attracting non-state funds to finance healthcare, taking into account priority services and conditions ● Create a state reserve fund to cover healthcare expenses that arise as a result of unforeseen events (war, natural disasters, humanitarian disaster, etc.) ● Ensure the integration of financial flows between health and social services ● Develop the mechanisms for financing long-term

		- Conduct research on the level of informal payments for priority types of health care - Strengthen monitoring and improve the system of penalizing health care providers for informal patient payments - Introduce control over financial and budgetary discipline in the healthcare facilities ● Take measures on the implementation of a clearer and more transparent process for the development, expansion and approval of PMG: - Change the PMG development procedure (review of PMG, calculation of tariffs, financing mechanisms, public discussion, etc.) - Involve healthcare facilities in the PMG development ● Extend the list of services that are paid for by the NHSU based on healthcare services actually provided ● Improve the payment methods in the framework of the PMG: - Develop and implement effective payment methods for health services for internally displaced persons - Develop and implement effective methods of payment for health services, including the performance-based payments' indicators	care services based on the developed model of providing such services with the involvement of the private sector ● Expand the role of VHI

		- Include the utility costs and other elements to the PMG tariffs - Improve the payment methods in the framework of the PMG, using a mixed system concerning health service readiness despite of the quantity of patients, including burns, polytrauma and disaster medicine ● Implement multi-year contracts between the NHSU and the healthcare facilities according to their role in the capable network ● Provide additional revenues to the health care system through the introduction of taxation of sugar-sweetened beverages. ● Develop the market for voluntary health insurance (VHI), including complementary: - Ensure access of insurers to medical data of insured persons and persons who intend to enter into a VHI agreement, with their consent - Introduce credit benefits for the companies in order to stimulate VHI - Develop and adopt a Law on the development of the VHI ● Update the approval procedures and the list of paid services provided by healthcare facilities outside the PMG	

		• Rebuild infrastructure and provide access to health services for lower-income households: • Assess the cost of capital investment to reconstruct the damaged (lost) healthcare infrastructure based on a simulated network	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	• continuation of the war on the territory of Ukraine • lack of state budget resources to meet the needs of the population • Lack of understanding in the political environment of the need to increase funding for health care and relevant decision-making initiatives • low capacity of executive bodies (central and local) • lack of reliable data sources for economically sound calculations • the emergence of unpredictable factors that will significantly affect the simulation results • lack of consent among stakeholders	• continuation of the war on the territory of Ukraine • lack of state budget resources to meet the needs of the population • Lack of understanding in the political environment of the need to involve the private sector as a full participant in the health care system and relevant decision-making initiatives • lack of reliable data sources for economically sound calculations • the emergence of unpredictable factors that will significantly affect the simulation results • lack of consent among stakeholders	• continuation of the war on the territory of Ukraine • lack of state budget resources to meet the needs of the population • Lack of understanding in the political environment of the need to involve the private sector as a full participant in the health care system and relevant decision-making initiatives • lack of reliable data sources for economically sound calculations • the emergence of unpredictable factors that will significantly affect the simulation results • lack of consent among stakeholders • low desire of the population to participate in the VHI
Quality goal achievement indicator	• the network of healthcare facilities has been partially recovered • financing of facilities is based on the results of their activity • PMG packages have been updated in terms	• the annual amount of PMG financing is at least 5% of GDP • the network of healthcare facilities has been partially recovered • various resources have been	• the annual amount of PMG financing is at least 5% of GDP • various resources have been consolidated to finance the health care system

	of rehabilitation services (including provision of prosthetic devices), mental health services, treatment of injuries, etc.	consolidated to finance the health care system ● tariffs for PMG are economically justified ● the financing mechanism within the PMG, which includes performance indicators has been implemented ● PMG has been updated in accordance with the needs of the population and state priorities ● the level of informal payments for priority types of health care has been reduced ● new approaches for VHI have been introduced	● PMG has been updated in accordance with the needs of the population and state priorities ● tariffs for PMG are economically justified ● the financing mechanism within the PMG, which includes performance indicators has been implemented ● the procedure for introducing paid services has been updated ● the level of informal payments for priority types of health care has been reduced ● the level of informal payments for priority types of health care has been significantly reduced
The total amount of the need for financial resources to achieve the goal	● PMG 2022: UAH 157.3 billion (approved by the Law of Ukraine "On the State Budget of Ukraine for 2022")	● For the healthcare system in 2023 (2.3% + 1.5% of forecast GDP): UAH 116.3 billion ● For the healthcare system in 2024 (5% + 1.5% of forecast GDP): UAH 210.0 billion ● From 2025, at least 6.5% of GDP will be spent on the healthcare system	From 2026, at least 7% of GDP will be allocated to the healthcare system

Priority 2. Restoration and transformation of the healthcare facility network

1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● The network of healthcare facilities, especially the hospital sector, does not meet the needs of the population and the epidemiological situation in the country ● Excessive and outdated health care infrastructure, which did not have time to reform in the pre-war period, requires significant resources for its maintenance ● Despite the high expenses on the healthcare infrastructure, the quality of services remains at a low level and requires additional patient costs ● The damage during the war to the infrastructure of healthcare facilities and the migration of specialists led to an increase in disparities in the provision of health care both in the regional dimension and in terms of types of health care ● Migration processes caused by the war require an assessment of the health needs of the population, the development of flexible mechanisms for the provision of services and a review of the network of healthcare facilities that existed before the war ● Territorial communities, as the owners of health care facilities, do not have sufficient information about the range of health services needed by the population, as well as the necessary resources for infrastructure restoration. Decisions of individual owners, isolated from the other territorial communities, on the restoration of health care facilities may lead to fragmentation of the system of healthcare services delivery and the creation of excess capacity ● The reform of primary health care, which has achieved significant shifts and changes since 2017, requires the continued expansion of the integrated service delivery model and the introduction of flexible financing models
Key possibilities	● Centralization of management and planning of the health care network at the national and oblast levels ● Involvement of international expertise in the reconstruction/construction and transformation of a qualitatively new network of health care facilities ● Use of hospital planning experience across all areas ● Drafts of legislative and regulatory acts regarding hospital planning have been developed ● Potential increase in funding for capital expenditures from international sources
Key limitations	● The economic and social crisis caused by the full-scale war of the Russian Federation against Ukraine ● Unpredictable timing of the end of the war ● Lack of experience in the design and construction of health care facilities taking into account modern approaches and technologies ● Lack of healthcare professionals, including healthcare workers and rehabilitation specialists to restore the health care network ● Opposition to the transformation of networks of health care facilities ● Opposition of some PHC specialists to expanding of their functions ● Lack of opportunities and/or reluctance of primary care physicians to take on new responsibilities

2. Goals, tasks, stages of the Recovery Plan within the priority "Restoration and transformation of the healthcare facility network "

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032:**	
2. Identified problem to be resolved in the relevant analysis area				

Ukraine suffered significant destruction of the health care infrastructure during the military aggression. However, in addition to the changes caused by the war, the health care system of Ukraine suffers from unsolved problems that existed before the war and continue to have a negative impact on the situation.

Despite the rapid changes and the introduction of new approaches in funding of primary and specialized health care in previous years, the network of health care facilities in Ukraine remains unreformed.

Ukraine has excess capacity in the hospital sector with almost twice as many hospitals compared to countries in the WHO European Region.

Ukraine has excessive capacities in hospital sector with the number of hospitals almost twice higher compared to that in the countries of the WHO European Region. Many of the hospitals are outdated, do not use modern technologies to a sufficient extent and have low capacity for providing intensive care in emergency situations such as stroke, myocardial infarction or severe injuries. While the multidisciplinary nature of hospitals can ensure a comprehensive set of services, higher quality and safety for patients, a significant share of the total number of hospitals are narrowly specialized hospitals (psychiatric/dependency, tuberculosis, infectious diseases and recreational facilities). There are almost no such hospitals in countries with more developed economies, since the best practice is their integration into multidisciplinary hospitals. Furthermore, many services offered by Ukrainian hospitals can be provided in primary healthcare settings, outpatient specialised healthcare settings in one-day facilities, or outside the healthcare system.

The processes of administrative and territorial reform and decentralization of healthcare facilities management feature some gaps in ensuring the capacity of territorial communities to manage the healthcare system at the local level. Upon obtaining greater authority, territorial communities represented by their leaders proved to be unprepared to manage the healthcare sector. This often leads to erroneous decisions concerning the development of healthcare facilities without regard to the needs and size of the population, healthcare safety, procurement of inappropriate equipment, construction works or establishment of new healthcare facilities. There is also a need for close cooperation between the territorial communities to support the healthcare facilities that provide services to their populations, which is currently a significant problem in practice. At the same time, there are large territorial communities with several or even dozens of healthcare facilities that are trying to develop them without interacting with other communities and healthcare management at the oblast level.

Goal to be achieved to solve the issue during each stage **1. Improving people's health through the implementation of an effective integrated model that ensures balanced, evidence-based and continuous provision of safe and quality services.**	● Provide continuous health and rehabilitation care in wartime conditions - Ensure the integration of some services currently provided through humanitarian assistance (short-term support for urgent needs) into expanded PHC services - Create mechanisms for the additional deployment of healthcare staff members (surge capacity) - mobile points (brigades) for the provision of PHC, taking into account the needs of the population for such assistance in war conditions, to implement their organizational support and staffing ● Identify additional needs of the population connected with the war ● Initiate health services according to the identified additional needs ● Bring the network of healthcare providers in line with people's needs and resources available - Develop national guidelines for the restoration of health care infrastructure at the regional level (including the use of eco-materials, renewable energy sources, implementation of energy efficiency, etc.) - Adopt comprehensive plans for the recovery	● Increase the capacity of primary healthcare to address most of the patients' health issues, with special attention to the sphere of prevention of NCDs and support of patients with mental disorders and chronic diseases. - Expand the range of PHC services - Develop an expanded list of functions and the scope of activities of PHC nurses and implement them to the requirements of the contract with the National Health Service of Ukraine - Implement new approaches to the consultative process at the PHC level, including strengthening mental health services - Develop and implement a model of work of multidisciplinary teams at the PHC level. ● Prioritise prevention and early diagnosis services - Implement effective disease prevention programmes for the most common chronic diseases and healthy lifestyle programmes at the primary healthcare level - Develop national screening programs on the principles of evidence-based medicine	● Strengthen PHC as one of the main components of the health care system ● Analyse the activity of PHC providers based on electronic medical records in a regular way ● Implement an expanded list of functions and the scope of activities of nurses at the PHC level to the requirements of the contract with the National Health Service of Ukraine - Provide a constant analysis of the interaction of PHC with the other levels of health care and developing appropriate solutions for integrated and complex services - Ensure integration of PHC, public health and social support services - Ensure constant improvement of the skills of PHC workers in determining the needs of patients in relation to their health and identifying risk factors for diseases - Ensure effective implementation of comprehensive prevention programs, as well as healthy lifestyle programs at the PHC level - Implement national screening programs for different age groups on the

	and transformation of regional health care networks (including PHC facilities, emergency services and hospitals), starting with war-affected areas. ● Develop the provision on vulnerable population groups (including IDPs) in the context of receiving health and rehabilitation care.	- Provide funding for national prevention programs ● Bring the network of healthcare providers in line with people's needs and resources available: - Implement comprehensive plans for the recovery and transformation of regional health care networks (including PHC facilities, emergency services, and hospitals), starting with war-affected areas - Synchronise the transformation of hospital network with the optimization of PMG packages - Develop and start the implementation of the National Plan for the Transformation of the Hospital Network - Develop the concepts of university hospitals and national specialized centres for high-tech assistance (cardiac surgery, neurosurgery, transplantation, polytrauma, burn treatment) within the national network of healthcare facilities - Develop the sequence of actions for health care facilities to create the supply chains, logistics and procurement of medicines and	principles of evidence-based medicine - Provide funding for the national prevention programs ● Bring the network of healthcare providers in line with people's needs and resources available: - Complete the implementation of comprehensive plans for the recovery and transformation of regional health care networks (including PHC facilities, emergency services, and hospitals), for all oblasts - Implement the National Plan for the Transformation of the Hospital Network, including the development of university hospitals and national specialized centres for high-tech assistance (cardiac surgery, neurosurgery, transplantation, polytrauma, burn treatment) ● Expand a single healthcare space - Provide barrier-free transfer of health records between different countries in the amount necessary for the provision of health and rehabilitation care to patients and for making management decisions ● Ensure sustainability of long-term care and treatment services with annual analysis and publication of results

		medical products, including rehabilitation aids - Develop algorithms for health care facilities regarding the creation and operation of hospital laboratories - Begin the process of transformation of the outdated, fragmented and inefficient system of health care laboratories, ● Create a single healthcare space where unified rules apply. - Analyze, develop and implement solutions to eliminate barriers and discriminatory norms in the activities of various health care providers ● Provide the development of long-term care and treatment services (long-term care) ● Ensure people's access to quality and safe health services: - Develop and implement requirements for health care facilities to identify and eliminate barriers to providing health and rehabilitation care - Standardize the requirements for the minimum set of information that the health care facility must publish on its website and information on the health care facility's territory - Provide a system of informing people of the availability of health services at the	● Ensure people's access to quality and safe health services: - Ensure compliance with the requirements for the minimum set of information that the health care facility is obliged to publish on its website and information on the territory of the health care facility - Provide stable and effective information to people about the availability of health services at the national, regional and local levels with an annual assessment of its effectiveness - Ensure regular collection of research results regarding the availability of health and rehabilitation care, including financial barriers and their publication on the website of the Ministry of Health of Ukraine ● Ensure compliance with the requirements for health care facilities regarding inclusive approaches in the provision of health and rehabilitation care through appropriate standards and contracting of NHSU

		national, regional and local levels with an annual assessment of its effectiveness - Develop a user guide for the Ukrainian health care system with sequence of actions in various situations ● Apply inclusive approach when developing healthcare services, including electronic services ● Implement the national classifier 030:2022 Classifier of functioning, vital activities limitations and health	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Absence of reliable sources of data and methodology for estimating the forecast amount number of population in terms of territorial communities ● Lack of consent among stakeholders	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Influence of corruption factors ● lack of understanding in the political environment of the need to solve problems in this way and the corresponding initiatives for decision-making ● Low capacity of executive bodies ● Lack of consent among stakeholders ● Different approaches to the planning and transformation of the network of health care facilities	● Lack of state budget resources ● Influence of corruption factors ● lack of understanding in the political environment of the need to solve problems in this way and the corresponding initiatives for decision-making ● Low capacity of executive bodies ● Lack of consent among stakeholders
Quality goal achievement indicator	● Provision of continuous health and rehabilitation care in war conditions was ensured ● Additional needs of the population in	● Provision of continuous health and rehabilitation care in the post-war period was ensured	● A constant analysis of the interaction of PHC with the other levels of health care was introduced to support decisions regarding

	connection with the war were identified and the provision of services to meet them was started ● An assessment of the damaged infrastructure in the liberated territories was carried out ● A rapid assessment of the availability of health services was carried out, with priority given to the affected areas ● Provision has been developed on vulnerable population groups (including IDPs) in the context of receiving health and rehabilitation care ● National guidelines on the restoration of health care infrastructure at the regional level have been developed	● Comprehensive plans for the recovery and transformation of regional health care networks (including PHC facilities, emergency services, and hospitals) for all regions have been implemented ● ● The role of PHC as one of the main components of the health care system has been strengthened ● Comprehensive prevention programs for the most common chronic diseases, as well as healthy lifestyle programs have been implemented at the PHC level. ● National screening programs for different age categories on the principles of evidence-based medicine were developed and implemented ● Long-term care services have been introduced ● Requirements for health care facilities regarding inclusive approaches in the provision of health and rehabilitation care through appropriate standards and contracting of NSHU have been introduced ● The international ICF classification was introduced ● Integration and regionalization of health services was ensured at the regional level ● A single healthcare space has been created ● Barrier-free transfer of health records between different healthcare providers in the amount necessary for the	integrated and complex services in health care ● Integration of PHC, public health and social support services was ensured ● At the PHC level, there are comprehensive prevention programs for the most common chronic diseases, as well as healthy lifestyle programs, which are implemented in cooperation with public health institutions and the provision of social services. ● National screening programs for different age groups on the principles of evidence-based medicine are financed from the state budget ● The development of hospital networks is based on three-year plans ● Synchronization of the transformation of the hospital network with the optimization of PMG packages has been ensured ● The stability of the data collection system for long-term care services for annual analysis and publication of results is ensured ● Fulfilment of requirements for health care facilities regarding inclusive approaches in the provision of health and rehabilitation care through appropriate standards and contracting of NHSU was ensured ● A single healthcare space with European countries has been created ● Barrier-free transfer of health records

		provision of health and rehabilitation care to patients and for making management decisions was ensured	between healthcare providers of different countries is ensured in the necessary amount for the provision of health and rehabilitation care
Connection with the other directions		Priority 2 Financing - on the reconstruction of the infrastructure - on the transformation of the health care network - on equipment -for the PMG national prevention programs: - expansion of PHC services - the optimization of PHC packages is synchronized with the transformation of the health care network	
The total amount of the need for financial resources to achieve the goal	UAH 500 million	UAH 101 billion	UAH 235 billion

Priority 4. Health services development to meet the needs of people (including IDPs, war veterans) caused by the war

2. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● The war led to significant changes in the provision of health services, their fragmentation and partial inaccessibility for patients ● Among the most common experiences that affect health are: change of residence, separation from loved ones and anxiety for their well-being, loss of a source of income and limited access to basic services ● Modern warfare causes significant civilian casualties, so the public health consequences are as important as those caused by traumatic injuries. ● The system of health services, which did not have time to reform in the pre-war period, has significant disproportions due to a shortage of some services and an excess of the others ● The structure of health services does not correspond to the epidemiological situation and the needs of the population ● A significant part of health services uses outdated technologies and does not comply with the principles of evidence-based medicine ● The results of the migration of the population and health care professionals require a review of the availability of resources and the localization of providers ● The rehabilitation system has a significant lack of organizational and human resources capacity ● Certain types of health services require additional resources in the war and post-war periods
Key possibilities	● Centralization of management and planning of the health care network at the national and regional levels ● Involvement of international expertise in the creation of new types of health services ● The possibility of international assistance for the transfer of knowledge and skills to Ukrainian healthcare workers and rehabilitation professionals ● Opportunity for Ukrainian professionals to study in clinical conditions of other countries ● Potential increase in funding for recovery from international sources
Key limitation	● The economic and social crisis caused by the full-scale war of the Russian Federation against Ukraine ● Unpredictable timing of the end of the war ● Lack of carriers of clinical skills and conditions for training a significant number of healthcare workers and rehabilitation professionals ● The need to continue the development of most rehabilitation professions under martial law ● Lack of qualified staff to restore/create health services in certain areas

- **Goals, tasks, stages of the Recovery Plan within the direction «Health services development to meet the needs of people (including IDPs, war veterans) caused by the war»**

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1. Identified problem to be resolved in the relevant analysis area Ukraine suffered significant destruction of the health care infrastructure during the military aggression. However, in addition to the changes caused by the war, the health care delivery system suffers from unsolved problems that existed before the war and continue to have a negative impact on the situation. Particular attention should be paid to healthcare services that were not being historically developed in Ukraine or did not comply with modern approaches to their provision. Protection of mental health in the conditions of war and post-war times requires extraordinary decisions and large-scale measures in a very short time. The same			

applies to rehabilitation services. There is absolutely no reserve of time for the development of such types of health care as traumatology, intensive care, reconstructive surgery, treatment of burns and others related to the mass trauma of people during the war, and the development of specialized rehabilitation for spinal traumas, amputations, burns, etc. These services are needed now.			
Goal to be achieved to solve the issue during each stage **1. Ensuring the development of rehabilitation care and its integration into all levels of health and rehabilitation care**	● Develop a multi-level integrated model of rehabilitation care provision and its financial support ● Develop a concept and create specialized rehabilitation departments / facilities for patients with complex needs ● Develop, within the framework of the PMG, additional packages of rehabilitation services to ensure the provision of assistance for health conditions that arise during the war ● Synchronize the development of the network of rehabilitation care providers with the system of hospital districts - Conduct an audit of the needs of IDPs and servicemen in rehabilitation care, taking into account the demographic and infrastructural changes that have occurred/may occur due to active hostilities. ● Ensure the functioning of multidisciplinary rehabilitation teams in each health care facility that provides inpatient rehabilitation care	● Implement a multi-level integrated model of providing rehabilitation care and its financial support (rehabilitation aids for patients; PHC packages; standards) ● Create specialized rehabilitation departments for patients with complex needs; implement a system of analysis and reporting of their activities - Remove sanatorium-resort treatment and unsubstantiated rehabilitation from Ukrainian legislation and budget programs, replacing it with rehabilitation care within the framework of PMG ● Synchronize the network of rehabilitation care providers with the system of hospital districts; implementing a system of analysis and reporting of their activities ● Integrate the provision of rehabilitation care into the PHC system; implement a system of analysis and reporting of their activities ● Ensure the functioning of multidisciplinary rehabilitation teams as the basis for the provision of rehabilitation services in each health care facility that provides inpatient rehabilitation care; implement a system of	● Ensuring the sustainable functioning of the multi-level integrated system of providing rehabilitation care and its financial support ● Ensuring the sustainable functioning of the system of specialized rehabilitation departments, analysis and reporting of their activities ● Ensuring the sustainable functioning of the network of rehabilitation care providers, which is synchronized with the system of hospital districts, analysis and reporting of their activities ● Integrating the provision of rehabilitation care into the PHC system - PMG packages, analysis and reporting system ● Ensuring the sustainable functioning of multidisciplinary rehabilitation teams in all health care facilities that provide rehabilitation care

		analysis and reporting of their activities ● Assess the needs for rehabilitation aids when providing rehabilitation services ● Provide funding for the provision of rehabilitation aids, in particular prostheses when providing rehabilitation assistance	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Lack of rehabilitation professionals ● Insufficient professional level of existing rehabilitation professionals	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Lack of consent among stakeholders ● Lack of rehabilitation professionals ● Insufficient professional level of existing rehabilitation professionals	● Lack of state budget resources ● Lack of consent among stakeholders
Quality goal achievement indicator	● A multi-level integrated model of providing rehabilitation care and its financial support has been developed, including mechanisms for providing patients with rehabilitation aids ● A concept was developed and at least 3 specialized rehabilitation departments for patients with complex needs were created ● Each hospital district has an inpatient post-acute and long-term rehabilitation department in at least one cluster hospital ● ● Each health care facility that provides inpatient rehabilitation care has a functioning multidisciplinary rehabilitation team	● A multi-level integrated model of providing rehabilitation care and its financial support was introduced, including mechanisms for providing patients with rehabilitation aids ● Specialized rehabilitation departments for patients with complex needs were created with a clear system of their analysis and reporting ● Each cluster hospital in each hospital district has an inpatient post-acute and long-term rehabilitation department with a clear system of their analysis and reporting ● Each health care facility that provides	● The sustainable functioning of the multi-level integrated system of rehabilitation care delivery and its financial support is ensured, including mechanisms for providing patients with rehabilitation aids

		inpatient rehabilitation care has a functioning multidisciplinary rehabilitation team ● Rehabilitation care is integrated into the PMG system	
The total amount of the need for financial resources to achieve the goal	-	UAH 2 billion	UAH 900 million
Connection of the goal with other directions		Priority 2 Financing - For the equipment	
The goal to be achieved to solve the problem at each stage **2. Ensuring the development of mental health services that are close to the person and the community, and are also planned taking into account the needs of the community, in particular during the war and the recovery period**	● Integrate mental health services into PHC using evidence-based tools (such as mhGAP) ● Develop a package of mental health services at the PHC level and provide training of PHC professionals, regulate the prescription of psychotropic medications, data entry in eHealth according to ICPC-2 together with international partners ● Ensure the provision of mental health services at the PHC level ● Create a PMG package of outpatient psychiatric care and stimulate its implementation in multiprofile healthcare facilities ● Ensure the further development of the PMG package "Psychiatric care provided by mobile multidisciplinary teams" as a key structural unit of the psychiatric care system, as well as the expansion of the range of services due to the inclusion of post-traumatic stress disorder	● Develop a model for the integration of mental health services at all levels of the health care system (update the concept; develop, implement the concept action plan; develop the regulatory acts; services in the community; IT for mental health; standards, service packages) ● Develop a package of mental health services at the PHC level (review existing packages; develop universal screenings; approve a mental health package for PHC; contract for it) ● Ensure the provision of mental health services at the PHC level; implement a system of analysis and reporting of their activities ● Create psychiatric departments at the level of cluster hospitals; implement a system of analysis and reporting of their activities	● Continue the implementation of the plan of actions for the realization of the Concept of Mental Health Care Development in Ukraine for the period until 2030 ● Ensure sustainable provision of mental health services at the PHC level ● Ensure sustainable functioning of psychiatric departments at the level of cluster hospitals, analysis and reporting of their activities

	• Improve the living conditions in inpatient psychiatric care facilities, as well as simultaneously create the competitive conditions for general health care facilities by submitting and implementing a package of inpatient psychiatric care in multiprofile facilities. • together with the Ministry of Social Policy of Ukraine and with the support of international partners, carry out piloting and implementation of transitional services (e.g. supported living), which are an alternative to psycho-neurological orphanages and provide assistance in a way that respects human rights and dignity		
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	• Continuation of the war on the territory of Ukraine • Lack of state budget resources • Lack of consent among stakeholders	• Continuation of the war on the territory of Ukraine • Lack of state budget resources • Influence of corruption factors • lack of understanding in the political environment of the need to develop mental health care services and the corresponding decision-making initiatives • Low capacity of executive bodies • Lack of consent among stakeholders	• Lack of state budget resources • Influence of corruption factors • lack of understanding in the political environment of the need to develop mental health care services and the corresponding decision-making initiatives • Low capacity of executive bodies • Lack of consent among stakeholders
Quality goal achievement indicator	• The Concept of Mental Health Care Development in Ukraine for the period up to 2030 has been updated, taking into	• The plan of actions for the realization of the Concept of Mental Health Care Development in Ukraine for the period	• The plan of actions for the realization of the Concept of Mental Health Care Development in Ukraine for the period

	account the consequences of the war ● The scope of services was approved and a package of mental health services was developed at the PHC level	2024-2026 has been implemented. ● The package of mental health services at the PHC level based on the results of the previous implementation was revised ● Provision of mental health services at the PHC level is ensured ● Psychiatric departments have been created at the level of cluster hospitals	2026-2030 has been implemented. ● The package of mental health services at the PHC level based on the results of the previous implementation was revised ● Provision of mental health services at the PHC level is ensured ● Psychiatric departments have been created at the level of cluster hospitals
The total amount of the need for financial resources to achieve the goal		UAH 1,5 billion	
Connection of the goal with other directions		Priority 2 Financing - for equipment - expansion of PHC services	
Goal to be achieved to solve the issue during each stage **3. Ensuring the development of traumatological, orthopedic, burn and intensive care services**	● Develop the concept of regionalization and organize the provision of traumatological and orthopedic services within the hospital cluster ● Develop the concept of regionalization and create a national network of burn centres ● Develop the concept of regionalization and create a national network of reconstructive surgery centres ● Develop the concept of regionalization and organize the provision of intensive care services by levels within the hospital cluster	● Implement the concept of regionalization and organize the provision of traumatological and orthopedic services within the hospital cluster; implement a system of analysis and reporting of their activity ● Implement the concept of regionalization and create a national network of burn centers; implement a system of analysis and report of their activity ● Implement the concept of regionalization and create a national network of reconstructive surgery centers; implement a system of analysis and reporting of their activity ● Implement the concept of regionalization and	● Ensure sustainable functioning of traumatological and orthopedic departments at the level of cluster hospitals, system of analysis and reporting ● Ensure the sustainable functioning of burn centers, the system of analysis and reporting of their activity ● Ensure sustainable functioning of reconstructive surgery centers, the system of analysis and reporting of their activity ● Ensure sustainable functioning of intensive care units by levels within the hospital cluster, the system of analysis and reporting of their activity

		organize the provision of intensive care services by levels within the hospital cluster; implement a system of analysis and reporting of their activity	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	• Continuation of the war on the territory of Ukraine • Lack of state budget resources • Lack of consent among stakeholders	• Continuation of the war on the territory of Ukraine • Lack of state budget resources • Lack of consent among stakeholders	• Lack of state budget resources • Lack of consent among stakeholders
Quality goal achievement indicator	• The concept of regionalization of trauma and orthopedic services within the hospital cluster was developed • The concept of regionalization of burn centers has been developed • The concept of regionalization of reconstructive surgery centers was developed • The concept of regionalization of intensive care services by levels within the hospital cluster has been developed	• The provision of traumatological and orthopedic services is organized according to the level of their complexity within the hospital cluster with a clear system of their analysis and reporting • A national network of burn centers with a clear system of their analysis and reporting has been created • The provision of intensive care services by levels within the hospital cluster is organized with a clear system of their analysis and reporting	• Sustainable functioning of traumatological and orthopedic departments at the level of cluster hospitals, analysis and reporting system is ensured • The sustainable functioning of burn centers, the system of analysis and reporting of their activity is ensured • Sustainable functioning of reconstructive surgery centers, analysis and reporting system is ensured • Sustainable functioning of intensive care units by levels within the hospital cluster, the analysis and reporting system is ensured
The total amount of the need for financial resources to achieve the goal	-	UAH 731 million	
Connection of the goal with other directions		Priority 2 Financing - for equipment - expansion of PMG services	Priority 2 Financing - for equipment - expansion of PMG services
Goal to be achieved to solve the issue during each stage **4. Developing health services in accordance**	• Determine the range of special needs of veterans and improve PMG packages to take into account the needs	• Improve the PMG packages to take into account the veteran's needs (screening system; primary provision of	

with the needs of war veterans and persons affected by hostilities	of veterans and war victims	rehabilitation aids; updated packages) ● Provide veterans with the full scope of necessary rehabilitation care ● Ensure the provision of rehabilitation care that comply with the evidence-based principles ● Ensure the presence of a veteran's route in the integrated system of rehabilitation care ● Reorganize networks of health care facilities in order to ensure the veteran's route in the rehabilitation system ● Ensure the provision of rehabilitation services to the veteran based on the bio-psychosocial model of needs, and not on the basis of the disability status within the framework of the integrated route of the veteran in the rehabilitation system ● Develop a veteran-oriented system of providing rehabilitation aids ● Provide a mechanism for interaction and involvement of the employment sector and the social sector	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Influence of corruption factors ● Lack of understanding in the political environment of the need to develop health services for veterans and relevant	

		decision-making initiatives	
Quality goal achievement indicator	● PMG packages take into account the needs of veterans	● PMG packages take into account the needs of veterans ● ● Veterans receive a full range of rehabilitation services	
The total amount of the need for financial resources to achieve the goal	State budget funds	UAH 2,9 billion	-
Connection of the goal with other directions		Priority 2 Financing - for equipment - expansion of PMG services	

Priority 5. Consolidation and strengthening of human resources of the healthcare system

3. 1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● The training curricula are outdated and irrelevant, which leads to a lack of practical skills, clinical thinking and change management in future healthcare workers. ● The uneven distribution of human resources in health care was exacerbated by the migration of healthcare workers during the war to the western regions and abroad ● Lack of staff planning mechanisms at the level of the facility and the region, which makes it impossible to understand the necessary quantity of specialists to provide a certain scope of services, which is aggravated by the lack of data on the real amount of the population that needs services in the most affected areas during the war ● Lack of an effective system of motivation for local authorities to attract healthcare workers and rehabilitation professionals to the most affected areas during the war ● Absence/limitation of a transparent/fair system of recruitment, support and career development of healthcare workers within the health care facility ● Limited powers of nurses in providing health services ● Absence/limited mechanisms for involving non-healthcare workers (social workers) in the provision of health care services ● Absence/limited critical skills of health workers to provide services in trauma care, rehabilitation care, mental health, and facility management during wartime and postwar period
Key possibilities	● Modern approaches to hospital planning determine the need and requirements for staffing of healthcare facilities ● Availability of a tool for planning the workforce based on activity (activity-based planning), which was tested in the field of public health ● High motivation of ordinary workers to change/reform the health care system ● Involvement of international experts in the restoration of the health care system ● Competition between facilities for the patient ● Motivation of healthcare workers and rehabilitation professionals to develop in the modern context ● Broad opportunities to study using online formats ● Awareness of heads of facilities that money is not the only motivation to work among healthcare workers
Key limitations	● Ongoing full-scale military aggression of the Russian Federation against Ukraine ● Limited funding caused by the economic crisis caused by the war ● Corruption in the education system in health care ● The outflow of human resources from the regions that suffered the greatest destruction

2. Goals, tasks, stages of the Recovery Plan within the direction "Consolidation and strengthening of human resources of the healthcare system"

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1. Identified problem to be resolved in the relevant analysis area The system of staff training in the field of health care has a number of problems. Currently, there is no network of strong medical universities. The training curricula are outdated and irrelevant, and the lack of modern and potent university clinics and simulation centers leads to insufficient practical skills of future medical healthcare workers. The COVID-19 pandemic has revealed a shortage of human resources in the field of public health, particularly epidemiologists. The uneven distribution, exacerbated by the war, is aggrevated by the lack of staff planning mechanisms at the facility and regional level, which makes it impossible to determine the required quantity of			

specialists to provide a certain scope of services. Even before the war, the fragmented social protection of health care workers did not contribute to their general well-being, which directly affected the level of work in providing health and rehabilitation care to the population and ensuring public health functions. The procedure for passing continuous professional development (CPD) by rehabilitation professionals has not been implemented. During the war and in the post-war period, when a large part of the infrastructure in Ukraine is destroyed, and access to doctors and rehabilitation specialists is significantly complicated, the role of nurses becomes especially important. The modern health care system indicates the expediency of shifting the boundary between the professions of doctor and nurse in the direction of giving nurses greater powers, expanding their clinical and managerial functionality. The involvement of social workers in the health care system becomes especially relevant during the war and the post-war period. The absence of social workers in the staff of healthcare facilities indicates that the functions that they could perform are currently performed by nurses, and some of the functions related to care fall on the shoulders of relatives or are not performed at all. Modern training programs for primary care specialists in the management of PTSD and other mental health disorders associated with the consequences of military operations should be introduced into the curricula of educational institutions. In addition, the growing role of the physician demands to expand his knowledge and skills on various issues. Special attention should be given to the acquisition of new clinical skills by doctors with a special emphasis on the treatment of physical injuries in war victims (eg techniques in reconstructive surgery), and therefore appropriate training programs should be initiated and operated to meet the demand. At all stages, the implementation of measures to strengthen human resources should be aimed at achieving the key characteristics of human resources of the health care system: availability, acceptability and quality.			
Goal to be achieved to solve the issue during each stage **1. Integration of healthcare sector education and research into the current international context.**	● Develop and strengthen the critical skills of health workers during the war and in the post-war period, namely: - Provide extensive mental health training for family doctors and primary care nurses - Provide extensive training in clinical and organizational issues of trauma treatment and rehabilitation ● Stimulate the evolution of new forms of CPD for all healthcare professionals, which are consistent with the priorities of the healthcare system, namely: - Ensure the organizational development of the CPD Agency: develop an organizational structure, detail functionality of key roles, develop basic business processes - Update/create a legal framework for modern postgraduate education of nurses	● Align the curricula of higher education institutions in the field of knowledge “22 Healthcare” with the European requirements and regularly review them: - Conduct a comprehensive assessment of the organizational, financial and personnel capacity and infrastructural capacity of the higher education institutions (HEI) in the field of knowledge "22 Health Care". - Develop and approve a road map for creating an effective network of capable HEIs in the field of knowledge "22 Health Care" - Develop and approve a roadmap of activities to bring educational standards in the field of knowledge "22 Health Care" into line with the	● Comply with the special licensing requirements for of higher education institutions that prepare students in the field of knowledge "22 Healthcare", namely: - Ensure monitoring of the quality of the educational activities of higher education institutions that train specialists in the field of knowledge "22 Health Care" ● Provide conditions for acquiring practical skills of healthcare workers on the basis of modern university hospitals and simulation centers ● Improve the independent evaluation system for the quality of student training in the field of knowledge "22 Health care", namely: - Provide the analysis and revision of the database of test tasks of all components of the unified state qualification exam and

		European requirements - Ensure the development of modern educational programs for the training of doctors for obtaining secondary specialization - Develop a concept for the evolution of education for nurses, which will take into account the differentiation of roles and functionality of nurses and include requirements for the content, structure, level of the institution where practical training should take place, etc. - Develop requirements for creating a student-oriented environment in higher healthcare education institutions - Develop an effective mechanism for reducing corruption risks in the educational process (admission, training, distribution) ● Introduce special licensing requirements for higher education institutions in the field of knowledge “22 Healthcare”. - Define at the legislative level the concept of healthcare and pharmaceutical education as a type of specialized education and the powers of the	their updating on an ongoing basis - Implement a unified international exam for applicants in the field of knowledge "22 Health care" ● Implement a modern model of residency based on international experience, namely: - Develop and implementing the unified state qualification exam for residency graduates ● Plan pertinent scientific topics (areas) in accordance with the state’s needs in the field of healthcare, ensure a sufficient level of their financing and implementation of achievements on the basis of modern university clinics, namely: - Support the work of scientific and practical centers (science parks) for the implementation of priority directions for the development of science in the field of health care

		executive body, which forms and implements policy in the field of health care - Ensure monitoring of the quality of the educational activities of higher education institutions that train specialists in the field of knowledge "22 Health Care" - Provide conditions for the acquisition of practical skills of healthcare workers and rehabilitation professionals on the basis of modern university hospitals and simulation centers - Develop provisions on the institution that has the status of "University hospital" with the definition of criteria and obligations of health care facility and HEI. - Develop an algorithm for creating a university hospital and transparent procedures for assigning and suspending the status of "University Hospital" - Develop a transparent mechanism for the management of university hospitals and ensure openness of data on the activities of university hospitals - Create university hospitals on the basis of the most potent healthcare facilities in	

		cooperation with leading HEI - Developing requirements for simulation centers for teaching practical skills of students of higher education institutions - Equip the simulation centers with the modern simulation equipment - Improve the independent evaluation system for the quality of student training in the field of knowledge “22 Healthcare”. - Provide analysis and revision of the database of test tasks of all components of the unified state qualification exam and their updating on an ongoing basis - Revise «STEP-3» and bring it into line with the sample internship training programs - Introduce a unified international exam for applicants in the field of knowledge "22 Health care" - Implement a modern model of residency based on international experience - Develop and approve the "Regulations on Residency" taking into account the best global practices - Determine licensing requirements for institutions that will train resident doctors	

		- Determine the list of specialties of resident doctors - Develop the samples of training programs at the residency - Stimulate the development of quality education of managers in the field of health care - Review training programs for managers with health and non-healthcare education according to the best European practices - Train the existing management teams and supervisory boards of the healthcare facilities in the skills of financial and strategic management of the institution - Stimulate the development of new forms of CPD for all healthcare professionals, which are consistent with the priorities of the healthcare system - Ensure the organizational development of the CPD Agency: involvement of the professional community in the creation and development of expert councils at the CPD Agency - Develop and implement the procedure for passing CPD by rehabilitation professionals	

		- Develop and implement the procedure for passing CPD by nurses, pharmacists and pharmacist assistants - Plan pertinent scientific topics (areas) in accordance with the state's needs in the field of healthcare - Create scientific and practical centers (science parks) to implement priority areas of science development in the field of health care - Develop and strengthen the critical skills of healthcare workers and rehabilitation professionals in the post-war period - Create training centers for the development of clinical skills of doctors and nurses on the basis of potent healthcare facilities - Provide extensive training of family doctors and nurses of primary health care institutions in accordance with the requirements of the Procedure for the provision of primary health care - Provide extensive training in clinical and organizational issues of trauma treatment and rehabilitation - Provide free access to the world's best online learning platforms for healthcare	

		professionals, professionals with higher non-healthcare education who work in the field of health care and rehabilitation professionals - Provide the state-ordered training of professionals in the following specialties: Epidemiology, laboratory diagnostics, microbiology and virology	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Limited funding; ● Lack of understanding in the political environment of the need for the development of health care education and science; ● Continuation of the war on the territory of Ukraine ● Lack of consent among stakeholders	● Limited funding; ● Lack of understanding in the political environment of the need for the development of health care education and science; ● Lack of consent among stakeholders	● Limited funding; ● Lack of understanding in the political environment of the need for the development of health care education and science; ● Lack of consent among stakeholders
Quality goal achievement indicator	● Family doctors, nurses of primary healthcare institutions have the knowledge and skills to provide mental health care ● Healthcare workers gained knowledge and skills in matters of organization of care and treatment of trauma and rehabilitation ● The organizational structure, functionality of key roles and basic business processes of the CPD Agency have been developed ● A regulatory and legal framework has been	● Curricula of higher education institutions in the field of knowledge "22 Healthcare" are brought in line with the European requirements ● Modern educational programs for the training of doctors for obtaining secondary specialization are developed ● A student-oriented environment has been created in higher healthcare education institutions ● Developed mechanisms for reducing corruption	● Monitoring of the quality of the educational activities of higher education institutions that train specialists in the field of knowledge "22 Health Care" is ensured ● University hospitals, created on the basis of the most potent health care facilities in cooperation with the leading HEI, are flagships in the provision of health services ● A unified international exam

	created for the introduction of modern postgraduate education of nurses	risks in the educational process (admission, training, distribution) minimize the occurrence of corruption in the higher healthcare education institutions ● There are special licensing requirements for the higher education institutions that train students in the field of knowledge "22 Healthcare" ● Monitoring of the quality of the educational activity of higher education institutions that train specialists in the field of knowledge "22 Health Care" is ensured on the basis of the created center/agency for monitoring the quality of educational activity of higher education institutions that train specialists in the field of knowledge "22 Health Care" ● Modern university hospitals have been established and are operating ● A unified international exam for applicants in the field of knowledge "22 Health Care" has been introduced ● A modern residency model has been implemented, taking into account international experience ● Expert councils at the CPD Agency were created to analyze the work of CPD providers ● The CPD system of rehabilitation	for applicants in the field of knowledge "22 Health Care" has been introduced ● A unified state qualification exam was introduced for residency graduates

		specialists has been introduced ● CPD systems have been introduced for nurses/doctors, pharmacists and pharmacist assistants ● Scientific and practical centers (science parks) have been organized to implement the priority areas of science development in the field of health care ● Training/simulation centers have been created for the development of clinical skills of doctors and nurses on the basis of powerful healthcare facilities ● Healthcare workers and specialists with higher non-healthcare education who work in the field of healthcare have received free access to the world's best online educational platforms	
The total amount of the need for financial resources to achieve the goal		UAH 6,09 billion	UAH 14,210 billion
Connection of the goal with other directions	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	Priority 2 Financing - on equipment for simulation centers All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities
Goal to be achieved to solve the issue during each stage **2. The scope and structure of healthcare system HR**	● Introduce healthcare system HR planning in line with the needs to	● Introduce healthcare system HR planning in line with the needs to	● Support and develop a flexible system of incentives and rewards at both

planning meeting the existing needs	ensure the delivery of quality services, namely: - Develop approaches to HR planning based on optimal workload and taking into account the level of the facility ● Develop and implement a flexible system of incentives and rewards at both the national and local levels to attract and retain health care workers in areas that are understaffed in order to provide health and rehabilitation care and in areas that have suffered the most during the war, namely: - Develop the mechanisms for motivating healthcare workers at the national and local levels to work in the regions most affected by the war	ensure the delivery of quality services, namely: - Ensure planning of health care human resources at the regional level based on the hospital plan ● Develop and implement a flexible system of incentives and rewards at both the national and local levels to attract and retain health care workers in areas that are understaffed in order to provide health and rehabilitation care and in areas that have suffered the most during the war, namely: - Implement local programs to motivate healthcare workers to work in the regions most affected by the war - Provide effective mechanisms for the fulfilment of the obligations of HEI graduates who studied under the state (regional) order and concluded agreements to work for at least three years in rural areas or urban-type settlements ● Ensure access to health services by involving non-healthcare workers and expanding the role of the nurse: - Develop a policy framework regarding the autonomization	national and local levels to attract and retain health care workers in areas that are understaffed in order to provide health and rehabilitation care

		(expansion of powers and functional responsibilities) of the nurse's role in the health care system. - Determine the differentiation of the roles of the nurse and provide the corresponding functionality in health care facilities ● Develop a policy framework regarding the inclusion of a social worker in the healthcare services delivery - Review the models of services delivery by a social worker in the health care system - Develop a model of financing of services delivery by a social worker in the health care system - Develop and implement appropriate training for the inclusion of a social worker as a member of a multidisciplinary team in the provision of services in the health care system ● Create a transparent and clear admission system for foreign doctors and rehabilitation professionals to conduct training and provide health and rehabilitation care on the territory of Ukraine - Simplify the procedure for granting permission to foreign specialists to practice in Ukraine	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Limited funding; ● Lack of understanding in the	● Limited funding; ● Lack of understanding in	● Limited funding; ● Lack of understanding in the

	political environment of the need for the changes in approaches to health care staff training ● Continuation of the war on the territory of Ukraine	the political environment of the need for the changes in approaches to health care staff training	political environment of the need for the changes in approaches to health care staff training
Quality goal achievement indicator	● Approaches to HR planning have been developed based on the optimal workload and taking into account the level of the facility ● Mechanisms have been developed to motivate health care workers at the national and local levels to work in the regions most affected by the war	● Planning of health care human resources which is based on the approaches of optimal workload and take into account the level of the facility is implemented in healthcare facilities ● Programs have been introduced at the national and local levels to motivate healthcare workers and rehabilitation professionals to work in the most affected regions and regions that are in need of healthcare workers and rehabilitation professionals ● A system of differentiation of nurse roles was introduced ● Social workers are involved in the services delivery in the health care system ● A transparent system of admission of foreign doctors and rehabilitation professionals to conduct training and provide health and rehabilitation care on the territory of Ukraine has been created	● Health care facilities are provided with properly trained staff
The total amount of the need for financial resources to achieve the goal	Requires calculation	Requires calculation	Requires calculation

Connection of the goal with other directions	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities
Goal to be achieved to solve the issue during each stage **3. Creating conditions to ensure the professional well-being of healthcare workers**	● Ensure decent pay and develop a flexible system of motivation and support for healthcare system human resources	● Ensure decent pay and develop a flexible system of motivation and support for healthcare system human resources, including through the introduction of key performance indicators and optimum workload, namely: - Develop fair mechanisms for financial motivation of healthcare workers and rehabilitation professionals and professionals with higher non-healthcare education who work in the field of healthcare - Develop the quality indicators of work of doctors, rehabilitation professionals, nurses and professionals with higher non-healthcare education who work in the field of health care, with further introduction of a transparent system of financial motivation - Introduce a transparent system of non-financial motivation of health care workers	● Support and develop a comprehensive approach to the formation of the professional well-being of the healthcare system human resources at the level of health care facilities (safety, social and living conditions, burnout prevention, professional development in the facility, etc.), namely: - Provide support for ongoing professional burnout prevention programs in health care facilities ● Introduce professional liability insurance for healthcare workers

		● Introduce transparent and competitive procedures for attracting and retaining medical, managerial and other staff at the level of healthcare facilities, as well as for their career development and professional growth: - Develop modern approaches to the organization of the HR system in health care facilities - Organize training for employees of HR departments and managers of health care facilities on the implementation of new approaches to the involvement and development of health care workers ● Introduce a comprehensive approach to the development of professional well-being of HCS HR at the level of healthcare facilities (safety, social conditions, burnout prevention, professional development in the facility, etc.) - Determine legislatively the obligation of the owner of the healthcare facility to create safe and comfortable working conditions - Introduce permanent programs for the professional	

		burnout prevention in health care facilities ● Introduce professional liability insurance for healthcare workers - Develop financial approaches and legal framework for providing professional liability insurance for healthcare workers	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Limited funding; ● Lack of understanding in the political environment of the need to ensure the professional well-being of healthcare workers ● Continuation of the war on the territory of Ukraine	● Limited funding; ● Lack of understanding in the political environment of the need to ensure the professional well-being of healthcare workers	● Limited funding; ● Lack of understanding in the political environment of the need to ensure the professional well-being of healthcare workers
Quality goal achievement indicator	Healthcare workers receive a guaranteed salary	● There are fair financial motivation mechanisms for healthcare workers, rehabilitation professionals and professionals with higher non-healthcare education working in the field of health care. ● Performance indicators of doctors, rehabilitation professionals, nurses and professionals with higher non-healthcare education working in the field of health care have been introduced ● A transparent system of non-financial employee	● Health care facilities have comprehensive programs to ensure professional well-being

		motivation has been introduced in health care facilities ● Transparent and competitive procedures for attracting, retaining, career development and professional growth of health care workers, managerial and other staff have been introduced in health care facilities ● Health care facilities have implemented measures to ensure the safety, social conditions and professional development of healthcare workers and to prevent professional burnout ● Professional liability insurance for healthcare workers has been introduced	
Connection of the goal with other directions	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities	All human resources development tasks are closely related to all priorities, in particular, such as ensuring the financial stability of the health care system and the restoration and transformation of the network of health care facilities

Priority 6. Strengthening of the public health system and preparedness for health emergencies

1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● Imperfectness of the system of preparedness and response to emergency situations in public health ● Inadequacy of epidemiological surveillance system, in particular in forecasting the individual outbreaks and epidemics ● Low rates of vaccination coverage, increasing resistance to antimicrobial drugs, risks of outbreaks of infectious diseases ● Environmental pollution, lack of access to safe drinking water and food, hygiene and sanitation related to hostilities. ● High risks of chemical and radiation-nuclear threats.
Key possibilities	● Involvement of international expertise in rebuilding/building a qualitatively new public health system. ● Improvement of the legal framework and procedures. Maximum harmonization of the legislative framework with the EU regulations. ● Increasing coordination and cross-sectoral cooperation during martial law. ● Implementation of the best global practices in the transformation of the system. ● Rapid development of the public health system in response to the growing need for an effective health emergency response system.
Key limitations	● Ongoing military aggression of the Russian Federation against Ukraine; ● Unfinished reform of the public health system in Ukraine; ● Shortage of qualified human resources for the effective functioning of the public health system; ● Fragmentation of the public health system of Ukraine and the EU countries and the duplication of individual public health services by various institutions without ensuring proper coordination; ● The need to build/modernize the infrastructure of the public health system in accordance with modern standards, approaches and practices; ● Economic and social crisis caused by hostilities.

The full-scale invasion Russian Federation in Ukraine has aggrevated gaps in the health care system and created new challenges that require rapid response and solutions.

The challenges of strategic planning and emergency response are compounded by a lack of knowledge and information related to threats and challenges to human health. The war also aggravated the problems of public health surveillance and monitoring of environmental factors.

2. Goals, tasks, stages of the Recovery Plan within the direction "Strengthening of the public health system and preparedness for health emergencies"

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 - end of 2022	**Stage 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
1. Identified problem to be resolved in the relevant analysis area. Ukraine's public health system has undergone a number of significant and substantial reforms. The State Sanitary and Epidemiological Service (SES) has been dissolved and its functions have been distributed among different institutions and other bodies ensuring the function of state supervision (control) in the respective areas of activity. The National Public Health Concept approved by the Cabinet of Ministers of Ukraine in 2017 outlined the strategic directions for the transformation of the public health system at all levels. Gradual progress has been reported in the transformation of the system and integration of parallel public health systems under the supervision of the Public Health Centre (PHC). However, some problems remain unresolved, in particular, the organization of the public health system at oblast and local levels. In addition, the comprehensive transformation of the public health system was not supported by significant amendments to the legislation, and the Law on Public Health has not yet been adopted, creating legal barriers to the implementation of the reform. Moreover, the spheres of biological safety, biological protection, chemical and radiation safety require legislative regulation. The response of the system to the			

COVID-19 pandemic has somewhat improved the consolidation of management and updated the functionality of the position of the state sanitary doctor and the establishment of coordination mechanisms in the network of public health institutions. The start of a full-scale war also revealed gaps in the surveillance system, the work of the network of health laboratories, the readiness of the system to detect and respond to biological, chemical and radiation threats, including those related to their insufficient funding in recent years.			
Goal to be achieved to solve the issue during each stage 1. **Ensuring the functioning of a capable public health system aimed at preserving and promoting public health, disease prevention and timely detection of and response to health challenges, creating a coordination mechanism in the public health system**	● Develop regulations and create coordination mechanisms of management in the public health system at the national and regional levels, defining the roles and responsibilities of representatives of non-healthcare sectors, local authorities and the non-governmental sector. ● Adopt in the second reading and as a whole the Draft Law on the Public Health System (No. 4142) ● Ensure the development of a new strategy for the development of immunoprophylaxis and a plan for its implementation. - Determine a clear division of roles and responsibilities between authorized institutions in the field of health and safety in the regulatory and legal field - Draft and approve a road map for the development of a network of regional disease control and prevention centers ● Start implementation of enhanced (syndromic) epidemiological surveillance in places where a large number of people,	● Develop the regulatory acts in accordance with the list based on the results of the audit conducted in the previous period. - Adopt the Law of Ukraine on overcoming tuberculosis in Ukraine - Adopt the Law of Ukraine on biological safety and biological protection - Ensure the functioning and implement monitoring of the activity of the coordination mechanism in the public health system at the national and regional levels - Enable the involvement of employees of non-governmental organizations without healthcare education to perform certain activities and functions in the public health system with the definition of the mechanisms of their involvement and quality assessment standards - Ensure the operation and due organizational, financial and human resource capacities of the Public Health Center at the national level as the main expert institution in	● . Continue the implementation of measures to strengthen the potential and practical skills of workers in the field of public health (national, regional levels) in accordance with the national plan. - Conduct a periodic assessment of the organizational, financial, and human resource capacity of the oblast disease control and prevention centers to perform the key operational functions in the field of public health in order to adjust measures for the formation of the functional sustainability of the centers - Support adequate resource provision of public health institutions at the national and regional level, in particular public health system laboratories ● Ensure the functioning of an efficient system for the surveillance of public health status and indicators and the monitoring of risk factors affecting them by strengthening cross-sectoral cooperation under “One Health” framework and integrating public health and primary healthcare services using big data technologies. ● Promote the production of diagnostic kits by national institutes, their further purchase/use after validation and approval

	in particular IDPs, stay; ● Ensure the planning and implementation of public health programs to meet the challenges of wartime: ● Address food insecurity by introducing a nutrition assistance program, including nutritional supplements and mixtures for infants; ● Expand the network of service providers for mental health, behavioral health problems related to anxiety by training non-traditional providers and providing care in non-traditional settings (schools, churches, NGOs, community health workers); ● Conduct an assessment of the level of vaccination of children throughout the country; ● Assess the damage to vaccine storage infrastructure at the regional level; ● Conduct a communication campaign among the population in order to ensure the population's access to reliable information about vaccination; ● Ensure proper funding of public health programmes, allocation of	the public health sector - Conduct an assessment of the organizational, financial and human resource capacities of the Public Health Center (baseline assessment in the first half of 2023, follow-up assessment in 2025); - Develop and approve a road map for strengthening the capacity of the Public Health Center; - Start implementation of road map measures to strengthen the capacity of the Public Health Center; - Prepare terms of reference and project estimates for updating the infrastructural facilities of the Public Health Center of the Ministry of Health of Ukraine, including equipment for the BSL-4(3) level public health laboratory, the genomic center and the national reference laboratory in accordance with the modern international standards and requirements. (Reconstruction work is expected to begin in 2024) - Develop and approve a national comprehensive plan for strengthening the staff potential and practical skills of employees in the field of health and safety	

	financial resources according to identified priorities for each area and monitoring the use of budget(s) in accordance with the established performance indicators.	and start the implementation of such measures; - Create a National Training Center for the public health system on the basis of the Public Health Centre; - Implement measures to improve the supply system, logistics, and procurement procedures (equipment, medical products, materials, personal protective equipment) for the public health system throughout the country, including implementing the development of 3-year procurement plans for the public health system. - Ensure the updating of an effective vaccine storage and transportation system ("cold chain"). - Provide stock management of vaccine residue managing at the national level (setting up a system for online monitoring of residue and vaccine logistics in live time mode). - Resource the network of disease control and prevention centres in accordance with the system's needs to perform the essential public health operational functions: - Develop a mechanism for periodic assessment of the organizational,	

		financial, and human resources capacity of the Disease Control and Prevention Centres (DCPC); - Approve the road map for the development of the network of the Disease Control and Prevention Centers and start implementation of the measures; - Start the implementation of measures to strengthen the potential and practical skills of the employees of the Disease Control and Prevention Centers in accordance with the national plan. - Create public health laboratories of BSL-3 level (biosafety level) and 1st chemical safety level for the national 24/7 response network (Kharkiv, Odesa, Lviv, Kyiv) at Public Health Centre and 3 regional Disease Control and Prevention Centers, including the development of a concept, project estimates, construction and full equipment of centers according to the standards and requirements of laboratories of this level and biosafety and biosecurity standards. - Create public health laboratories BSL-2 (biosafety level) and 2nd level of chemical safety in all Disease Control and Prevention	

		Centres as part of the national network of public health laboratories, including the development of the concept, project estimates, construction and full equipment according to the standards and requirements of the laboratories of such level and standards of biosafety and biosecurity. - Create an immunization module. ● Ensure the functioning of an efficient system for the surveillance of public health status and indicators and the monitoring of risk factors affecting them by strengthening cross-sectoral cooperation under “One Health” framework and integrating public health and primary healthcare services using big data technologies Create the list of priority communicable diseases and especially dangerous communicable diseases for the purposes of epidemiological surveillance. - Ensure the availability of qualified specialists for the development and improvement of the capacity of the surveillance system, including for NCDs and	

		the laboratory network. - Strengthen the capacity of the system to detect communicable diseases, in particular, tuberculosis, viral hepatitis and HIV, with a particular focus on the territories that were temporarily occupied and most affected by the aggression of the Russian Federation - Strengthen surveillance system for healthcare-associated infections, including antimicrobial resistance. - . Train epidemiologists and other specialists of the Disease Control and Prevention Center in modern epidemiological approaches, including on issues of conducting epidemiologic surveillance for NCDs. - Implement the use of analytical epidemiology and statistical analysis methods for surveillance purposes on a routine basis, as well as the use of epidemiological data to forecast reagent needs and the load on the laboratory network. - Identify the laboratories of the health care system and the veterinary service for the detection of particularly dangerous	

		communicable diseases both among people and among animals according to the "One Health" principle. ● Create a laboratory network that meets biosafety and biosecurity standards in accordance with WHO Laboratory Biosafety Manual, 4th edition. ● Strengthen the capacity of the laboratory network to identify, verify and report public health threats and hazards in a timely manner - Define functions and tasks for each level of laboratories, including clinical ones. - Determine the redirection system for test samples, in particular, the cases that require redirection, the level of the laboratory for redirection. - Develop procedures for the internal quality management system of public health laboratories, ensuring compliance with metrological requirements. - Develop standard operating procedures for laboratories. - Ensure the participation of laboratories in external quality assessment. - Ensure the accreditation of	

		laboratories, in particular, in accordance with the ISO17025 standard. - From 2024, provide for regular maintenance of equipment, in particular, through the creation of an appropriate division or by purchasing services. - Review, update, develop, ensure regulatory and reagent provision of laboratory algorithms for case confirmation of surveillance diseases and infections of concern - Establish requirements for diagnostic capabilities (list of necessary laboratory tests, etc.) in the system of public health laboratories at each level, in accordance with the list of diseases subject to supervision - . Evaluate the existing laboratory system, develop a recovery and development plan, including a plan for the recovery (improvement) of the infrastructure, provision of human resources and necessary equipment - Ensure reporting of laboratory data on disease cases to European surveillance systems (TESSY, EUCAST, etc.) - Provide the Disease Control and Prevention	

		Center with the mobile laboratories, on a wheeled base with increased cross-country ability, with appropriate laboratory equipment for conducting express research for the purpose of prompt response to hazards of biological, chemical and physical (radiation) nature. - Implement the right of the Public Health Centre to access to the existing databases of in other spheres without personal data of individuals and taking into account the confidentiality of information, in particular in the areas of ecology, veterinary medicine, justice, crop production, water resources and others - Legislatively ensure the exchange of data and research results, conduction of joint research, access to the necessary infrastructure for conducting research between the Public Health Centre, the Disease Control and Prevention, scientific institutions, non-governmental organizations conducting research in the field of public health, health care facilities and individual researchers. - When planning the research, ensure the use of modern	

		laboratory research methods and their comparability with international practices. ● Ensure the planning and implementation of public health programmes to be developed on the basis of evidence concerning the health status of the population and the burden of diseases focused the determinants of health ● Determine priorities in the field of public health based on a regional analysis of the causes of morbidity, disability and mortality, taking into account the state-wide (national) strategic goals of promoting the health of the population.	
Deadline within the stage	June 2022 - December 2022	January 2023 - December 2025	January 2026 - December 2032
Risks related to the goal achievement	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Lack of consent among stakeholders	● Continuation of the war on the territory of Ukraine ● Lack of state budget resources ● Lack of consent among stakeholders	● Lack of state budget resources ● Lack of consent among stakeholders
Quality goal achievement indicator	● An audit of the regulatory framework was conducted ● The Draft Law on the Public Health System (No. 4142) was adopted in the second reading and as a whole ● A road map for the development of a network of regional disease control and prevention centers has been developed	● Normative and legal regulation on disease prevention and control in accordance with EU acts is ensured ● The functioning and due organizational, financial, and human resources capacity of the Public Health Centre is ensured at the national level ● The network of oblast disease control and prevention centres effectively perform the key operational functions of public	● Centers for disease control and prevention throughout the country are provided with resources, including for the needs of laboratories ● Epidemiological surveillance for infectious and non-infectious diseases has been improved and strengthened ● A laboratory network that meets WHO biosafety and biosecurity standards is provided

		health at the regional level and is provided with the necessary resources ● The functioning of an effective system for epidemiologic surveillance of public health status and indicators is ensured and risk factors affecting them are monitored ● The capacity of the laboratory network to identify, verify and report public health threats and hazards in a timely manner has been strengthened ● Planning, financing and implementation of public health programs are ensured	
The total amount of the need for financial resources to achieve the goal	Requires calculations	UAH 5.0 billion	UAH 800 million
Connection of the goal with other directions	The goal is related to the implementation of the Human Development Strategy for 2021-2023		
1. Identified problem to be resolved in the relevant analysis area The war aggravated the problems with the ability to cover a significant number of the population with vaccination and exacerbated the challenges associated with the incidence of tuberculosis, HIV, viral hepatitis, resistance to antimicrobial drugs, and outbreaks of communicable diseases. The hostilities resulted in damage to both public health facilities (centers and laboratories) and the destruction of critical infrastructure facilities, such as damage to centralized water supply and sewerage. In some areas, due to unbearable living conditions, a catastrophic lack of drinking water and food, chaotic burials within settlements, lack of access to hygiene and sanitation, the risk of individual outbreaks and epidemics of communicable diseases, including particularly dangerous diseases (for example, cholera) has increased. Prolonged stay in bomb shelters, shelters with unsatisfactory nutrition, physical activity, hygienic procedures, lack of anti-epidemic measures, on the one hand, and environmental pollution, on the other hand, will lead to delayed public health problems related to non-communicable diseases. Therefore, in the Recovery Plan, it is important to concentrate efforts on restoring safe conditions and environment for human activities, as well as to implement measures to minimize the impact of hostilities and other risk factors on the health and well-being of Ukrainians.			
Goal to be achieved to solve the issue during each stage **2. Creating safe living conditions and living environment contributing to the preservation and promotion of health**	● Undertake actions to address the key risk factors for combating non-communicable diseases and promoting mental health and well-being during wartime ● Create conditions for food systems that	● Use a comprehensive multisector approach integrated with primary healthcare in addressing the issues associated with the to risk factors for health at different stages of	● Implement comprehensive measures targeting the environmental determinants of health, including climate change, in order to create a safe, healthy environment for human activities. ● Undertake actions to address the key risk factors for high burden of diseases, including by

	promote equal access to safe, healthy and sustainable food throughout the life cycle ● Implement measures to assess and reduce environmental hazards to life and health of the population.	human lifecycle to promote health equity ● Develop mechanisms for implementing the "Health in all policies"principle into the process of state policy forming and the development/approval of regulatory acts ● Take comprehensive measures to promote the increase of the level of responsibility of people regarding their own health and the right to make clinical decisions ● Implement comprehensive measures targeting the environmental determinants of health, including climate change ● Strengthen the health care system readiness for emergency events related to climate change (extreme temperatures, other climate changes not typical for the territory of Ukraine). ● Strengthen and improve the surveillance system for communicable diseases whose outbreaks may be associated with extreme temperatures. ● Improve the monitoring of water quality in open water, the development of notification system of the population about its quality. ● Improve atmospheric air quality monitoring systems and develop a system for early notification of the population, including measures to reduce the impact on health.	strengthening the introduction of best practices (“best-buys”) to combat non-communicable diseases. ● Create conditions for food systems that promote equal access to safe, healthy and sustainable food throughout the life cycle.

		● Develop proposals for revising building regulations and requirements for urban planning documentation to take into account climate change during planning and construction ● Ensure the implementation of measures to address key risk factors that cause a high burden of disease. ● Improve the legislation regarding the complete prohibition of advertising and other types of promotion of the sale of tobacco products and alcoholic beverages. ●Conduct an information campaign among the population regarding the importance of increasing physical activity. ● Create conditions for food systems that promote equal access to safe, healthy and environmentally friendly food throughout life: ● Promote breastfeeding ● Harmonize Ukrainian legislation with the EU legislation in the field of sanitary and phytosanitary standards, food safety. ●Develop and adopt amendments to the regulatory acts regarding the labeling of food products (in particular, regarding the content of sugar, added sugar, transfats and saturated fats, cholesterol).	

		● Continue the implementation of the principles of healthy nutrition in educational institutions. ● Implement measures to reduce the problem of iodine deficiency among the population, reduce the use of salt by the population of Ukraine. ● Ensure the spread of favorable inclusiveness, safety, sustainability and environmental sustainability of cities and other settlements.	
Deadline within the stage	June 2022 - December 2022	January 2023 - December 2025	January 2026 - December 2032
Risks related to the goal achievement	● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need to create safe conditions and environment for human activity.	● Continuation of hostilities ● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need to create safe conditions and environment for human activity.	● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need to create safe conditions and environment for human activity.
Quality goal achievement indicator	● An assessment of the environmental danger to the life and health of the population was carried out and a plan of measures to reduce such a threat was developed.	● Comprehensive multisector approach integrated with primary healthcare in addressing the issues associated with the social determinants of health is applied ● Comprehensive measures aimed at environmental determinants of health have been implemented ● Increased excise duties on tobacco products, expanded taxation of alcoholic products, introduced an excise tax on sugar-sweetened beverages.	● Residents of Ukraine have access to safe living conditions and environments that contribute to preserving and strengthening health and increasing the average life expectancy of Ukrainians.
The total amount of the need for financial resources to achieve the goal	Requires calculation.	Requires calculation.	Requires calculation.

<table>
<tr><td>Connection of the goal with other directions</td><td colspan="3">The goal is directly related to the implementation of the Strategy for Human Development for 2021-2023, the Strategy for Environmental Security and Adaptation to Climate Change for the period up to 2030.</td></tr>
<tr><td colspan="4">1. Identified problem to be resolved in the relevant analysis area:
The imperfection of the system of preparedness and response to emergency situations in public health has become one of the critical challenges of the public health system of Ukraine in the conditions of martial law. The lack of a system for preventing the occurrence, early detection and effective response to emergency situations and the practice of developing and implementing emergency preparedness and response plans in the field of public health at the national, regional and health care facility levels creates potential risks for the lives and health of Ukrainians. In order to proactively respond to biological, chemical and radiation threats and overcome the consequences of such threats, Ukraine needs to create a qualitatively new functional system of preparedness for and response to emergency situations in the field of public health.</td></tr>
<tr><td>Goal to be achieved to solve the issue during each stage
3. Ensuring public health protection through prevention, early detection and effective response to emergencies</td><td>● Establish a coordination cross-sectoral platform with the involvement of all stakeholders in the field of the "One Health" initiative as an advisory body on health issues in emergency situations
● Ensuring the availability and efficient functioning of the key elements of an emergency preparedness and response system in line with International Health Regulations for wartime needs:
● Implement a human resource development strategy that includes the selection, motivation, and staff training to support the public health emergency preparedness and response system;</td><td>● Develop and approve a national plan, regional plans, and plans at the level of health care faccility on preparedness for emergency situations in the field of public health, define the roles and responsibilities of authorized bodies, including the Public Health Center and regional disease control and prevention centers;
● Improve the electronic integrated system of monitoring and routine surveillance of all communicable diseases at all levels, ensuring coordinated analysis of epidemiological surveillance data and laboratory data.
● Create an operational information mechanism for early warning of risks and emergency situations in the field of public health
● Create an operational center for emergency situations in the field of public health, synchronized with national and international (WHO,</td><td>● Ensure effective functioning of key elements of the emergency preparedness and response system in accordance with the International Health Regulations:
- Ensure the implementation of measures to introduce the strategy for the prevention of diseases with pandemic/epidemic potential and implement measures to reduce the risk of the appearance of pathogens with a high degree of danger
● Ensure the functioning of a mechanism for activating rapid funding and actions to prevent and mitigate the consequences of emergencies
● Provide efficient and high-quality crisis communication, taking into account behavioural research data, including non-targeted alerts of citizens or their groups on public health events.
● Ensure the functioning of information and analytical tools for forecasting and modelling the development of emergencies.</td></tr>
</table>

		EU) warning and response systems; ● Conduct simulation training for public health and health care workers on the early warning system. ● Ensure the availability and effective functioning of key elements of the emergency preparedness and response system in accordance with the International Health Regulations (continued): - Take into account the needs of people from risk groups, as well as communities, in emergency response plans and ensure their participation in the development of such plans; - Improve regional and national reporting systems on key indicators of preparedness and response to ensure prioritization of funding and technical assistance. ● Implement strategies for the prevention of diseases with pandemic/epidemic potential and introducing measures to reduce the risk of emergence of highly dangerous pathogens: ● Create an early warning system about emergencies in the field of public health and safety to launch a rapid response; ● Develop and implement clear safety protocols for exposure to animal-borne infections;	

		● Ensure the functioning of a mechanism for activating rapid funding and actions to prevent and mitigate the consequences of emergencies: ● Improve the procedure for the formation and use of state funds in the direction of responding to emergency situations in the field of public health; ● Provide effective and high-quality crisis communication, taking into account the data of behavioral studies, including untargeted alerts of citizens or their groups regarding events in the field of public health: ● Develop GESI (Gender Equality and Social Inclusion) language to warn of the threat of sexual or exploitative violence in times of crisis. ● Appoint and conduct training of officials of the Disease Control and Prevention Center, departments of healthcare, healthcare facilities on issues of public relations, informing the public during emergency situations in the field of health and safety. ● Conduct educational activities, social communication activities, and ensure cross-sector partnerships to improve health awareness and risk communication with an emphasis on public awareness of	

		emergency preparedness issues. ● Create information and analytical tools for forecasting and modelling the development of emergencies ● Strengthen the capacity of specialists in the public health system regarding modeling and forecasting; ● Improve prognostic and other models regarding the development of extraordinary events or situations in the field of public health.	
Deadline within the stage	June 2022 - December 2022	January 2023 - December 2025	January 2026 - December 2032
Risks related to the goal achievement	● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need for an effective response to emergencies	● Continuation of hostilities ● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need for an effective response to emergencies.	● Insufficient funding ● Lack of necessary expertise ● Lack of understanding in the political environment of the need for an effective response to emergencies.
Quality goal achievement indicator	● A coordination cross-sectoral platform was created with the involvement of all stakeholders in the field of the "One Health" initiative ● A strategy for the development of human resources (selection, motivation, staff training) was implemented to support the system of preparedness and response to emergencies in the field of public health ● regular forums for healthcare workers to share practices on emergency response	● An operational information mechanism for early warning of risks and emergencies in the field of public health was created ● Availability and effective functioning of key elements of the emergency preparedness and response system in accordance with International Regulations is ensured. ● Strategies for the prevention of priority diseases with pandemic/epidemic potential have been implemented and	● An effective public health protection system has been created through prevention, early detection and effective response to emergencies.

	and crisis management has been established.	measures to reduce the risk of pathogens with a high degree of danger have been implemented ● A systematic review, analysis, and assessment of the system's ability to prepare for and respond to emergencies and the potential of natural disaster risk management were conducted ● Effective and high-quality crisis communication is provided, in particular, regarding events in the field of health and safety ● Information and analytical tools for forecasting and modeling the development of emergencies have been created.	
The total amount of the need for financial resources to achieve the goal	UAH 100 million	UAH 2.5 billion	UAH 440 million
Connection of the goal with other directions	The goal is related to the implementation of the Biosafety and Biological Protection Strategy, put into effect by the Decree of the President of Ukraine No. 668 of 12/17/2021 and the actions of the National Security and Defence Council of Ukraine.	Priority 2 Financing -to create a coordination center -on equipment	Priority 2 Financing - to create an operational center - on equipment

1.1.4 Identified problem to be resolved in the relevant analysis area:

Ensuring the development of the national blood system based on voluntary free donation of blood and blood components in accordance with the European safety and quality standards by creating a single centralized, cost-effective blood system under the management and coordination of the Ministry of Health of Ukraine, which guarantees the self-sufficiency of the state in blood components in peacetime and wartime. Formation and implementation of an informational component in the field of blood donation and blood components.

Goal to be achieved to solve the issue during each stage	● Create the National Transfusion Center as a specialized state institution in the sphere of management of	● Create and ensure the functioning of the National Transfusion Committee within the National Transfusion Center	● To ensure an increase in the volume of collection of donated blood and blood components due to an increase

4. Ensuring the functioning of the national blood system to guarantee equal and timely access of patients to safe and high-quality components of donor blood in sufficient quantities by the state	the Ministry of Health of Ukraine, after the issuance of the Decree of the President of Ukraine on the termination of the legal regime of martial law, in order to ensure effective management of blood system entities and coordination of blood system activities ● Unify approaches to calculating the cost of donated blood and blood components with the aim of transitioning to the reimbursement of the cost of blood components within the PMG, as well as forming the purchase price of plasma for fractionation ● Introduce a unified mechanism for the sale of donated blood and blood components between the participants of the blood system ● Provide legal regulation of the issue of reimbursement of the cost of donor blood components within the PMG ● Approve the procedure and conditions for the contract production of blood products from plasma for fractionation, produced by business entities producing blood products on the territory of Ukraine, with the return of blood products produced to the order of blood system entities of state and communal forms of ownership, with the definition prices, as well as the order of contract production of blood products ● Develop and submit to the Cabinet of Ministers of Ukraine a draft resolution on the functioning of the Information Space of the Blood System ● Develop, implement and ensure the functioning of at least two modules of the Blood System Information Space to ensure the	● Introduce the European standards of safety and quality of donor blood and its components in accordance with regulatory standards in the EU ● Introduce regulation through mandatory and separate licensing based on the requirements of the European Blood Institution Inspection (EuBIS). ● Strengthen the functional capacity and increase the economic efficiency of blood system entities by standardizing and streamlining the main technological processes, planning activities and performing tasks for self-sufficiency of the state with donor blood and blood components under the coordination of the National Transfusion Center. ● Ensure the functioning of the blood system at the hospital level in order to provide blood component transfusion services ● Establish surveillance procedures to collect and evaluate information on serious adverse events and serious adverse reactions in both blood and blood component donors and recipients. ● Establish a procedure for investigating serious adverse events and serious adverse reactions ● Develop, implement and ensure the functioning of all modules of the Information Space of the blood system for the proper functioning of the blood system.	in the number of donors by implementing an effective communication campaign and a system of encouraging voluntary free blood and blood component donors ● Continue the implementation of measures for the development of blood donation and blood components with the aim of self-sufficiency of the state with sufficient amounts of donor blood and blood components ● Conduct a periodic assessment of the organizational, financial and staff capacity of the national blood system in order to improve public administration measures.

	functioning of the blood system.		
Deadline within the stage	June 2022 - December 2022	January 2023 - December 2025	January 2026 - December 2032
Risks related to the goal achievement	● Continuation of hostilities ● Destruction of existing infrastructure ● Insufficient funding	● Continuation of hostilities ● Destruction of existing infrastructure ● Insufficient funding	● Continuation of hostilities ● Destruction of existing infrastructure ● Insufficient funding
Quality goal achievement indicator	● The National Transfusion Center was created as a specialized state institution in the sphere of management of the Ministry of Health of Ukraine, after the issuance of the Decree of the President of Ukraine on the termination of the legal regime of martial law, with the aim of ensuring effective management of subjects of the blood system and coordination of activities of the blood system ● Issues of donor blood value and blood components are settled in order to proceed to reimbursement the value of blood components within the PMG, as well as purchase prices of plasma for fractionation based on reference pricing ●A single mechanism for donor blood and blood components realization between blood entities, as well as in health care facilities providing transfusion services has been introduced ● The procedure and conditions of contractual production of blood preparations from plasma for fractionation in accordance with the requirements of the legislation have been approved, as well as the price of contract fractionation is determined ● Project Resolutions on the functioning of the information space of the blood system has been developed and submitted to	● The activities of the National Transfusion Center are ensured ● European standards of safety and quality of donor blood and blood components have been introduced in accordance with regulation in the EU ● Regulation was introduced through mandatory and separate licensing based on the requirements of the European Blood Institution Inspection (EuBIS) ● The coordination activity of the National Transfusion Center has been ensured to strengthen the implementation of tasks for self-sufficiency of the state with donor blood and blood components. ● Hospital blood banks, transfusion immunology laboratories, hospital transfusion committees in health care facilities that provide transfusion services of blood components have been established ● Hemomonitoring procedures and the appropriate procedure for investigating adverse reactions and cases of both blood and blood component donors and recipients have been introduced ● Support for the functioning of all modules of the Blood System Information Space to ensure the functioning of the blood system has been developed, implemented and provided	● An effective blood system coordinated by the National Transfusion Center at the national level has been created, which functions on the principles of: voluntary free donation of blood and blood components; self-sufficiency of the state's need for sufficient amounts of donor blood and blood components; economic efficiency; state guarantee of equal and timely access of patients to safe and high-quality components of donor blood in sufficient quantity ● The annual rate of voluntary free blood donors is at least 95% of the total number ● The annual rate of procurement of canned donor blood is no less than 15,000 doses ● Annual indicator of the ratio of the number of doses of stored canned blood to the number of full-time personnel of the entity in the amount of at least 100 per individual ● The annual rate of write-off of erythrocyte blood components (doses) after the expiration date is no more than 5% ● The percentage of unfulfilled applications of health care institutions that provide transfusion services by subjects of the blood system is no more than 15%.

	the Cabinet of Ministers of Ukraine ● At least two modules of the information space of the blood system have been developed, implemented and maintained.		
The total amount of the need for financial resources to achieve the goal	Requires calculations	UAH 30 million	Requires calculations
Connection of the goal with other directions	The planning of measures and their implementation is closely related to the results of the implementation of the plan of measures of the National Blood System Development Strategy until 2022. https://zakon.rada.gov.ua/laws/show/120-2019-%D1%80#n115		

Priority 7. Developing the electronic healthcare and strengthening of cybersecurity

1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● The development of electronic healthcare gave rise to an increase in the number of information and communication systems and registers, volume of data and, consequentially, the number of attacks at them; ● the risks of losing or compromising personal and healthcare data of the patients are rising; ● the war continues resulting in aggressive actions against critical information infrastructure; ● the attackers use advanced methods and multiple ways of cyberattacks, ransomware cyberattacks and attacks via IT service providers has become the most common methods; ● internally displaced persons and Ukrainians, who have been forced to move abroad, have no access to the data of their electronic medical histories, which content must meet international standards and legal requirements at the new place of residence; ● in cases where medical staff members have been displaced or changed their workplaces, communication between a family doctor and patients becomes complicated and requires their remote interaction or a patient must choose a new family doctor and remotely issue a new declaration; ● due to remote interaction between patients and doctors, the number of telemedicine consultations is expected to increase, and the scope of medical services, in addition to traditional ones, will include increased demand for rehabilitation services and mental health services. It is important for healthcare institutions to receive feedback from their patients about the quality of medical services provided. ● the rapid development of donation of blood and blood components and the national blood system operation demand the use of new specialized electronic tools; ● Healthcare institutions require maximum efficient management of medicines and medical devices stock using an electronic record-keeping system; ● there is a large number of existing electronic registers and databases in healthcare sector, and in order to use them efficiently, optimization is required.
Key possibilities	● The use of information and communication systems in healthcare sector has become an integral part of healthcare reform, which has significantly changed the principles of providing and financing medical care in Ukraine. Russia's full-scale invasion has posed new challenges related to the need to improve cyberdefense of information and communication systems and to develop an electronic healthcare system in general. ● Improvement and extension of the functions of the electronic healthcare system and other healthcare information and communication systems using the widespread international standards and classifications will enable the implementation of the priority areas of state healthcare policy. ● Improving and expanding the functionality of electronic healthcare system and other healthcare information and communication systems using modern artificial intelligence technologies, telemedicine and other innovative solutions will allow ensuring the quality and accessibility of healthcare, as well as the transparency and efficiency of management decisions based on received data. ● Analysis of existing forms of medical and statistic documents in the healthcare sector and a gradual transition from paper-based medical records to structured electronic medical records will improve the quality of data collection and ensure their receipt in real-time mode to effectively respond to current changes in the healthcare sector, as well as reduce the burden on healthcare workers.

	● Improving the analytical capabilities of healthcare institutions and implementing innovative solutions will contribute to further development of data use. ● Implementing electronic patient account and ensuring patients' access to their personal data and other functional capacities of the electronic healthcare system. ● Strengthening the social and economic connections between the EU and Ukraine and the intensive migration of the population will result in the necessity of the integration with the global healthcare information space with cross-border interoperability of the Ukrainian electronic healthcare system and electronic healthcare systems of other countries of Europe and the world. ● The widespread introduction of telemedicine services in healthcare facilities will improve the availability of healthcare services in remote areas.
Key limitations	● Insufficient level of computerization, ensuring high-speed Internet connection, digital competence of medical staff, as well as coverage by electronic medical information systems of healthcare service providers, in particular private ones. ● Healthcare consumers also have limited digital competence, under-informed about healthcare issues and the use of healthcare data. ● The use of electronic healthcare system and other information and communication systems data is limited in the healthcare sector of Ukraine, and the decision-making system based on the data obtained is not widely used. ● Special risks associated with processing of personal and sensitive patient's data and compliance with national legislation on the protection of personal data should be taken into account. ● The continuation of a full-scale war results in limitations imposed on project implementations throughout Ukraine. ● Human resources are limited, some cybersecurity specialists are involved in ensuring national defence; ● Due to the martial law and the condition of the national economy, there are certain limitations on budget financing of the projects and support for the existence and development of information and communication systems, their cyberdefense.

2. Goals, tasks and stages of the Recovery Plan within the direction "Developing the electronic healthcare and strengthening of cybersecurity"

2.1. Goals aimed at resolving the identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Identified problem to be resolved in the relevant analysis area The main problems that need to be solved today are: insufficient efficiency of electronic healthcare system, which, in particular, is characterized by: - doctors' lack timely and standardized patients' information, which leads to duplication of consultations, laboratory tests, other medical services at various levels of medical care provision and to spending resources in an inefficient manner; - the use by healthcare professionals and healthcare institutions of inefficient tools related to maintenance of lots of paper-based medical documentation forms and collection of statistic data that needs to be reviewed and evaluated in terms of its impact on health care system's operational performance; extensive form of keeping medical records and insufficient information about the patient's health. Information about the patient's health is fragmented: primary health records are stored by various healthcare service providers, mainly in a paper-based form, which leads to administrative burden on healthcare workers and time-consuming processes; lack of the information about the patient's health outside the relevant healthcare facility, high probability of its loss, low capacities for monitoring, controlling and managing healthcare services quality;			

limited accessibility of medical services. The regions of Ukraine differ by their coverage by the network of healthcare institutions, a lack of qualified medical personnel, a disproportionate territorial distribution of medical professionals (concentration in cities, insufficient human resources in rural areas), resulting in the demand for healthcare via means of remote communication. Collection and formation of medical statistics are disconnected from each other in the process, there is no reliable validation and verification of primary data used to generate statistical reporting. Underdeveloped national healthcare IT infrastructure, in particular staff capacities and level of digital competence of healthcare workers, as well as insufficient computerisation of healthcare facilities.			
Goal to be achieved to solve the issue during each stage **1. Developing a single medical information space featuring national and cross-border interoperability and end-to-end processes and services**	● Ensuring integration of the e-health system with the key public registers	● Conducting a thorough analysis and preparing a visualised model of the structure of the medical card in the electronic healthcare system taking into account important standards and requirements (HL7, FHIR, CDA) in the sector and current regulatory requirements, and implementing the medical card ● Developing, implementing and maintaining interoperability and data exchange between the key information and communication systems and healthcare registers	● Harmonisation of national standards with common global standards and classifications, introduction of internationally recognised and wide-spread standards in Ukraine for the further integration with the global information space ● Ensuring the interoperability of the Ukrainian electronic healthcare system with the electronic healthcare systems of other countries of Europe and the world
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities; lack of initiative from other countries of Europe and the world
Quality goal achievement indicator	● Integration of the e-health system with the SFS (PFU) Workplace Register, Personal Taxpayer Number Register of the State Tax Service, the Unified State Demographic Register and the State Register of Civil Status Acts in ensured	● A comprehensive analysis is conducted and a visualised model of the structure of the medical card in the electronic healthcare system is prepared, taking into account important standards and requirements (HL7, FHIR, CDA) in the sector and current regulatory requirements, and the medical card is implemented ● Development, implementation,	● National standards are harmonised with common global standards and classifications, the recognised and wide-spread standards are implemented in Ukraine. ● Technical conditions are created and interoperability of the Ukrainian electronic healthcare system with the electronic healthcare systems of at least 10 countries of Europe and the world is ensured in accordance with the

		interoperability and data exchange between electronic healthcare system and electronic integrated infectious diseases surveillance system (EIDSS), SSD information system, blood information system, the state single transplantation information system, MedData information and analytical system and eStock electronic system for the management of stocks of medicines and medical devices are ensured	established standards and data exchange protocols, particularly the FHIR international standard
Total funding requirement for the goal achievement	≈UAH 60 million	≈ UAH 600 million	≈UAH 400 million
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	Public Health and Digitalization
Goal to be achieved to solve the issue during each stage **2. Providing infrastructural and technical conditions for the provision of quality medical services using information and communication systems at all the levels**	● Development of key requirements to the technical infrastructure of healthcare providers and informatisation of healthcare facilities	● Ensuring development of the national healthcare informatisation infrastructure that includes proper computerisation conditions, and ensuring access to fast internet for healthcare providers. ● Extending the functional capacities of the electronic healthcare system and other healthcare information and communication systems for ensuring quality and accessibility of medical services ● Ensuring the accessibility of electronic healthcare services for users/patients with visual, hearing musculoskeletal, speech and intellectual development impairments, as well as patients with various combinations of impairments	● Full-fledged implementation of telemedicine and intelligent clinical decision making support systems, big data processing systems and artificial intelligence technologies
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032

Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities
Quality goal achievement indicator	● Key requirements to the technical infrastructure of healthcare providers and informatisation of healthcare facilities are developed	● 80% of healthcare providers meet the indicators for the implementation of modern national healthcare informatisation infrastructure. ● The functional capacities of the electronic healthcare system and other healthcare information and communication systems are extended, more than 30 new electronic services are introduced for ensuring quality and accessibility of medical services. ● Requirements on ensuring adherence to the DSTU ISO/IEC 40500:2015 "Information technologies. Guidelines on the accessibility of web-content W3C (WCAG) 2.0" standard are included in the terms of reference for the development of electronic healthcare software	● Telemedicine and intelligent clinical decision making support systems, big data processing systems and artificial intelligence technologies are implemented at all levels.
Total funding requirement for the goal achievement	≈ UAH 1 million	≈UAH 2.5 billion	≈UAH 700 million
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	Public Health and Digitalization
Goal to be achieved to solve the issue during each stage **3. Transition to paperless records and ensuring electronic mechanisms for data collection and quality control, visualisation and analysis of public**	● Developing and starting implementation of the healthcare digitalization roadmap	● Replacing the data model and enabling transition from paper-based medical and statistical documents to structured electronic medical records ● Introduction of healthcare data collection mechanisms through information and communication systems,	● Creating a data science centre and developing IT innovations using the advantages of big data processing and intelligent systems for forecasting healthcare needs

data in the healthcare sector		including private healthcare providers, as well as control of their quality ● Re-organization of the methodology of healthcare statistical analysis formulation	
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities
Quality goal achievement indicator	● The healthcare digitalization roadmap is developed and its implementation is started	● The data model is replaced and the transition from paper-based medical and statistical documents to structured electronic medical records is ensured. ● Healthcare data collection systems are introduced through information and communication systems, including private healthcare providers, as well as control of their quality. ● The re-organization of the methodology of healthcare statistical analysis formulation is performed	● A centre for statistical and research analysis of medical data and necessary technical infrastructure ensuring data processing was established, in particular for the following purposes: - receiving aggregated population data for decision-making while developing healthcare policies; providing access to depersonalised data for scientific and research purposes; - using the results of the analysis in the sphere of clinical research, biobanking, etc. ● Development of IT innovations and use of the advantages of big data processing and intelligent systems for forecasting healthcare needs and resource planning is ensured
Total funding requirement for the goal achievement	≈ UAH 20 million	≈ UAH 400 million	≈UAH 300 million
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	Public Health and Digitalization
Goal to be achieved to solve the issue during each stage **4. Creating friendly and transparent mechanisms for user access to the**	● Introduction of the first phase of the patient account (displaying and signing declarations with family doctors by the patients)	● Ensuring patients' access to their personal data and other functional capacities of the electronic healthcare system through the electronic patient account	

comprehensive data on their health and management of this information			
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	
Quality goal achievement indicator	The first stage of the patient account has been introduced (displaying and signing declarations with family doctors by the patients)	Patients' access to their personal data and other functional capacities of the electronic healthcare system through the electronic patient account is ensured	
Total funding requirement for the goal achievement	≈ UAH 30 million	≈ UAH 100 million	
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	
Goal to be achieved to solve the issue during each stage **5. Ensuring cybersecurity and information protection**	● Development of the healthcare cybersecurity concept; beginning of creation of the sectoral Cybersecurity centre for the coordination, analysis and development of healthcare cybersecurity policy, as well as for the response to cyberthreats	● Full implementation of the healthcare cybersecurity concept at different levels and the sectoral Cybersecurity Centre ● Ensuring the cybersecurity, monitoring, protection and analysis of potential interferences, losses and damages of healthcare information and communication systems and registers	● creating a system for management and maintenance of the largest health information and communication systems and registers using distributed registers (blockchain) technology, which will significantly increase their resilience
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities
Quality goal achievement indicator	● The concept is developed and a sectoral Cybersecurity centre for the coordination, analysis and development of healthcare cybersecurity policy, as well as responding to cyberthreats, is created	● The healthcare cybersecurity concept is implemented in full at different levels as well as the sectoral Cybersecurity Centre. ● The cybersecurity, monitoring, protection and analysis of potential interferences, losses and damages of healthcare	● A system for management and maintenance of the largest health information and communication systems and registers using distributed registers (blockchain) technology to significantly increase their resilience is created

		information and communication systems and registers are ensured, namely: - sectoral cyberthreat response centres (Security operation centres) and sectoral healthcare CIRT groups are created - SIEM (Security information and event management) systems for monitoring and analysis of cyber incidents and SOAR (Security Orchestration, Automation and Response) automatic healthcare cyber incident response systems are implemented; - other programmes and platforms required to detect vulnerabilities in systems, programmes, healthcare registers, and continuous monitoring of rapidly evolving cyberthreats are introduced	
Total funding requirement for the goal achievement	≈UAH 50 million	≈UAH 500 million	≈UAH 500 million
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	Public Health and Digitalization
Goal to be achieved to solve the issue during each stage **6. Development and maintenance of digital competencies of information technology users in the healthcare sector**	● Disseminating information materials to facilitate developing of digital competencies of information technology users in the healthcare sector ● Updating the general qualification requirements to healthcare specialties regarding the required knowledge and skills of modern information technologies	● Introducing programmes and training on cybersecurity and cyber hygiene for users of electronic medical technologies to ensure the compliance with personal data storage requirements and standards. ● Improving digital competence of healthcare workers and fully integrating the requirements of the conceptual and reference digital competency framework	● Updating the requirements of the conceptual and reference digital competency framework for health professionals, taking into account innovative solutions and technologies

		for health professionals to professional standards, training and professional development system, requirements for staff recruitment, attestation and certification, incentivizing healthcare workers ● Implementing digital services of public accountability to enable public and patient oversight of the availability and quality of healthcare services	
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities
Quality goal achievement indicator	● Information materials for the development of digital competencies of information technology users in the healthcare sector have been disseminated. ● The general qualification requirements to healthcare specialties regarding the required knowledge and skills of modern information technologies are updated	● The programmes and training on cybersecurity and cyber hygiene for users of information technologies in the sphere of healthcare to ensure the compliance with personal data storage requirements and standards ● Digital competence of healthcare workers is improved and the requirements of the conceptual and reference digital competency framework for health professionals is fully integrated into professional standards, training and professional development system, requirements for staff recruitment, attestation and certification, healthcare workers are incentivized ● Digital services of public accountability to enable public and patient oversight of the availability and quality of	● The requirements of the conceptual and reference digital competency framework for health professionals, taking into account innovative solutions and technologies are updated

		healthcare service are implemented	
Total funding requirement for the goal achievement	≈UAH 20 million	≈UAH 100 million	≈UAH 5 million
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	Public Health and Digitalization
Goal to be achieved to solve the issue during each stage **7. Sustainable institutions operating under a clearly defined management model ensuring flexibility and efficiency of e-health development**	Launching committees into operation to manage e-health	Ensuring the development of sustainable institutions with a clearly defined management model and sustainable resource support for e-health capable of responding to rapid changes and emergencies	
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	Lack of adequate financial and human resources to implement tasks; lack of political will; active hostilities	
Quality goal achievement indicator	Committees for e-health management are launched into operation	Sustainable institutions with a clearly defined management model and sustainable resource support for e-health capable of responding to rapid changes and emergencies are developed	
Total funding requirement for the goal achievement	no need	≈UAH 10 million	
Links between the goal and other directions	Public Health and Digitalization	Public Health and Digitalization	

Priority 8. Strengthening national- and local-level quality management system

1. Key issues to be solved within the framework of the Recovery Plan

Impact of the war on the defined analysis area:	
Key challenges	● Unsatisfactory situation with regard to quality of medical services provided ● Fragmentation and lack of certain important elements of the quality assurance system in the healthcare sector ● Ignoring world's best practices in many aspects of quality management ● Lack of a holistic vision of the quality system among various stakeholders ● Decentralisation-related risks
Key possibilities	● Centralization of healthcare facilities network management at the national and regional levels ● Engagement of international expertise into recovering/building a qualitatively new healthcare system ● Potential funding from international sources
Key limitations	● Economic and social crisis caused by the full-scale war of the Russian Federation against Ukraine ● Unpredictable finishing date of the war ● Lack of qualified personnel to build a quality management system at all levels of the system

2. Goals, tasks and stages of the Recovery Plan within the direction "Strengthening national- and local-level quality management system"

2.1. Goals aimed at resolving the identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
The quality management system in the healthcare sector was fragmented in the pre-war period, while during the war, the focus is on the availability of medical care. Quality should be ensured by the management system at the national, regional and local levels and should be a measurable category. According to these dimensions, the healthcare in Ukraine should become safer, more efficient, timely, cost-effective, fair and human-centric. To this end, an appropriate environment should be created through improvement of registration and licensing processes, external quality assessment, contracting based on healthcare institution performance, clinic management, public reporting and comparative analysis, training of medical professionals and mentoring system. Prevention of damage during provision of healthcare and rehabilitation services will be ensured by inspecting of healthcare institutions, introducing of safety checklists and protocols, improvement of the system of registration of undesirable events during receiving healthcare services. To improve in-patient medical care, it is necessary to widely implement clinical guidelines, standards, protocols and clinical routes; creation of quality groups at institutions, the introduction of tools such as clinical audit and quality improvement cycles. Engagement and empowerment of patients and their families to participate in the processes of creating, providing and improving health services should also become important elements of the quality management system, as well as striving to control all aspects of their own health.			
Goal to be achieved to solve the issue during each stage **1. Developing and implementing quality assurance system elements in healthcare at the national level**	● Developing and coordinating between stakeholders a long-term concept of quality and patient safety in the healthcare system. – Delineating the areas of responsibility among stakeholders and approving the concept of quality and safety of patients in the healthcare system	● Approving a long-term concept of quality and patient safety in the healthcare system. – Identifying, elaborating and implementing the list of healthcare standards – Introducing the risk management system and damage prevention at all levels	● Ensuring implementation of a long-term concept of quality and patient safety in the healthcare system. – Continuously adhering to healthcare standards – Ensuring sustainable operation of the risk management and damage prevention system at all levels

	● Updating and harmonising with the EU legislation of the regulatory framework regarding quality and patient safety – Elaborating a Draft Law On Amending the Fundamentals of the Legislation of Ukraine on Healthcare concerning healthcare quality assurance; the definitions, subjects and objects of external assessment of healthcare quality and patient safety	– Creating a single register of doctors, rehabilitation professionals and nurses with multilevel access ● Updating and harmonising with the EU legislation of the regulatory framework regarding quality and patient safety – Reviewing current regulations and adopting new ones that will ensure compliance with the EU acquis communautaire – Adopting a Law On Amending the Fundamentals of the Legislation of Ukraine on Healthcare concerning healthcare quality assurance; the definitions, subjects and objects of external assessment of healthcare quality and patient safety ● Establishing a national institution for healthcare quality and patient safety and ensuring regular external assessment of HCFs with the publication of results – Elaborating a draft Regulation On the Quality Assurance Agency in Healthcare Sector (goals, objectives, functions, powers) – Establishing a quality assurance agency in healthcare sector; identifying, substantiating and approving the organizational chart and staff structure, searching	● Ensuring a regular external evaluation of the healthcare facility activities with the evaluation results published – Developing a national agency for healthcare quality and patient safety – Conducting a baseline quality evaluation in HCFs – Creating the rating of HCFs – Launching a regular HCF evaluation process – Ensuring sustainable updating of the rating of HCFs based on the evaluation findings ● Ensuring sustainable contracting within the NHS in view of the quality of services provided by healthcare facilities – Reviewing medical guarantee program packages with incorporating the quality standards, incorporating them in contracts with HCFs – Ensuring a system of reporting and verification against the set of indicators for "result-based payment" including functionality of the e-healthcare system ● Developing a system of Medical Technology Assessment extending it to service delivery models, clinical interventions and public health measures – Ensuring MTA is conducting as a prerequisite for centralised public procurement

		for/training of professionals – Elaborating a national quality assessment system (quality indicators to be harmonised with the OECD and integrated into the e-healthcare system) – Developing and implementing educational activities on quality issues: launching a quality management system at the institution level; quality standards; quality assessment procedure – Launching a national awareness campaign for HCFs on the quality assessment system being introduced ● Introducing a contracting system within the NHS in view of the quality of services provided by healthcare facilities – Developing medical guarantee program packages incorporating quality standards, incorporating them in contracts with HCFs – Ensuring a system of reporting and verification against the set of indicators for the introduction of "result-based payment" including functionality of the e-healthcare system ● Develop a system of Medical Technology Assessment (MTA) extending it to service delivery models, clinical interventions	– Human capacity building with MTA at the national level ● Improving a clinical recommendation and standard development system – Ensuring sustainable use of clinical decision-making support systems – Engaging professional associations, HCFs, patient associations to elaboration/adaptation of clinical recommendations on regular basis

		and public health measures – Expanding, supplementing and harmonising the MTA-related regulatory framework based on the international practices – Clearly splitting up responsibility between organisations, for MTA, transparency of processes and public reporting of organizations dealing with MTA – Before the launch of centralized procurement, shaping a state request with MTA – Human capacity building with MTA at the national level ● Improving a clinical recommendation and standard development system – Harmonizing the regulatory framework on development/adaptation and adoption of clinical recommendations in healthcare with the EU legislation – Introducing the systems to support clinical decision-making – Engaging professional associations, HCFs, patient associations to elaboration/adaptation of clinical recommendations – Harmonising Technical Regulations on Medical Products of	

		Ukraine with the EU Regulations	
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● lack of understanding of ensuring quality system in the field of healthcare by the political circles	● Lack of funding ● Lack of required expertise ● lack of understanding of ensuring quality system in the field of healthcare by the political circles	● Lack of funding ● Lack of required expertise ● lack of understanding of ensuring quality system in the field of healthcare by the political circles,
Quality goal achievement indicator	● Areas of responsibility among stakeholders and the concept of quality and safety of patients in the healthcare system are approved ● Draft Law On Amending the Fundamentals of the Legislation of Ukraine on Healthcare concerning healthcare quality assurance; the definitions, subjects and objects of external assessment of healthcare quality and patient safety is elaborated	● The regulatory framework regarding quality and patient safety is updated and harmonised with the EU legislation ● A national quality assurance institution is created ● Healthcare standards are developed and approved ● Risk management system and damage prevention is introduced at all levels ● A national quality assessment system is developed, which is harmonised with the OECD and integrated into the E-healthcare system, including a system of quality indicators ● Health technology assessment system is improved: (1) the legal framework is updated, (2) organizational responsibility for HTA is shared, (3) transparency of processes and public reporting are established, (4) a state request for HTA is created before the launch of a central procurement ● A clinical recommendation and standard development system is improved	● The standards required to ensure the proper functioning of the healthcare system are introduced ● A regular external evaluation of the healthcare facility activities is ensured with the evaluation results and the rating of healthcare facilities published ● A contracting system within the NHS is introduced in view of the quality of services provided by healthcare facilities ● Evidence-based (EBP) and value-based (VBP) practices are routinely applied in the daily operations of healthcare facilities as part of clinical management

		● Clinical decision-making support systems are introduced	
Total funding requirement for the goal achievement		UAH 8 billion	
Links between the goal and other directions		Priority 2. Funds - to establish a public authority - to purchase equipment Line: Public Administration	
Goal to be achieved to address the issue at each stage **2. Developing and implementing quality assurance system elements in healthcare at the healthcare facilities level**		● To introduce Clinical Management Systems in healthcare facilities – To introduce clinical audit and clinical risk management procedures – To involve patients/patient organisations in the development and evaluation of routes based on clinical recommendations – To introduce quality improvement tools involving staff (quality assurance groups, peer groups, etc.) – To use IT solutions to support clinical decisions – To support and apply evidence-based (EBP) and value-based (VBP) practices – To develop risk/adverse event reporting procedures developing the culture of open reporting ● To introduce a monitoring and internal service quality assessment system – To develop and introduce an internal quality assessment procedure and tools – To provide training for healthcare specialists to be responsible for	● To ensure the use of Clinical Management Systems in healthcare facilities – To ensure the development and evaluation of routes based on clinical recommendations involving patients/patient organisation members – To ensure the sustainable use of the quality improvement tools involving staff – To promote the use of IT solutions to support clinical decisions – To apply evidence-based (EBP) and value-based (VBP) practices on a regular basis – To introduce risk/adverse event reporting procedures developing the culture of open reporting ● To ensure that the quality of services is controlled and internally assessed – To ensure regular internal quality assessment and ensure its control in healthcare facilities with mandatory public reporting of the results

		internal quality assessment – To introduce regular internal quality assessment and ensure its control in healthcare facilities with mandatory public reporting of the results – To introduce first aid quality indicators – To introduce key performance indicators for managers of healthcare facilities in public and communal ownership ● To introduce quality-oriented HR management approaches – To introduce a number of incentive mechanisms for the staff (individual contracts, grades, etc.) – To strengthen the ability of associations to proactively participate in the elaboration of policies and regulation of the quality assurance system in healthcare ● To engage and empower patients, families, and communities – To provide training for medical staff to ensure the building of relationships of trust and partnership with patients and their families – To collect feedback on a regular basis and evaluate patient satisfaction with their experiences of receiving healthcare and other services	● To engage and empower patients, families, and communities – To collect feedback on a regular basis and evaluate patient satisfaction with their experiences of receiving healthcare and other services – To ensure the sustainable involvement of patient communities in the corporate management of healthcare facilities, new service planning, local program evaluation, etc.

		– To involve patient communities and community members in the corporate management of healthcare facilities, new service planning, and local program evaluation – To introduce a mechanism for the involvement of the ATC residents in the planning and management of healthcare services through public hearings – To ensure the independence of the forensic medical examination with it being controlled by the Ministry of Justice rather than the Ministry of Healthcare – To introduce individual licences for doctors and rehabilitation specialists to practice medicine	
Deadline within the stage	June 2022 – December 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● Lack of funding ● Lack of required expertise ● lack of understanding of ensuring quality system in the field of healthcare by the political circles,	● Lack of funding ● Lack of required expertise ● lack of understanding of ensuring quality system in the field of healthcare by the political circles,	● Lack of funding ● Lack of required expertise ● lack of understanding of ensuring quality system in the field of healthcare by the political circles,
Quality goal achievement indicator		● Clinical Management Systems are introduced at the level of healthcare facilities: (1) clinical audit; (2) quality improvement tools; (3) IT solutions to support clinical decisions, etc. ● Monitoring and service internal quality assurance are	● Healthcare facilities conduct regular internal quality assessment with results being publicly published ● Patients, their families and communities are actively involved in the quality management system in healthcare facilities, their opportunities are

		implemented at HCF level ● A number of incentive mechanisms for the staff are introduced ● A unified register of healthcare workers with multi-level access is created ● The power of associations is strengthened; they participate in the elaboration of policies and regulation of the quality assurance system	expanded, for example: (1) feedback is regularly collected, including assessment of patient satisfaction with their experiences of receiving medical and other services; (2) patient community members are involved in the corporate management of healthcare facilities, new service planning, local program evaluation, etc.
Total funding requirement for the goal achievement		Funding is included as Priority 7 as it pertains to register creation	
Links between the goal and other directions		Priority 7 Information systems in healthcare	

Analysis area (of a specific component) within the direction:

Priority 9. Recovering pharmaceutical sector, improving accessibility and proper use of medicines

Impact of the war on the defined analysis area:	
Key challenges	● Dangerous environment and impossibility for pharmaceutical sector operators to conduct operations within the occupied territories ● Destruction of critical infrastructure within the de-occupied territories and potential danger of shelling regardless of the location make it impossible to ensure normal production, storage, distribution and creation of conditions for access of patients to medicinal products ● Large-scale evacuation and emigration of the population caused a sharp decline in the number of healthcare workers in the regions. ● Additional internal displacement of the population resulted in the disbalance in the demand for certain categories of pharmaceutical products and the need for the provision of associated services compared to the pre-war period in a number of regions ● A significant increase in the demand and use of emergency and life-saving medicinal products compared to the pre-war period resulted in a sharp drop in the stocks of such products ● Complicated access to the remaining stock of pharmaceutical products purchased out of state budget funds at the central and regional levels, on the one hand, and the period required to form a proper humanitarian aid distribution system, on the other hand, resulted in the lack medicinal products in healthcare facilities on a number of cases ● Increasingly limited access to vital treatment for patients with chronic and socially significant diseases may result in increased morbidity, the development of resistance to certain groups of therapeutic schemes and irreparable consequences for the health of patients in case of disease decompensation ● Limited access to fuel, national currency volatility, political and regulatory processes introduced under martial law in Ukraine
Key possibilities	● The national healthcare system transformation processes are introduced and partially implemented, including those in the pharmaceutical sector, which currently creates a great potential for further process improvement/renewal. ● The overall political course regarding the acceleration of Ukraine's accession to the European Union prioritising the harmonisation of the legal framework with European practices and standards. ● Expansion and active interaction with the international community to strengthen the scientific, technical and procedural potential in the area of production, distribution and control of pharmaceutical product circulation. ● Continued institutionalisation of medical technology assessment processes in accordance with the concepts as developed and approved.
Key limitations	● Completely or partially destroyed production infrastructure and supply chains; limited access of patients to medicinal products. ● Lack of relevant and trustworthy data for strategic and operational decision-making, intensive dynamics of changes in the basic parameters of the population, infrastructure and needs in medicinal products, challenges in creating scenarios, assumptions and models of recovery and development ● Lack of international expertise for strengthening healthcare policies and institutions during armed conflicts of similar scale ● The need to strengthen the procurement option at the regional level ● Shortage of human resources required to harmonise national practices with the EU, including, but not limited to, the implementation of strict regulatory practice standards, bioequivalence and a national medicinal product verification system.

2. Goals, tasks and stages of the Recovery Plan within the direction "Recovering pharmaceutical sector, improving accessibility and proper use of medicines"

2.1. Goals aimed at resolving the identified problems:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
1. Identified problem to be resolved in the relevant analysis area			

Since the beginning of the Russian invasion of Ukraine, the access of patients to pharmaceutical products has become increasingly difficult, regardless of the source of distribution, be it a government procurement system or a pharmaceutical retail sector. First of all, the war caused a shortage of key medicinal products, especially vital medicinal products. A severely damaged and in some cases destroyed distribution infrastructure is a major factor in drastically limiting access to therapeutics in both the public and private pharmaceutical sectors. The need to harmonise national policies with the best global practices and the introduction of innovative sectoral mechanisms to improve patients' access to effective, safe and high-quality medicinal products are of paramount importance for the pharmaceutical sector. Eventually, it is necessary to facilitate the development of the pharmaceutical industry in Ukraine with a focus on fostering investment in R&D, localisation and other methods for exploring new technologies of the production of medicinal products and medical devices, promoting clinical trials in Ukraine and other state-of-art tools aimed at reinforcing the sector: The damage to the healthcare system caused by war, including the pharmaceutical sector, is increasing every day, so it is important to ensure a quick response to the challenges existing today and the implementation of measures contributing to the speedy recovery of the healthcare sector, including the pharmaceutical sector.			
Goal to be achieved to solve the issue during each stage **1. Recovering pharmaceutical sector, improving accessibility and proper use of medicines.**	● Update the National List of Essential Medicines with new drugs in line with recommendations made as a result of the medical technology assessment ● Adopt as a whole the new version of the Law of Ukraine "*On Medicinal Products"*, No. 5547 of 21.5.2022. ● Complete and finalize benchmarking in line with WHO recommendations regarding establishment of a strict regulatory system in Ukraine	● Ensure transition from the National List of Essential Medicines to the single Positive List of Medicines procured with public funds, and its regular updating, accordingly. ● Ensure implementation of provisions of the new version of the Law of Ukraine "*On Medicinal Products"* ● Adopt the draft Law of Ukraine "*On Medicinal Products"* ● Ensure full functioning of such instruments to access innovative treatments as managed access contracts and the PMG expansion due to assessment of medical technologies. ● Create an independent Agency to assess medical technologies as a single expert body that ensures validity and evidence base for selection and efficacy assessment of medicines, medicinal products, as well as the PMG expansion.	● Continue implementation of provisions of the new version of the Law of Ukraine "*On Medicinal Products"* ● Enforce provisions of the Law of Ukraine "*On Medicinal Products".* ● Ensure regular update and actualization of the Positive List.
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032

Risks related to the goal achievement	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)
Quality goal achievement indicator	• The new version of the Law of Ukraine *On Medicinal Products* has been adopted; • The National List of Medicines has been updated • Benchmarking in line with WHO recommendations has been completed	• The single Positive List of Medicinal Products procured with public funds has been approved and updated on the regular basis; • An independent Agency for assessment of medical technologies has been established as a single expert body	• Provisions of the Law of Ukraine *"On Medicinal Products"* have been implemented. • Provisions of the draft Law of Ukraine *"On Medicinal Products"* have been implemented • The Positive List of Medicines has been updated.
Total funding requirement for the goal achievement	No additional costs needed	State Budget and/or local budgets	No additional costs needed
2. Establishing an independent agency for health technology assessment as the single expert body that ensures validity and evidence base for the selection and evaluation of the effectiveness of medicines and medical devices, and extending the HGP		• Develop and approve a road map to set up the independent Agency for Medical Technology Assessment (MTA) • Develop provisions on the Agency for Medical Technology Assessment, • Establish the independent MTA Agency. • Ensure integration of operational, technical, financial, legal, institutional, and communication processes into the structure of the health care system. • Ensure transfer of the functionalities from the MTA department (SEC) to the agency established • Develop the Agency's staff list and budget	• Ensure launch and sustainable operation of the Medical Technology Assessment Agency
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032

Risks related to the goal achievement	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)
Quality goal achievement indicator	-	• The road map to set up the independent Agency for Medical Technology Assessment (MTA) has been approved • Provisions on the Agency for Medical Technology Assessment have been developed. • The independent MTA Agency has been established.	• Sustainable operation of the MTA Agency has been supported
Total funding requirement for the goal achievement	-	State Budget and/or local budgets	State Budget and/or local budgets
3. Facilitating the development of the pharmaceutical industry with a focus on fostering investment in R&D, localisation and other methods for exploring new technologies of the production of medicines and medical devices, promoting organization of clinical trial in Ukraine, strengthening control over intellectual property rights,	• Adopt the draft Law "*On Amendments to the Tax Code of Ukraine to Regulate Compassion-Based Provision of Medicines to Patients"* (No. 5737 of 6.7.2021) regarding reduction of the financial burden on the provider of compassion-based medicines distributed free of charge (VAT exemption of importation of medicines for such purposes) and the financial burden on the patient who receives free treatment. • Adopt the draft Law "*On Amendments to the Criminal Code of Ukraine and the Code of*	• Adapt and approve national bioequivalence guidelines based on European standards and recommendations. • Include production of medicinal products into priority sectors of the economy (amendments to CMU Resolution No. 843-r). • Develop and adopt a draft law on introduction of the full functioning Bolar provision in the field of intellectual property (provide for the possibility of registering generic drugs before expiration of patent protection, and the possibility of exporting to third countries after expiration of the main patent). • Adopt the Law on bringing requirements for protection	• Adopt the draft Law of Ukraine "*On Clinical Trials"* • Assess effectiveness of the tools introduced to stimulate R&D investments, localize new technologies for production of medicinal products, conduct clinical trials in Ukraine.

full implementation of the Bolar exemption in the national legislation and other state-of-art tools aimed at reinforcing the sector	*Administrative Offenses of Ukraine Regarding Improved Liability for Violation of the Established Procedures of Preclinical Studies, Clinical Trials, and State Registration/Re-registration of Medicinal Products"* (No. 5815 of 21.7.2021). ● Amend the procedures for confirming compliance of production conditions of medicinal products with requirements of the good manufacturing practice (GMP), in view of the conditions and limitations of their implementation in the light of the martial law.	of intellectual property rights in the pharmaceutical sector in compliance with international and European standards, international commitments of Ukraine, and in view of the flexible provisions of the TRIPS Agreement and Article 73 of the TRIPS Agreement, as well as Article 219 "Patents and Public Health" of the EU-Ukraine Association Agreement. ● Update the current legislation on clinical trials (CL) - amendments to the current Law of Ukraine "*On Medicinal Products"* No. 123/96-VR (Article 8): to shorten the terms of CT approval and establish the general term - up to 25 calendar days for international CTs that are approved in countries with a strict regulatory system (EU, USA, etc.), up to 40 calendar days for all CTs; to withdraw part 8, which was erroneously preserved when amending this article on insurance; to regulate the requirements for inclusion into CTs individuals under the age of 18; to regulate in the Law opportunities to introduce the latest technologies for holding CTs in Ukraine (application of telemedicine, conducting procedures and providing services within CTs at the trial subjects' place of residence/stay, remote monitoring and data verification, etc.). ● Adopt legislation on stimulating development of the field of clinical trials - amendments to the Tax Code of Ukraine: to exempt from VAT imports of medicinal products, medical devices, and related materials for the purposes of holding CTs; to exempt from VAT services within CTs (researchers, HCFs, service organizations)	

		for the period of 10 years; to regulate taxation of investigators (without introduction of additional benefits); the cost of regulatory support, etc. ● Regulate in the law and introduce tax benefits for applicants of international clinical trials in Ukraine - benefit proportionality in accordance with the level of R&D investments into Ukraine. ● Introduce a tax calculator for R&D investments, in particular for international clinical trials. ● Develop the draft Law of Ukraine *"On Medicinal Products"*. ● Develop and implement a plan for development of the national infrastructure for conducting clinical trials, including through public-private partnerships. ● Develop a plan for building a network of laboratories of various forms of ownership for quality control of medicinal products and conducting bioequivalence tests meeting EU standards. ● Update requirements for functioning of control laboratories and determine sources of funding. ● Ensure continuous access for clinical trial experts to professional development in Ukraine	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	● War on the territory of Ukraine continues ● Lack of resources in the State Budget to cover the needs of the population ● Lack of political will and relevant initiatives to take decisions ● Appearance of unpredictable factors that will significantly	● War on the territory of Ukraine continues ● Lack of resources in the State Budget to cover the needs of the population ● Lack of political will and relevant initiatives to take decisions ● Appearance of unpredictable factors that will significantly affect results of the simulation	● War on the territory of Ukraine continues ● Lack of resources in the State Budget to cover the needs of the population ● Lack of political will and relevant initiatives to take decisions ● Appearance of unpredictable factors that will significantly affect results of the simulation

	affect results of the simulation ● Lack of consensus among stakeholders (interested parties)	● Lack of consensus among stakeholders (interested parties)	● Lack of consensus among stakeholders (interested parties)
Quality goal achievement indicator	The legislation is amended	The legislation is amended	The law adopted The effectiveness is assessed
Total funding requirement for the goal achievement	no additional costs needed	no additional costs needed	no additional costs needed
4. Ensuring harmonization of regulations in the field of circulation of medicinal products with EU legislation, in view of requirements of the EU-Ukraine Association Agreement and the terms of membership in international organizations, including digitization of the relevant procedures	● Amend the procedures for confirming compliance of production conditions of medicinal products with requirements of the good manufacturing practice (GMP), in view of the conditions and limitations of their implementation in the light of the martial law.	● Transfer medical devices from the 3rd order priority to the 2nd order priority list and include the pharmaceutical sectors in the scope of the ACAA Agreement with the EU. ● To improve the procedures for confirming compliance of the conditions of production of medicinal products with the good manufacturing practice (GMP) requirements, which meets EU standards. ● Include Ukraine into centralized and decentralized registration procedures of EU medicinal products. ● For the transition period - until the procedures for confirming compliance of production conditions of medicinal products with good manufacturing practice (GMP) requirements and mutual recognition of inspection certificates are fully aligned with European standards - develop and propose to the European counterparts a two-tier approach to GMP certification (EU GMP & PICS GMP). ● Implement into the national legislation provisions of the Council of Europe Convention on the Counterfeiting of Medical Products and Similar Crimes involving Threats to Public Health (Medicrime Convention), including in the area of illegal Internet trade in medicines and other medical products.	

		• Develop and approve amendments to legislation on criminal and administrative liability for counterfeiting of medical products, which will ensure effective enforcement of the relevant provisions. • Introduce the format of the electronic common technical document (hereinafter — eCTD) and the electronic portal, as well as the procedures for registration (re-registration) of medicinal products, making changes to registration materials for medicinal products, approving holding of clinical trials or significant amendments to clinical trial protocols (eSubmission). • Develop a state register of medical products. • Regulate marketing activities in the pharmaceutical market, harmonize the national legislation with Directive 2001/83/EC of the European Parliament and of the Council of 6 November 2001 regarding activities of medical representatives of pharmaceutical companies. • Establish due liability for bribery of a health professional by a representative of a pharmaceutical company, as well as for extortion of illegal remuneration for wholesale and retail sale of medicinal products. • Obtain the status of an ICH member state for the regulatory authority of Ukraine. • Consolidate mutual recognition of GMP certificates and inspection results with a separate document at the level of the Ukrainian Government and the European Union.	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	

Risks related to the goal achievement	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	•
Quality goal achievement indicator	The law adopted The legislation is amended	The legislation is amended	
Total funding requirement for the goal achievement	no additional costs needed	no additional costs needed	
5. Ensuring public access to effective medicines by establishing a strict regulatory system in Ukraine in line with those existing at the international level	• Develop a plan to expand the "Affordable Medicines" reimbursement program regarding selection of respective nosologies and INNs, while in the future — of medical devices as well.	• Establish a new central executive authority with a special status to implement the national policy in the field of development, market admission, circulation, quality control, safety, and efficacy of medicinal products • Develop and implement approaches to advertising of medicinal products in line with the European practice. • Ensure functioning of the electronic prescription for prescription drugs. • Develop a road map for development and implementation of a drug verification system in compliance with EU and GS1 standards as a component of the EU verification system. • Update the medicinal products quality control system in accordance with the business activity licensing model with a risk-based approach. • Introduce a national verification system for medicinal products being	Assess the current status of proving therapeutic efficacy of generic drugs, conduct additional trials in accordance with modern international standards, and revise the registration status of generic drugs that will not confirm the specified efficacy level

		part of the EU verification system.	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation • Lack of consensus among stakeholders (interested parties)
Quality goal achievement indicator	The Plan adopted; The law adopted	The legislation is amended	The legislation is amended
Total funding requirement for the goal achievement	State Budget and/or local budgets		
6. Establishment of a national state-owned enterprise for distribution of medicinal products and a state- and municipally-owned pharmacy chain	• Create (reorganize) a state-owned enterprise for distribution of medicinal products and a state- and municipally-owned pharmacy chain.	• Ensure full-fledged functioning of the state-owned enterprise for distribution of medicinal products and a state- and municipally-owned pharmacy chain	
Deadline within the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly	• War on the territory of Ukraine continues • Lack of resources in the State Budget to cover the needs of the population • Lack of political will and relevant initiatives to take decisions • Appearance of unpredictable factors that will significantly affect results of the simulation	)

	affect results of the simulation ● Lack of consensus among stakeholders (interested parties)	● Lack of consensus among stakeholders (interested parties)	
Quality goal achievement indicator	A state-owned enterprise for distribution of medicinal products and a state- and municipally-owned pharmacy chain have been created (reorganized).	Full-fledged functioning of the state-owned enterprise for distribution of medicinal products and a state- and municipally-owned pharmacy chain has been ensured	-
Total funding requirement for the goal achievement		UAH 350 million	-

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Justice” working group

July 2022

Introduction

Ukraine has made its civilizational choice in favor of the European trajectory of development, which, among other things, means the conclusive rule of law and justice in all spheres of public policy and public life. The war did not destroy or even stop the functioning of the judiciary and constitutional justice, the prosecutor's office and the criminal justice system, the bar, the notary and the penitentiary system. But it is obvious that today it is important for Ukraine to solve the problems of the justice sector which arose because of the large-scale invasion of the russian federation and these problems need to be solved at the stage of rebuilding our country.

At the same time, one of the most important workstreams in the field of justice should be to bring the russian federation to international legal responsibility for armed aggression, human rights violations and violations of other rules of international law. Ukrainian society obviously demands that the enemy pay for the damage it caused. Since 2014, Ukraine has been taking all possible steps to bring the russian federation to justice while having extremely limited jurisdiction of international judicial institutions. In fact, international legal mechanisms that exist can only give a legal assessment of russia's actions in part. However, the scale of the new offenses indicates that it is necessary to enter into fundamentally new international agreements and create new institutions that will be able to fill existing jurisdictional problems, ensure the principle of inevitability of punishment, and provide Ukraine with proper satisfaction for the offenses committed.

The process of relaunching the judiciary began even before the full-scale invasion of the russian federation as judicial reform is one of the main indicators that Ukraine is ready to integrate with the European Union. Resuming the functioning of the High Council of Justice, the High Qualification Commission of Judges of Ukraine, human-centricity that is manifested by making it easier for people to have access to justice and participate in the administration of justice; digitalization of the judiciary is the priority area for overcoming the aftermath of the war.

The large-scale armed aggression by the russian federation against Ukraine has exacerbated problems that exist in the field of constitutional justice. Society is more interested than ever in the functioning of the Constitutional Court of Ukraine which is a position to ensure the supremacy of the Constitution of Ukraine, protect the constitutional order of the state, and ensure human rights and freedoms. Solving problems around the body having constitutional jurisdiction is able to meet the public demand for justice and demonstrate the high standards of constitutional justice to the world. Solving these problems will improve the arrangement of the work of the Constitutional Court of Ukraine and increase public trust to it.

The real challenge in the current lay of the land is to continue the reform launched previously in respect of the prosecutor's office as a body focused on the needs of the state and society which operates on the basis of the principles of professionalism, independence and responsibility. Filling gaps in regulations will help prosecutors improve carrying out their constitutional powers to ensure public prosecution, arranging and administering pre-trial investigations and representing the state in court, including while prosecuting the war crimes committed by the aggressor state in the territory of our country.

An independent system of criminal justice and law enforcement is a requisite component of a democratic state which operates effectively on the basis of the principles of respect for human and civil rights and freedoms. To set up such a system, such issues should be addressed: conducting criminal proceedings during a state of emergency, streamlining the rules of investigative jurisdiction with due regard to the outlines of improving the law enforcement agencies' activities, improving the investigative measures within criminal proceedings,

completing the list of misdemeanors, improving the principles of law enforcement. Achieving these goals will contribute to creating a policy of preventing criminal offenses instead of responding to criminal offenses already committed.

It should also be borne in mind that people's access to a fair and efficient court is impossible without an institutionally developed and independent bar. As for the post-war reconstruction of Ukraine, the bar is one of the important guarantees of observance and protection of the rights of citizens, in particular victims of the consequences of armed aggression. Therefore, the key goals in this area are to align the institutional setup and activities of the bar to the best international standards and standards of the Council of Europe, institutional independence of the bar, creating favorable conditions for effective and quality legal aid to war victims, ensuring full access to justice for them both in Ukraine and abroad.

Specific attention should be given the notary, which plays a significant role as an institution of undisputed civil jurisdiction and preventive justice. Currently, notaries in Ukraine mostly provide offline services, notaries' activities remain bureaucratic, the full range of services are provided in paper form and notarial records and archive are also kept paper form. Aware of this and taking into account the key opportunities, it is now necessary to introduce into notaries' activities modern technologies facilitating people to get this service, as well as to modernize the notary system by improving national legislation and aligning it to European institutions.

The penitentiary system and probation protect society from crime, ensure a balance between enforcing criminal charges and correcting criminals and facilitates their rehabilitation in the community without breaking the law. The hostilities because of which prison facilities were destroyed and damaged, which led to evacuation and relocation of convicts and prisoners has exacerbated the problem of detention conditions which are inconsistent with international standards.

The fact that systemic changes are required, including those caused by the war, makes the transition from punitive to rehabilitation in approaches to working with convicts and prisoners even more relevant. In order for social, educational and psychological work with convicts and detainees to be done, it is necessary to expand the list of tools, improve educational services, useful activities for convicts, effective use of convicts' free time. Further development of the above areas is possible only through coordinated and streamlined work of the state, the civic sector and international partners. The implementation of the intervention planned will be not a formal but a qualitative transformation of the justice system in Ukraine which corresponds to EU best practices, protects the legitimate rights and interests of the state and individuals.

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Bringing russian federation to international legal responsibility for armed aggression and violation of other international law rules

The aggression of the russian federation (rf) against our state at the stage of large-scale invasion is accompanied by mass and flagrant violations of international law. An obvious demand from the Ukrainian society is to bring the russian federation as a state, as well as its particular citizens to responsibility for committing these offenses. At the same time, there are a number of legal challenges along the way. Since 2014, Ukraine has been taking all possible steps to bring the russian federation to justice while having extremely limited jurisdiction of international judicial institutions. In fact, international legal mechanisms in place can only partially, within the framework of specific conventions, give a legal assessment of russia's actions. However, the scale of the new offenses indicates that it is necessary to enter into fundamentally new international agreements and create new institutions that will be able to address jurisdiction-related challenges, ensure the principle of inevitability of punishment, and provide Ukraine with proper satisfaction for the offenses committed.

Substantiating the goals

Given the above, the following main objectives have been outlined as regards bringing rf to international legal responsibility:

- setting up a special tribunal to prosecute the crime of aggression; and
- setting up a national and international mechanisms to seize the rf's assets, that of its citizens or other persons taking part in rf's armed aggression against Ukraine or otherwise support it to compensate for the damage caused to Ukraine.

The scale and nature of crimes committed by the Russian armed forces during a large-scale invasion constitutes a challenge for both national and international criminal justice systems. After more than 40 countries filed applications on the basis of a declaration lodged by Ukraine accepting the ICC's jurisdiction, the Office of the Prosecutor of the International Criminal Court sent its 'largest-ever' team of experts to launch investigations. However, the ICC has no jurisdiction to prosecute citizens of states that are not parties to the Rome Statute for the crime of aggression. Namely, the fact that top political and military leadership of russia committed the crime of aggression can be considered as the root cause of further committed war crimes and other international crimes by the armed forces of the rf in Ukraine over which the ICC has jurisdiction. Therefore, it is necessary to set up a fundamentally new international criminal mechanism for prosecuting the crime of aggression against Ukraine, which will enable bringing this group of people to responsibility for the crime of aggression quickly and effectively.

Moreover, russia's violation of the laws and customs of war is accompanied by mass destruction of civilian infrastructure, illegal blockade of Ukrainian ports, etc., which causes enormous economic damage to our country. In response to such actions, many civilized states have imposed sanctions against russia, which, among other things, include seizing russian assets in the territories of these states. In order to partially

compensate for the damage caused to Ukraine, it is necessary to conclude fundamentally new international agreements on confiscating these assets and subsequently transferring them to Ukraine.

Expected outcomes and further development

It is expected that the accomplishment of the objectives set will have profound and multifaceted consequences. First of all, bringing russia to justice through international law tools is a demand on the part of Ukrainian society. Thus, adopting court judgements in favor of Ukraine, international condemnation of the actions taken by top political and military leadership of russia can satisfy the society's need for justice.

In terms of international relations, achieving the goals will have far-reaching and multifaceted consequences. Depending on specific wording of court judgments, legal victories can ensure a more favourable attitude to Ukraine from the states that usually take a neutral position; these legal victories can become the basis for lodging claims for compensation for the damages caused; they can permanently destroy any territorial claims russia may have in respect occupied territory of Ukraine etc.

Thus, achieving goals within mechanisms in place should forever secure for russia a reputation of a country violating international law, which may have a negative impact on both the public and private spheres. Many international companies refuse to work with countries such as North Korea, Iran, Eritrea, etc. Securing for russia a reputation of a country violating international law should for a long time ensure that russia is in the cohort of such states.

Although the immediate scope of the special tribunal to be set up to punish the crime of aggression against Ukraine is still under discussion, this mechanism is already seen as a mechanism similar to the Nuremberg tribunal in order to condemn the current Kremlin regime. In the long run, the special tribunal may provide a basis for deputinizing russia and shaping a non-aggressive, predictable neighbor on Ukraine's eastern borders.

Creating a multi-level compensation mechanism for Ukraine from Russian assets confiscated in third countries, from its citizens/other persons who take part in russia's armed aggression against Ukraine or otherwise support it will not only facilitate Ukraine's postwar rebuilding, but will also promote consolidation of partner countries around Ukraine and building deep trust between Ukraine and partner countries. In the future, this cooperation will be an important step towards Ukraine being perceived as a state belonging to Western civilization.

Impact of the war on the defined area of analysis:

Key challenges (summarized for the area specified)

The architecture of international judicial institutions in place has a fragmented jurisdiction and cannot ensure full and complete bringing russia to justice for violations of international law, nor can it provide compensation for the damage caused to Ukraine

Key opportunities (summarized for the area specified)

A strong international coalition around Ukraine can be used to fill the gaps in international justice administration and bring to justice not only russia as a state, but also all the political and military leadership of russia involved; moreover, it can create a unique mechanism to compensate Ukraine for the damage caused from foreign assets of the aggressor

Key constraints (summarized for the area specified)

1. Setting up and operations of international judicial institutions is highly time-consuming and costly;
2. The legitimacy of such bodies cannot be supported at the highest level, in particular, by the UN Security Council given russia's veto power;
3. For the property of the aggressor state and persons related to it to be confiscated and transferred in favor of Ukraine, a special approach will have to be introduced in almost every jurisdiction, some countries need to adopt new laws in respect of that

2	**Goals, objectives, stages of the Recovery Plan as per the area**			
2.1	**Description of problem No.1 to be solved in this area of the analysis:**	No international court or tribunal having jurisdiction to investigate and prosecute Russia's top political and military leadership for committing the crime of aggression against Ukraine.		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	Task to be achieved to solve the problem at each stage:	Drawing up legal framework to make sure that it will be possible to set up a special tribunal for the crime of aggression against Ukraine.	Setting up a Special Tribunal for the Crime of Aggression against Ukraine (the tribunal is to have jurisdiction to investigate and prosecute the rf top political and military leadership for the crime of aggression against Ukraine. The tribunal is also not to recognize any immunities of senior officials)	
2.1.3	Deadline within the stage:	till 12/2022	till 12/2023	

2.1.4	Risks related to achieving the objective:	Lack of political will and consent of other states and / or international organizations to set up a tribunal. Trial in absentia is not widespread and is not recognized among international tribunals.	Lack of political will and consent of other states and / or international organizations to set up a tribunal	
2.1.5	Indicator measuring the achievement of an objective	Draft statutory documents (multilateral international treaty and rules of procedure) of the new special tribunal enabling trial in absentia, as well as enforcing the sentence regarding confiscation of the convict's assets and paying compensation to victims from the convict's assets drawn up.	The texts of the multilateral international agreement on setting up a Special Tribunal on the Crime of Aggression against Ukraine and its rules of procedure agreed upon. Their entry into force. The Special Tribunal actually commenced its operations.	
2.1.6	Total amount financial resources required to achieve the objective:			
2.1.7	Link of the objective with other areas:			
2.2	**Description of problem No.2 to be solved in this area of the analysis:**	No national and international mechanism to compensate for the damage caused by the rf's aggression and, accordingly, no guarantees as to confiscating assets of russians and other persons taking part in rf's armed aggression or of those who in some way support it abroad; no unified approach in shaping state policy during the transition period		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	Task to be achieved to solve the problem at each stage:	Introducing national legislation to limit the sovereign immunity of foreign states which will be consistent with international law of other jurisdictions	1. Establishing an international compensation mechanism based on a multilateral agreement between key partner countries and introducing in key partner countries legislation which will ensure confiscating assets of russia, russians/other certain	

			specified categories of persons in order to utilize them to compensate for damages caused to Ukraine 2. Drawing up and implementing the Concept in the field of protection and restoration of human rights and fundamental freedoms while overcoming the consequences of the armed conflict on the territory of Ukraine caused by the armed aggression of the russian federation, as well as drafting and approving the government plan for its implementation	
2.2.3	Deadline within the stage:	till 12/2022	1. till 06/2023 2. till 12/2023	
2.2.4	Risks related to achieving the objective:	No international compensation mechanism; lack of resources to launch such a mechanism.	1. The achievement of the objective depends on the political will of the participating States. 2. Social tension and no consensus in society and among MPs	
2.2.5	Indicator measuring the achievement of an objective	A legislative act on the sovereign immunities of foreign states adopted which is aligned at the contractual level with the laws of other countries in which the seized assets of the russian federation are located	1. A multilateral agreement on a compensation mechanism for Ukraine drafted and concluded; the treaty entered into force; the bodies of the compensation mechanism are operational. Foreign aassets of the russian federation, russians and other persons connected with russian aggression or in some way supporting it used to	

			compensate for the damage caused to Ukraine. 2. The Concept in the field of protection and restoration of human rights and fundamental freedoms while overcoming consequences of the armed conflict on the territory of Ukraine caused by the armed aggression of the russian federation drafted and implemented; the government plan for its implementation drafted and approved	
2.2.6	Total amount financial resources required to achieve the objective:		will incur no extra costs with from the state budget of Ukraine	
2.2.7	Link of the objective with other areas:		1. No link 2. “Improving the system of prosecutor’s offices”, “Developing criminal justice institutions system”, “Societal safety and social rehabilitation of convicts and prisoners. Maintaining prisoners of war”	
3	**Current status of implementing program documents in the field of analysis selected as to the problem identified**			
3.1	**The name of the program document**	**Brief description of the current status**		**Name and last name of the member of the group submitting this information**
3.1.1.				0
				0
4.	**Determining tasks on achieving the objectives from point 2 (for each objective defined)**			
	Task (from point 2)	**Description of the task to achieve the objective**	**Deadline**	**Dependencies of the task on the tasks in other areas, spheres, problems**

	Stage 1: 06/2022 – 12/2022			
	Drawing up legal framework to ensure that it will be possible to set up a Special Tribunal for the Crime of Aggression against Ukraine	Task 1. Holding extensive consultations with foreign countries.		
		Task 2. Drawing up draft statutory documents (multilateral international agreement and rules of procedure) of the new Special Tribunal		0
	Stage 2: 01/2023 – 12/2025			
	Setting up a Special Tribunal for the Crime of Aggression against Ukraine on the basis of a multilateral international agreement	Task 3. A multilateral international agreement on setting up a tribunal agreed upon and concluded. Measures for its ratification taken.		
		Task 4. Actual start of the Special Tribunal's operations arranged		0
		Task 5. The Rome Statute of the International Criminal Court ratified.		
	Stage 1: 06/2022 – 12/2022			
	Introducing national legislation to limit the sovereign immunity of foreign states which will be consistent with international law of important jurisdictions	Task 6. Holding consultations with stakeholders.		
		Task 7. Drawing up and adopting legislation on sovereign immunities of foreign states.		0
	Stage 2: 01/2023 – 12/2025			
	Establishing an international compensation mechanism based on a multilateral agreement between key partner countries and introducing in key partner countries legislation which will ensure confiscating assets of russia, russians/other certain specified categories of persons in order to utilize them to compensate for damages caused to Ukraine	Task 8. Holding consultations with countries and international organizations that have imposed sanctions against russia because of its aggression against Ukraine and with other stakeholders as to creating an international compensation mechanism based on a multilateral agreement		
		Task 9. Concluding a multilateral agreement on creating an international compensation mechanism that will enable to (1) determine the process of obtaining		0

		compensation for losses and damages caused by russian aggression, (2) determine sources for compensation, (3) provide a "one stop shop" approach, (4) comply principles of the rule of law and due process, (5) reduce the damages Ukraine suffered as a victim state		
		Task 10. Taking measures to ratify the multilateral agreement		0
		Task 11Setting up treaty bodies of the compensation mechanism		
	Stage 2: 01/2023 – 12/2025			
	Drafting and implementing the Concept in the field of protection and restoration of human rights and fundamental freedoms while overcoming consequences of the armed conflict on the territory of Ukraine caused by the armed aggression of the russian; drafting and implementing the government plan for its implementation	Task 12. Drafting and implementing the Concept in the field of protection and restoration of human rights and fundamental freedoms while overcoming consequences of the armed conflict on the territory of Ukraine caused by the armed aggression of the russian; drafting and implementing the government plan for its implementation	12.2023	0

Fair, independent and accessible court

Introduction of martial law on the territory of the state affected the processes of administering justice by the courts of Ukraine to some extent. However, under such difficult circumstances, the constitutional human right to judicial protection provided for in Article 55 of the Constitution of Ukraine cannot be restricted.

Currently, Ukrainian judiciary needs sustainable development and adjusting to martial law. It should also be borne in mind that judicial reform is one of the main indicators for assessing how ready Ukraine is to integrate with the European Union.

Since the war broke out in Ukraine, the courts and justice sector institutions have been facing many tough and large-scale challenges that require immediate and effective solutions.

At this stage, the priority task is to resume the High Council of Justice operations, without the quorum of which it is impossible to form the

High Qualification Commission of Judges of Ukraine that is in charge of filling the judiciary with professional judges and judges having integrity and is also in charge of filling the vacancies in the Disciplinary inspectors service without which disciplinary complaints against the actions of judges pile up, which need to be considered and decisions need to be made within the timeframes prescribed by law.

Local courts remapping remains a relevant and urgent issue.

To date, the procedure of liquidating local general and commercial courts which were subject to liquidation under the decrees of the President of Ukraine has not been completed.

During 2021, the working group at the Parliamentary Committee on Legal Policy continued to develop a new network of general local courts in connection with changes in administrative and territorial structure.

In course of drawing up the future map of district courts, in addition to other components, there was taken as the basis the need to overcome different levels of court workload, optimize budget costs and streamline the remuneration of judges. Thus, in district general courts with the expected number of 3 judges the number of court staff is up to 6 people per judge, while in larger courts this ratio is about 4 court staff members per judge. At the same time, judges' workload within one instance and jurisdiction differs 12 times in some instances. Thus, in 2021, the Pechersk District Court of Kyiv where the expected number of judges is 36 judges, 20 judges work de-facto, received 71,782 cases (1,994 cases by expected number of judges and 3,589 cases per judge de facto). The Novodnistrovskyi City Court of Chernivtsi region where the expected number of judges is 3 judges, there are 2 judges there de facto, received 589 cases in 2021 (196 cases per the expected number of judges and 294 cases per judge de facto).

Therefore, balancing workload which can be done by remapping the existing network of courts is becoming urgent as on the one hand, the state spends budget funds to maintain courts with small workload and at the same time cannot provide a sufficient number of judges in overloaded courts, which negatively affects opportunities to consider cases within a reasonable timeframe.

It is the remapping (consolidation) of the existing network of local courts, among other things, that aims to create a "judge's office" model which will be aligned to a single way to determine and balance not only the terms of remuneration, but also the judicial workload.

Moreover, remapping of the network of local general courts on the principle of "one district court - one district" (where appropriate and possible), taking into account the resolution of the Verkhovna Rada of Ukraine from 17.07.2020 № 807-IX "On forming and liquidating districts" will not only save budget funds, but also significantly increase the level of public trust to justice as it is impossible to trust a court where, because of excessive workload, court proceedings take years.

One of the challenges caused by the hostilities is the destruction and damage of the premises of judicial institutions, as well as the theft and damage of material and technical resources of judicial institutions and bodies in the justice system. Rebuilding damaged court premises and building new premises of appellate and local courts and justice sector institutions in accordance with European standards is also a priority workstream on the path of overcoming the consequences of the war.

Another innovative workstream that will improve the quality of court services and access to justice for many citizens is developing e-justice, digitization of elements of court proceedings, implementing E-Court and the Unified Judicial Information and Telecommunication System with due regard to the recommendations of the European Commission on the Efficiency of Justice.

The existing system of enforcing court decisions requires changes. The European Commission and the Committee of Ministers of the

Council of Europe have repeatedly emphasized that it is necessary to change the system of enforcing judgments and applying the best practices of the European Union. Thus, in 2020, reforming enforcement system in respect of court judgements was included in the terms of the Macro-Financial Agreement between the European Union and Ukraine.

The European Court of Human Rights noted that the problem of non-enforcement of court decisions is of a systemic nature, the causes behind which include faults in national legislation, enforcement moratoria and the lack of effective enforcement tools. Non-enforcement or too lengthy enforcement of court decisions is one of the structural issues on the agenda of the Committee of Ministers of the Council of Europe regarding Ukraine, and the number of cases it is overseeing now is 635. A significant part of decisions of national courts that are not enforced are decisions of a non-property nature issued against authorities and other subjects of power.

In view of the tasks put before the Government today as to ensuring functioning of the state economy, building a new effective system for enforcement of court decisions is one of the priorities.

In "Fair, independent and accessible court" workstream, the following main challenges have been identified:

– judicial governance bodies not formed, their faulty operations (duplication of functions, redundant powers, faulty mechanism for bringing judges to responsibility);

– the need to overcome staff crisis in Ukrainian judiciary;

– the need to remap the existing network of courts and bring it closer to the new administrative and territorial system;

destruction and damage to premises, theft and damage to material and technical resources of appellate and local courts, the need to rebuild them in accordance with European standards;

– insufficient funding of the judiciary;

– slow development of e-justice, digitization of the judicial process, challenges with implementing the E-Court and the Unified Judicial Information and Telecommunication System;

– ineffective use of alternative (out-of-court) and pre-trial dispute settlement mechanisms regulated by legislation;

– the need to introduce direct participation of citizens in the process of administering justice (jury court, justices of the peace);

– low level of voluntary enforcement of court decisions, improper enforcement and non-enforcement of court decisions that have entered into legal force.

Definition of goals. Based on the challenging areas identified, priority objectives and respective measures and deadlines for their achievement have been agreed upon:

– resuming the full-fledged work of the newly formed High Council of Justice and the High Qualification Commission of Judges of Ukraine;

– structural modernization and optimization of judicial governance bodies, including carrying out a comprehensive audit of the powers of justice sector institutions (the High Council of Justice, the High Qualification Commission of Judges of Ukraine, the State Judicial Administration of Ukraine, the Court Security Service, the National School of Judges of Ukraine and others) in order to eliminate duplicated

functions thereof and provide procedures for efficient use of resources;

– filling full-time positions of judges in the busiest courts of first instance and appellate courts;

- commencing operations of the High Court on intellectual property issues;

- improving the procedures for appointment, dismissal, and disciplinary sanctions in respect of judges;

– remapping the existing network of general courts in accordance with the new administrative and territorial system and present challenges, drawing up and adopting relevant draft laws on the liquidation (reorganization) and formation of local general and specialized courts, as a result of which the number of local general courts is to be reduced by at least three times;

– summarizing the extent of the damage caused, estimating material resources required to rebuild damaged buildings/court premises and rebuild new appellate and local courts in accordance with European standards, with due regard to the projected court map;

– designing typical blueprints of "houses of justice" with due regard to best European practices, construction of new buildings for newly created district courts based on such blueprints;

- ensuring a sufficient financing of the judiciary and solving the issue of remuneration of court staff members by introducing respective legislative changes;

– optimizing court costs, improving court fee administration procedures and sending it directly to the general fund of the State Budget;

- ensuring information and cyber security in information and communication systems and services of the judiciary;

– digitalizing court proceedings, developing remote court proceedings, developing the Unified judicial information and telecommunication system;

- working out the issue whether it is possible to use elements of artificial intelligence in court proceedings;

– developing the use of mediation, implementing the Law of Ukraine "On Mediation";

– improving and expanding the use of the institution of juries, adopting and implementing the Law of Ukraine "On Jury Trials";

– forming the model of the institute of justices of the peace and its approbation; developing and adopting respective legislative framework in case of this institute proves to be feasible.

Defininitin of tasks.

To achieve the objectives, specific tasks are defined; carrying them out will contribute to solving respective challenges of the justice system as a whole.

Currently, consolidated proposals have been prepared as to:

– shaping an effective system of judicial governance: honest and professional composition of the High Council of Justice, the High Qualification Commission of Judges of Ukraine for the full-fledged performance of their powers;

– remapping the existing network of local courts and aligning it to the new administrative and territorial system; drawing up and adopting respective draft laws on the liquidation (reorganization) and formation of local general and specialized courts based on the principle of "one district court - one district" (where possible and feasible);

- conducting a functional audit of the powers of justice sector institutions so that to eliminate duplicated functions and balancing competencies; drafting respective legislative changes;

- summarizing the damages suffered by courts and justice sector institutions during the full-scale war of russian state against Ukraine, including because of damage and destruction of court buildings (premises), theft and damage to the equipment, etc.; determining financial indicators, conducting estimations, determining the source of funding (state budget, international technical assistance, donor financial assistance);

– encouraging the parties to use alternative methods of dispute settlement (amendments to procedural codes, the Law of Ukraine "On Court Fees", etc.);

– building infrastructure for information security and cyber protection of courts and judiciary data centers; protection of end points (personal computers, laptops of users), obtaining information security gateways for courts and data centers;

- providing centralized secure storage of documents in the "court cloud" - distributed data centers, while making it possible to store backup copies of information in the public cloud;

– developing the Unified State Register of Enforcement Documents with due regard to architectural requirements for further application of "Big Data" analysis technologies;

– setting forth in legislation the judge's right to free access to information contained in state registers, information systems, data banks, etc. via automated interaction of the Unified Judicial Information and Telecommunication System (through the judge's account) while administering justice;

– study and application of the best world practices and experience of implementing elements of artificial intelligence in court proceedings through cooperation with donor and other international organizations;

– setting forth in legislation the categories of cases that can be considered online, as well as enabling access to information (in particular, public information) exclusively via the Unified Judicial Information and Telecommunication System (in particular, the web portal of the judiciary); preventing the collection of personal data from online services (prohibition of publication of information about the participants in the case).

Expected results. The objectives set can be achieved on time only via coordinated and streamlined work of all parties involved in the reform. It is assumed that the implementation of the interventions planned will influence not only the amendments of the respective legislation, but will actually ensure proper and effective functioning of courts and justice sector institutions during martial law and in the post-war period.

The impact of war on a specific area of analysis:

Because of the full-scale aggression of the Russian Federation against Ukraine, justice in Ukraine is carried out to a limited extent, with a certain balance between the safety of judges, court staff members, participants in the court process and observance of the procedural rights of the parties in the case and the principles of administration judiciary. However, even in such difficult circumstances, a person's constitutional right to judicial protection cannot be restricted since under Articles 10 and 26 of the Law of Ukraine "On the Legal Regime of Martial Law" during martial law, the powers of the courts cannot be terminated. However, in view of the fact that martial law is introduced on the territory of Ukraine, revenues to the special fund of the state budget have significantly decreased, which jeopardizes proper support to the operations of

appellate courts and local courts in the administration of justice. Moreover, judiciary infrastructure was partially destroyed/damaged, there have been thefts and damages to network equipment, the material and resource base of courts and justice sector recorded.

Key challenges (generalized for the area specified):
It is necessary to solve the following challenges, in particular, regarding resumption of the full-fledged work of the newly formed High Council of Justice and the High Qualification Commission of Judges of Ukraine; structural modernization and optimization of judicial governance authorities; remapping the existing network of general courts in accordance with the new administrative and territorial system and existing challenges; developing e-justice, digitization of the court proceedings, enabling remote consideration of cases and the resuming court proceedings lost during the wartime; etc. To address a number of issues, it is necessary to draw up and adopt respective legislative amendments.

Key opportunities (generalized for the area specified):
Relaunching the judiciary of Ukraine as the judicial reform itself is one of the main indicators of assessing whether Ukraine is ready for integration with the European Union. Increased public attention to reforming the judiciary. Political will to modernize justice sector institutions and optimize courts. Attracting international aid to rebuild the infrastructure of the courts in order to ensure international standards of the judiciary.

Key limitations (generalized for the area specified):
Security (restriction of operations because of hostilities and martial law).
Financial (restrictions on state budget funding).
Logistics (restrictions as to the movement of judges, court staff, equipment, etc.).
Information (limited opportunities as to receiving and providing up-to-date information on objects in a temporarily uncontrolled territory or in a combat zone).

2	**Goals, Objectives, Stages Recovery Plan by spheres**			
2.1	**Description of problem No.1 to be solved in this area of the analysis:**	Judicial governance bodies not formed, their faulty operations (duplication of functions, redundant powers, faulty mechanism for bringing judges to responsibility)		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	Task to be achieved to solve the	1. Renewing the composition of the High Council of Justice. 2. Renewing the composition of the High Qualification	3. Structural modernization and optimization of judiciary bodies, introducing online	

	problem at each stage:	Commission of Judges of Ukraine	congress of judges and electronic voting. 4. Introducing an effective mechanism of bringing judges to responsibility. 5. Reviewing mechanism of judge notifying about interference with his/her activity	
2.1.3	Deadline within the stage:	till 12/2022	till 12/2024	
2.1.4	Risks related to achieving the objective:	- because of hostilities, peculiarities of the legal regime of martial law and other objective and subjective circumstances, respective competitions will not be held and completed. - forming the quoras of the HCJ and the HQCJ is carried out in equal partnership with independent entities – international partners and judicial self-government, and therefore the State cannot be solely responsible for how long these processes will last		
2.1.5	Indicator measuring the achievement of an objective	1. At least 15 HCJ members appointed/elected. 2. At least 11 members of the HQCJ appointed	3. Functional audit conducted; legislative amendments introduced to eliminate duplicated functions; balanced and not duplicated mandate of judicial bodies and institutions. 4. A disciplinary complaint against a judge is not considered for more than 6 months. 5. Legislative amendments introduced	
2.1.6	Total amount financial resources required to achieve the objective:			
2.1.7	Link of the objective with other areas:			

2.2	**Description of problem No.2 to be solved in this area of the analysis:**	It is necessary to overcome the staff crisis in the judiciary of Ukraine (procedures for the competition to fill judicial vacancy are too lengthy; A significant number of judicial vacancies in appellate and local courts; loss of human resources as regards court staff members; the system of higher specialized courts is not fully formed)		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	Task to be achieved to solve the problem at each stage:	1. To fill full-time positions of judges in the most overloaded first instance courts. 2. To fill full-time positions of judges in appellate courts 3. To optimize procedures for appointing judges to positions 4. The High Court on Intellectual Property Issues started its operation	1. To fill full-time positions of judges in the most overloaded first instance courts. 2. To fill full-time positions of judges in appellate courts. 3. To optimize procedures for appointing judges to positions. 4. The High Court on Intellectual Property Issues started its operation. 5. Improving the operations of the High Anti-Corruption Court	
2.2.3	Deadline within the stage:	till 12/2022	3. 4. till 12/2024 5. till 12/2025	
2.2.4	Risks related to achieving the objective:	HCJ and HQCJ will not be formed	3. legislative amendments not introduced. 4. HCJ, HQCJ will not be formed. 4. limited financial resources. 5. legislative amendments not introduced, limited financial resources	
2.2.5	Indicator measuring the achievement of an objective	1. The difference in workload does not differ more than 5 times. The number of vacancies in the most overloaded courts reduced by 50% 2. 60 percent of vacancies filled	3. The competition for the position of a judge of any instance does not last more than 3 months. New competitive procedures enable appointing any number of judges. 4. High Court of Intellectual Property operates with the required number of judges 5. HACC and the HACC Appeals Chamber operate with the required number of judges 6. Criminal proceedings in the	

			first instance of the HACC are carried out individually, except for proceedings on especially grave crimes	
2.2.6	Total amount financial resources required to achieve the objective:			
2.2.7	Link of the objective with other areas:			
2.3	**Description of problem No.3 to be solved in this area of the analysis:**	The need to carry out court remapping, aligning it to the new administrative and territorial structure		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	Task to be achieved to solve the problem at each stage:	Remapping the existing network of general courts in accordance with the new administrative and territorial structure and current challenges		
2.3.3	Deadline within the stage:	till 12/2022		
2.3.4	Risks related to achieving the objective:	Constantly changing situation as to the territories under active hostilities, or temporarily occupied territories/territories not under Ukrainian control		
2.3.5	Indicator measuring the achievement of an objective	The number of local general courts reduced by at least three times. The minimum number of judges in a court is 5 judges, the workload per judge in any court does not differ by more than 30%		
2.3.6	Total amount financial resources required to achieve the objective:			

2.3.7	Link of the objective with other areas:			
2.4	**Description of problem No.4 to be solved in this area of the analysis:**	Destruction and damage of premises, theft and damage of equipment and facilities of appellate and local courts, the need to rebuild them in accordance with European standards, in particular, to ensure the accessibility of court premises and court services		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.4.2	Task to be achieved to solve the problem at each stage:	Summarizing the scale of damage, calculating the required resources to rebuild the damaged property with due regard to the projected map of the courts. Carrying out a thorough inspection of all damaged buildings to establish financial indicators and estimate the attraction of funds and investments	Rebuilding damaged court buildings / premises and reconstructing new appellate and local courts under international standards, ensuring, inter alia, barrier-free of court premises and court services	Providing newly created (optimized) district courts with staff-only premises. Analyzing the actual lay of land in the premises of existing courts with due regard to the new map of courts in terms of whether they meet construction and architectural standards.
2.4.3	Deadline within the stage:	12.2022	12.2025	12.2032
2.4.4	Risks related to achieving the objective:	Active hostilities taking place in respective territories, temporary occupation of territories. Insufficient funding or limited financial resources. Changing number of damaged/destroyed infrastructure facilities, network and other types of equipment.	Changing number of damaged / destroyed infrastructure facilities, network and other equipment. Complicated logistics. Limited funding for rebuilding damaged courts and premises of justice sector institutions. Insufficient funding for building new courthouses instead of destroyed ones.	Lack of financial resources.
2.4.5	Indicator measuring the achievement of an objective	The total amount of losses determined, financial indicators determined, estimations made, the source of financing determined (state budget, international technical assistance, donor financial assistance). About 34% of the total number of damaged premises or approximately 24 premises of courts and justice sector institutions rebuilt (contingent on whether there are active hostilities in respective territories and whether there are financial resources for that)	The list of premises of courts and that of justice sector institutions which are not feasible to rebuild taking into account the forecasted map of courts defined. Construction works and extensive repairs carried out in respect of buildings / premises, in which it	Standard blueprints of "houses of justice" with due regard to best practices, including international ones drawn up. New premises for newly created district courts on the basis of such blueprints built. 60% of district courts are located in premises that meet all construction and architectural standards and are accessible to less mobile groups.

			is planned to have optimized court-related institutions in the future.	
2.4.6	Total amount financial resources required to achieve the objective:	Allocating budget, attracting funds and investments to rebuild damaged premises of courts and justice sector institutions, carrying out construction works and extensive repairs of court buildings/premises	Allocating budget, attracting funds and investments to rebuild court premises, network and other equipment to ensure proper access to justice for citizens.	
2.4.7	Link of the objective with other areas:			
2.5	**Description of problem No.5 to be solved in this area of the analysis:**	Insufficient funding of the judiciary.		
2.5.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.5.2	Task to be achieved to solve the problem at each stage:	1. Ensuring a sufficient funding for the judiciary. 2. Solving the issue of remuneration of court staff and creating appropriate conditions for court operations	1. Solving the issue of remuneration of court staff and creating appropriate conditions for court operations 2. Improving the procedures for administering court fee and sending it directly to the State Budget general fund	
2.5.3	Deadline within the stage:	till 12/2022	till 12/2023	
2.5.4	Risks related to achieving the objective:	limited financial resources		
2.5.5	Indicator measuring the achievement of an objective	1. The needs of courts in 2022 are 100% financed; 2. Draft law № 6311 of 16.11.2021 on amending the Law of Ukraine "On the Judiciary and the Status of Judges" as to solving the issue of remuneration of court staff members adopted. The lowest salary of a court staff member is not less than UAH 12,000. The maximum amount of incentive payments does not exceed 30%.	funds from the court fee go to the State budget general fund	

2.5.6	Total amount financial resources required to achieve the objective:	1. Budget allocations in the amount of UAH 1,324.1 million directed at ensuring the functioning of appellate and local courts, as well as other justice sector institutions by the end of 2022. 2. The estimated need for extra financial resources for 2023 will be UAH 13,348.8 million.		
2.5.7	Link of the objective with other areas:			
2.6	**Description of problem No.6 to be solved in this area of the analysis:**	**Gaps in cyber security of the information infrastructure of courts and other justice sector institutions**		
2.6.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.6.2	Task to be achieved to solve the problem at each stage:	building basic infrastructure of information security and cyber protection of courts, data centers and user endpoints; storing documents in "court cloud" and storing separate backup copies in public cloud; 100% of software for virtualization infrastructure, databases, courts, etc. are licensed	building backup infrastructure of information security and cyber protection of courts and data centers; building a second backup data center; SOC - Security Operational Center of the judiciary started functioning; obtaining UJITS Comprehensive information protection system certificate	Supporting information security infrastructure operations (service subscriptions, technical support, etc.)
2.6.3	Deadline within the stage:	12.2022	12.2024	12.2032
2.6.4	Risks related to achieving the objective:	inadequate funding; logistics challenges in supplying equipment	inadequate funding; logistics challenges in supplying equipment; poor expertise of SOC specialists; working conditions for cyber security specialists are not achievement-oriented	inadequate funding; obsolete hardware and (or) software
2.6.5	Indicator measuring the achievement of	data centers and operational courts: equipped with information protection gateways and endpoint protection software; use 100% licensed system	data centers and 100% of courts are equipped with backup information security gateways,	proper equipment and software functioning is ensured, required subscriptions and services are available

	an objective	software (OS, databases) and at least 95% application software	judiciary SOC is operational	
2.6.6	Total amount financial resources required to achieve the objective:	643 722	555 514	640 407
2.6.7	Link of the objective with other areas:			
2.7	**Description of problem No.7 to be solved in this area of the analysis:**	**The development of the Unified Judicial Information and Telecommunication System has not been completed. No e-document flow in courts and other justice sector institutions. Courts not having enough computerization tools.**		
2.7.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.7.2	Task to be achieved to solve the problem at each stage:	Developing the Unified State Register of Enforcement Documents; Developing new software for the Unified State Register of Court Judgements (with due regard to new features provided by procedural codes); Connecting the Kyiv Court of Appeal to the "E-Court" subsystem; Implementing automated compilation and maintenance of the judge's file and personnel records of judges and court staff; Implementing e-document management in the State Administration of Ukraine and its territorial administrations; Providing courts with informatization means	Implementing procedural document flow in general and specialized courts; Implementing automated staff accounting system for judges and court staff members; Implementing analytics and statistics subsystems; Equipping 95% of courts with information technologies in accordance with regulations	Supporting e-services operations, their improvement
2.7.3	Deadline within the stage:	12.2022	12.2025	12.2032
2.7.4	Risks related to achieving the objective:	inadequate funding; legislative amendments changing requirements as to registers; no legislative amendments preventing automated collection of personal data and giving judges the right to access state registers	inadequate funding; mistakes in planning and/or implementing systems	inadequate funding; improper assessment of the needs of judges and system users; untimely updating of components which leads to their being obsolete and irrelevant
2.7.5	Indicator measuring the		introducing the updated procedural document flow	

	achievement of an objective		platform in Ukrainian courts; the functioning of the Unified State Register of Court Decisions and the Unified State Register of Enforcement Documents as part of the UJITS; raising citizens' awareness of e-services	
2.7.6	Total amount financial resources required to achieve the objective:	777 483	727 700	1 195 474
2.7.7	Link of the objective with other areas:			
2.8	**Description of problem No.8 to be solved in this area of the analysis:**	**Narrow spread of the use of electronic tools for remote communication between courts and participants in the legal process (notifying parties, sending documents, familiarizing with case materials via electronic communication)**		
2.8.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.8.2	Task to be achieved to solve the problem at each stage:	Expanding E-Court features; Introducing additional sources of communication with participants in court proceedings Streamlining automated interaction of EJITS with information resources of other authorities	10% of applications are submitted to court via electronically (via respective account) 95% of the courts are equipped with scanners for filling e-court	Support for the functioning of electronic services, their improvement
2.8.3	Deadline within the stage:	12.2022	12.2025	12.2032
2.8.4	Risks related to achieving the objective:	political risks (no legislative changes), lack of funding, logistics issues	no funding and no legislative amendments, choosing wrong target audience or wrong channel of interaction with potential users	
2.8.5	Indicator measuring the achievement of	courts' need for planetary scanners is 95% covered	10% of applications are submitted via e-court	

	an objective			
2.8.6	Total amount financial resources required to achieve the objective:	125 874	177 698	210 755
2.8.7	Link of the objective with other areas:			
2.9	**Description of problem No.9 to be solved in this area of the analysis:**	**Addressing the issue whether it is possible to use artificial intelligence in the judiciary**		
2.9.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.9.2	Task to be achieved to solve the problem at each stage:	Drawing up recommendations on the use of AI tools in court proceedings	Using AI tools when searching in the USRCD, the USRED and when predicting the outcome of cases consideration	
2.9.3	Deadline within the stage:	12.2022	12.2025	
2.9.4	Risks related to achieving the objective:	lack of support from international organizations and/or governments in providing information; insufficient amount of information	no aligned vision and no consolidation among stakeholders; inadequate funding; poor qualification of technical specialists	
2.9.5	Indicator measuring the achievement of an objective	systematic analysis of world practices and priority development areas	the efficiency of using artificial intelligence algorithms is more than 90% (in 90% of cases the result obtained meets the requirements and criteria established)	
2.9.6	Total amount financial resources required to achieve the		38 626	

	objective:			
2.9.7	Link of the objective with other areas:			
2.10	**Description of problem No.10 to be solved in this area of the analysis:**	Developing mechanisms for alternative (out-of-court) and pre-trial settlement of disputes		
2.10.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.10.2	Task to be achieved to solve the problem at each stage:		Improving the procedure of settling the dispute with the participation of a judge	1. Encouraging the use of out-of-court methods of dispute settlement, for certain categories of cases, establishing a mandatory pre-trial dispute settlement procedure using mediation and other practices. 2. Developing mediation
2.10.3	Deadline within the stage:		till 12/2025	till 12/2026
2.10.4	Risks related to achieving the objective:			
2.10.5	Indicator measuring the achievement of an objective		the number of cases resolved via the dispute resolution procedure with the participation of a judge increased by 10%	1. The number of cases subject to a mandatory pre-trial dispute settlement procedure increased. A list of such categories of disputes defined; the number of a mediation clause included in contracts and mediation agreements concluded increased by 5%; the number of referrals to mediation in the categories of disputes where amicable settlement is expedient increased by 2%. The number of mediators in the register of mediators increased by 10%
2.10.6	Total amount financial resources required to achieve the			

	objective:			
2.10.7	Link of the objective with other areas:			
2.11	**Description of problem No.11 to be solved in this area of the analysis:**	Introducing direct participation of citizens in the court proceedings (jury trial, justices of the peace)		
2.11.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.11.2	Task to be achieved to solve the problem at each stage:		Improving and expanding engagement of jurors	Shaping of the model of the institute of justices of the peace and its approbation (if feasible).
2.11.3	Deadline within the stage:		till 12/2025	till 12/2030
2.11.4	Risks related to achieving the objective:			
2.11.5	Indicator measuring the achievement of an objective		the Law of Ukraine “On Jury Trial” adopted	legislative amendments introduced
2.11.6	Total amount financial resources required to achieve the objective:			
2.11.7	Link of the objective with other areas:			
2.12	**Description of problem No.12 to be**	Improper enforcement and non-enforcement of court decisions that have entered into force		

	solved in this area of the analysis:			
2.12.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.12.2	Task to be achieved to solve the problem at each stage:	Facilitating operations of the system for enforcing court decisions and decisions of other bodies during martial law	1. Digitization of enforcement proceedings 2. Ensuring enforcement of ECtHR judgements by Ukraine (Ivanov, Burmych case group), (including the implementation of the recommendations of the Committee of Ministers of the Council of Europe)	
2.12.3	Deadline within the stage:	till 12/2022	till 12/2025	
2.12.4	Risks related to achieving the objective:			
2.12.5	Indicator measuring the achievement of an objective	1. The draft law on the peculiarities of enforcing decisions during martial law registered in the Verkhovna Rada of Ukraine 2. Legal framework regarding the peculiarities of enforcing decisions during martial law adopted	1. Legal framework as to mandatory connection and participation of banks in the information interaction between enforcement officers and banks (revised with due regard to comments of the Ministry of Justice and draft law 5660 adopted or a resolution of the National Bank of Ukraine providing for mandatory obligation to connect banks to the ASEP and for banks to participate in the automated garnishment of debtors' funds on accounts adopted) 2. Enabled service of enforcement documents using the Unified State Register of Enforcement Documents 3. The draft law on the lifting	

			moratoria that make enforcing court decisions more complicated registered in the Verkhovna Rada of Ukraine 4. The draft law on introducing effective and efficient judicial control over the enforcement of decisions registered in the Verkhovna Rada of Ukraine 5. The draft law on the effective procedure for establishing or changing the method or manner of enforcing decisions of a non-property nature registered in the Verkhovna Rada of Ukraine 6. Draft law 5660 (On enforcement of decisions) revised, taking into account observations of the Ministry of Justice, and adopted. 7. The number of court decisions enforced has actually increased	
2.12.6	Total amount financial resources required to achieve the objective:			
2.12.7	Link of the objective with other areas:			
3	**Current status of implementing program documents in the field of analysis selected as to the problem identified**			
3.1	**The name of the program document**	**Brief description of the current status**		**Name and last name of the member of the group submitting this information**
3.1.1.	Concept of the Unified Judicial Information and Telecommunication System	Work on developing and implementing UJITS started in 2018, were not completed because of lack of funding		
4	**Definition of tasks to achieve goals from point 2 (for each objective set)**			
	Task (from para 2)	**Description of the task to achieve**	**Deadline**	**Task dependency on other workstreams,**

		the objective		**areas, problems**
	Stage 1: 06/2022 – 12/2022			
	Renewing the composition of the High Council of Justice	Task 1. The President of Ukraine announces a competition for the vacant position of a member of the HCJ		
		Task 2. Congresses (conferences) are convened by competent entities the agenda of which includes electing members of the HCJ		
		Task 3. The Secretariat conducts a special background check of candidates for the positions of members of the HCJ		
		Task 4. The Ethics Council conducts integrity checks of HCJ candidates		
		Task 5. Entities in charge of electing/appointing members of HCJ elect/appoint HCJ members		
	Renewing the composition of the High Qualification Commission of Judges of Ukraine			
		Task 6. The competition commission resumes its operations and conducts a competition for the position of a member of the HQCJ. The High Council of Justice appoints members of the High Qualification Commission of Judges of Ukraine		
	Stage 2: 01/2023 – 12/2025			
	Structural modernization and optimization of judicial governance bodies, introducing online congress of judges and electronic voting	Task 7. Conducting a comprehensive audit of the powers of justice sector institutions (HCJ, HQCJ, SJA, CSS, NSJU and others) to eliminate duplicated functions, ensure procedures for effective use of resources		
		Task 8. Drawing up draft		

		legislative acts regarding revision of powers and functions of justice sector institutions		
		Task 9. Adopting relevant laws and their implementation		0
	Stage 2: 01/2023 – 12/2025			
	Improving the mechanism for bringing a judge to disciplinary responsibility	Task 10. Drawing up and adopting respective legislative amendments		
	Stage 2: 01/2023 – 12/2025			
	Reviewing the mechanism for the judge to notify that his/her activities have been interfered with;	Task 11. Drawing up and adopting respective legislative amendments		
	Stage 1: 06/2022 – 12/2022			
	Fill full-time positions of judges in the most overloaded first instance courts.	Task 12. The President of the Supreme Court announces the procedure for secondment to the busiest courts for all judges		
		Task 13. Judges are seconded from the least loaded courts to the most loaded courts (both from the first instance courts and from appellate courts)		
	Stage 2: 01/2023 – 12/2025			
		Task 14. Competitions for vacant positions are held in accordance with new procedures – providing courts with the necessary server and computer equipment, and IT tools, as envisaged in the regulations;		

		- introduction of the principles of Good Data Governance – data management and transition from reporting to strategic forecasting; - finalization of the electronic court, including video conferencing software, eCourt mobile application; - implementation of the principles of minimizing the amount of information entered by the user, as well as one-time entry and multiple use of data; - creation of the judiciary contact center; - promotion of electronic court services, creation of educational and informational programs and materials, user training, cooperation with mass media		
	Stage 1: 06/2022 – 12/2022			
	Fill full-time positions of judges in appellate courts	Task 15. Introducing the possibility of secondment of judges of the first instance who are in office for more than 5 to 10 years from courts with moderate workload to courts of appellate instance with a significant shortage of judges		

	Stage 2: 01/2023 – 12/2025			
		Task 16. Holding a competition to fill judicial positions in appellate courts in accordance with new procedures		
	Stage 1: 06/2022 – 12/2022			
	Optimize procedures for appointing judges to positions	Task 17. Development of draft legislative acts on revision of procedures for appointing judges to positions		
	Stage 2: 01/2023 – 12/2025			
		Task 18. All judges are appointed based on the results of the competition (selection to be canceled)		
		Task 19. Judges with work experience should have a priority in career development and “horizontal transfer” (for example, appointment from a district court to a regional center)		0
		Task 20. Quotas (from 10% to 50%) are introduced for NON-JUDGES, while competitive procedures for them are conducted separately from judges (this will only apply to the appellate and cassation instances, since the first-		

		competition at the first instance is held only for NON-JUDGES)		
		Task 21. All exams within the competitions are held with minimum “human” interference		0
		Task 22. Adoption of relevant laws and their implementation		0
	Stage 1: 06/2022 – 12/2022			
	The High Court on Intellectual Property Issues started its operation	Task 23. Completion of competitions to fill judicial positions in the High Court on Intellectual Property and its Appeals Chamber		
	Stage 2: 01/2023 – 12/2025			
		Task 24. Organizational and financial conditions in place for the Court to start working		
	Stage 2: 01/2023 – 12/2025			
	Improving the operations of the High Anti-Corruption Court	Task 25. Adopt a decision on increasing the number of judges in the High Anti-Corruption Court and the Appeals Chamber of the High Anti-Corruption Court		
		Task 26. Hold selection to fill vacant judicial positions in the High Anti-Corruption Court and the Appeals Chamber of the High Anti-Corruption Court with the		0

		involcement of the Public Council of International Experts		
		Task 27. Develop and adopt a draft law, according to which the panel hearing of crimes at HACC in the first instance will be carried out by one judge, except for hearings of special serious crimes		0
	Stage 1: 06/2022 – 12/2022			
	Remapping the existing network of general courts in accordance with the new administrative and territorial structure and current challenges	Task 28. Conduct analysis of the existing network of local courts, prepare proposals for its optimization and bringing it in line with a new administrative-territorial system		
	.	Task 29. Eliminate courts in remote cities logistic support (restoration) of which is impractical from the financially standpoint. Premises to be transferred (for a fee/free of charge) to the balance of territorial communities for the formation of Transparent Offices, including with the service of remote participation in court hearings using electronic means of communication.		0
		Task 30. Development and		0

		adoption of relevant draft laws on the liquidation (reorganization) and creation of local general and specialized courts		
		Task 31. Legislative changes developed and adopted		0
	Stage 1: 06/2022 – 12/2022			
	Summarizing the scale of damage, calculating the required resources to rebuild the damaged property with due regard to the projected map of the courts. Carrying out a thorough inspection of all damaged buildings to establish financial indicators and estimate the attraction of funds and investments.	Task 32. Summarizing the scale of damage, calculating the necessary material resources for the restoration of damaged property, taking into account the projected map of courts	12.2022	Active hostilities in the relevant territories, temporary occupation of territories. Insufficient funding or limited financial resources. Change in the number of damaged/destroyed infrastructure objects, network equipment, facilities and resources.
		Task 33. Conduct a thorough inspection of damaged court buildings (where possible, taking into account the conditions of martial law, active hostilities, temporary occupation of territories, etc.) to form financial indicators and calculate the attraction of funds and investments.	12.2022	
		Task 34. Preparation of appropriate design and estimate documentation	12.2022	
		Task 35. Allocation of budget, attraction of funds and investments for restoration of the destroyed premises of courts and justice	12.2022	

		system bodies and institutions		
	Stage 2: 01/2023 – 12/2025			
	Rebuilding damaged court buildings / premises and reconstructing new appellate and local courts under international standards, ensuring, inter alia, barrier-free of court premises and court services	Task 36. The list of premises of courts and judicial institutions, which are impractical to restore, taking into account the projected map of courts, is drafted.	6.2023	Change in the number of damaged/destroyed infrastructure objects, network equipment, facilities and resources. Complicated logistics. Limited funding for restoration of damaged premises of courts and justice system bodies. Insufficient funding for the construction of new court buildings instead of destroyed ones.
		Task 37. Carrying out construction works and major repairs of buildings/premises, which are designated for the optimized judicial institutions in the future.	2023-2025	
		Task 38. Allocation of budget, attraction of funds and investments for restoration of court premises, network equipment, facilities and resources, with the aim of ensuring proper access to justice for citizens	2023-2025	
	Stage 3: 01/2026 – 12/2032			
	Providing newly created (optimized) district courts with staff-only premises. Analyzing the actual lay of land in the premises of	Task 39. Analysis of the real state of the premises of existing courts, taking into account the new map of courts, as to their compliance	12.2026	Lack of financial resources.

	existing courts with due regard to the new map of courts in terms of whether they meet construction and architectural standards.	with construction and architectural standards		
		Task 40. Development of typical projects of "houses of justice' taking into account best practices, including international ones. Construction of new buildings for the newly created district courts based on such projects	2026-2032	
	.	Task 41. Allocating budget, attracting funds and investments for the construction of new court buildings	2026-2032	
	Stage 1: 06/2022 – 12/2022			
	Ensuring a sufficient funding for the judiciary	Task 42. Making appropriate amendments to the Law of Ukraine "On the State Budget of Ukraine for 2022" and increasing budget allocations under budget program 0501020 "Ensuring the administration of justice by local and appellate courts and the functioning of the justice system bodies and institutions"	12.2022	Lack of financial resources.
		Task 43. Budget allocations	12.2022	

		amounting to 1,324.1 million UAH allocated to ensure the operation of appellate and local courts, and of other justice system institutions until the end of 2022.		
		Task 44. Ensuring 100 percent financing of courts and justice system bodies and institutions in 2022	12.2022	
	Stage 1: 06/2022 – 12/2022			
	Solving the issue of remuneration of court staff and creating appropriate conditions for court operations	Task 45. Draft law No. 6311 dated 16.11.2021 on amendments to the Law of Ukraine "On the Judiciary and the Status of Judges" regarding the regulation of the remuneration of court employees adopted	12.2022	
	Stage 2: 01/2023 – 12/2025			
		Task 46. Allocation of additional funds from the state budget for the specified purposes.	2023-2025	
	Stage 2: 01/2023 – 12/2025			
	Improving the procedures for administering court fee and sending it directly to the State Budget general fund	Task 47. Development and adoption of relevant legislative amendments		0
	Stage 1: 06/2022 – 12/2022			
	Ensuring information and	Task 48. Building the	12.2022	adequate funding from the state budget

	cybersecurity in the information and telecommunication systems and services of the judiciary	infrastructure of information security and cyber protection of courts and data centers of the judiciary; protection of endpoints (personal computers, laptops of users). Purchase of information security gateways for courts and data centers.		or donor assistance is needed
		Task 49. Legalization of virtualization infrastructure software and databases of distributed data centers	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 50. Legalization of court software	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 51. Provision of centralized secure storage of documents in the “court cloud” - distributed data centers, with the possibility of storing backup copies of information in public clouds	12.2022	
	Digitization of court proceedings, development of remote justice, building up UJITS	Task 52. Integration of the procedural document flow system of the Kyiv Court of Appeal with the electronic court	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 53. Introduction of a centralized electronic general document flow system in the SJAof Ukrain eand its territorial units	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 54. Development of the Unified State Register of	12.2022	adequate funding from the state budget or donor assistance is needed

		Writs of Executions taking into account architectural requirements for further application of "Big Data" analysis technologies		
		Task 55. Development of the Unified State Register of Court Decisions taking into account architectural requirements for the further application of "Big Data" analysis technologies	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 56. Introduction of a centralized secure system for the automated creation, maintenance, and publication of judicial dossiers, personnel records of judges and court staff	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 57. Provision of IT tools to courts (server and computer equipment) for proper functionning of the infrastructure of courts; work of judges and court staff in accordance with existing regulations	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 58. Legislative consolidation of the judge's right to free access, when administering justice, to information contained in state registers, information systems, data banks, etc.	12.2022	

		using the means of the Unified Judicial Information and Telecommunication System (through the judge's electronic cabinet)		
		Task 59. Implementation of automated interaction (application programming interface) with the services of Ukrposhta and the print center to speed up and reduce the cost of sending documents to parties (receiving from parties)	12.2022	support of international donor organizations is needed
	Using artificial intelligence in the administration of justice	Task 60. Study of the best world practices and experience of implementing artificial intelligence in the administration of justice through cooperation with donor and other international organizations	12.2022	
	Ensuring barrier-free court proceedings	Task 61. Legislative consolidation of the categories of cases that can be heard online, as well as the possibility of access to information (in particular, public information) exclusively through the means of the Unified Judicial Information and Telecommunication System (in particular, the web portal	12.2022	

		of the judiciary); preventing the collection of personal data from online services (prohibition of publication of information about the participants in a case)		
		Task 62. Legislative consolidation of the SJA's of Ukraine right to oversee compliance with the obligation to register official electronic addresses in UJITS, by introducing amendments to the Law of Ukraine "On the Judiciary and the Status of Judges" and to the Code of Ukraine on Administrative Offenses	12.2022	adequate funding from the state budget or donor assistance is needed
		Task 63. The need for legislative regulation of the issue of expanding the possibilities of remote justice	12.2022	
		Task 64. Providing judges with full access to the information of the Unified State Demographic Register; signing the relevant Protocol on interaction with the SJA and the SMS so that judges could obtain information from the Unified State Demographic Register	12.2022	
		Task 65. Providing the courts with the required number of	12.2022	adequate funding from the state budget or donor assistance is needed

		scanners that will allow converting case files from hardcopies to electronic form, which will allow access to the case files from electronic cabinets of participants		
Stage 2: 01/2023 – 12/2025				
	Ensuring information and cybersecurity in the information and telecommunication systems and services of the judiciary	Task 66. Completion of the construction of the infrastructure of information security and cyber protection of courts and data centers; organization of the Security Operational Center (SOC) of the judiciary	12.2023	adequate funding from the state budget or donor assistance is needed
		Task 67. Certification of the infrastructure of cyber protection of courts and data centers for the possibility of transmitting restricted information, while encrypted, through unprotected communication channels	12.2024	
		Task 68. Creation of the second backup data center of the judiciary and provision of reserved data transmission channels	6.2023	adequate funding from the state budget or donor assistance is needed
	Digitization of court proceedings, development of remote justice, building up UJITS	Task 69. Implementation of centralized electronic procedural document flow of general courts	12.2023	adequate funding from the state budget or donor assistance is needed
		Task 70. Implementation of	12.2024	adequate funding from the state budget

		centralized electronic procedural document flow of specialized courts		or donor assistance is needed
		Task 71. Introduction of the Unified State Register of Court Decisions, taking into account architectural requirements for the further application of "Big Data" analysis technologies	12.2023	adequate funding from the state budget or donor assistance is needed
		Task 72. Introduction of the Unified State Register of Writs of Execution , taking into account architectural requirements for further application of "Big Data" analysis technologies	12.2023	adequate funding from the state budget or donor assistance is needed
		Task 73. Development and introduction of a subsystem of analytics, statistics, planning, which uses big data when building reports according to the specified parameters and for the selected time period	6.2024	adequate funding from the state budget or donor assistance is needed
		Task 74. Introduction of Good Data Governance, which are the principles of data management, which will lay the structure of further conceptual approaches to architecture and data models and allow, with minimal errors, recording, monitoring,	12.2025	

		analyzing and forecasting all key indicators of court operation and ensuring, on this basis, the transition to strategic forecasting development		
	Using artificial intelligence in the administration of justice	Task 75. Introduction of artificial intelligence mechanisms in services for predictive search of decisions in the Unified State Register of Court Decisions, the Unified State Register of Writs of Execution	12.2024	adequate funding from the state budget or donor assistance is needed
		Task 76. Use of artificial intelligence to depersonalize the texts of court decisions before their open publication	12.2024	adequate funding from the state budget or donor assistance is needed
		Task 77. Use of artificial intelligence to predict the outcome of a court trial based on the results of analysis of the text of a claim	12.2024	adequate funding from the state budget or donor assistance is needed
		Task 78. Introduction of artificial intelligence for the purpose of independent determination of the qualification level of a judge and a judicial candidate for the purposes of addressing issues relating to judicial career (competition (transfer) to a judicial position, professional development,	12.2023	adequate funding from the state budget or donor assistance is needed

		qualification evaluation (ability to administer justice in the relevant court), disciplinary proceedings etc). Evaluation creteria: 1) competence (professional, personal, social, etc.); 2) professional ethics; 3) integrity. The assessment of the judge's or judicial candidates' suitability to the position will be carried out on the basis of data contained in the automatically generated dossiers by comparing the quantitative and qualitative indicators of the dossier against admissible model indicators		
		Task 79. Involvement of a wide range of stakeholders to establish priority areas for its use in UJITS, their implementation and continuous improvement	12.2025	support of international donor organizations is needed
	Ensuring barrier-free court proceedings	Task 80. Finalization of the electronic court and software that allows participation in the court session via video conference; mobile application eCourt; implementation of the principles of minimizing the	12.2025	

		amount of information entered by the user, as well as one-time entry and multiple use of information		
		Task 81. Improvement of the mechanism of delivery of court notices and summonses, in particular by using messengers (creation of a contact center), which will allow combining all communication channels (telephone, e-mail, messengers) with participants in court cases and choosing the fastest and the cheapest mean to send summonses, messages etc.	6.2024	adequate funding from the state budget or donor assistance is needed
		Task 82. Promotion of electronic court services, creation of educational and information programs and materials, training of users, cooperation with mass media	12.2024	adequate funding from the state budget or donor assistance is needed
Stage 3: 03/2026 – 12/2032				
	Digitization of court proceedings, development of remote justice, building up UJITS	Task 83. Support for the functioning of the information security infrastructure (service subscriptions, technical support, etc.)	12.2032	proper financing within the framework of the state budget is needed
	Digitization of court proceedings, development of	Task 84. Support for the functioning of electronic	12.2032	proper financing within the framework of the state budget is needed

	remote justice, building up UJITS	services, their improvement		
	Ensuring barrier-free court proceedings	Task 85. Support for the functioning of electronic services, their improvement	12.2032	proper financing within the framework of the state budget is needed
	Stage 3: 01/2026 – 12/2032			
	Encouraging the use of out-of-court methods of dispute settlement, for certain categories of cases, establishing a mandatory pre-trial dispute settlement procedure using mediation and other practices.	Task 86. Development and adoption of legislative changes		
		Task 87. Implementation of measures to increase public awareness of mandatory pre-trial dispute settlement		
	Stage 3: 01/2026 – 12/2032			
	Development of mediation	Task 88. Development of the Action Plan for the implementation of the Law of Ukraine “On Mediation”. Carrying out a broad public outreach campaign explaining the essence of mediation.		
		Task 89. Promotion of assistance in facilitating access to mediation by primary free legal aid		

		providers. Organizingp the collection of statistics on mediation		
		Task 90. Development of judicial mediation. Itroduction of a mechanism to ensure the implementation of international mediation-based deispute settlement agreements		
		Task 91. Development of training programs on mediation for legal professionals, representatives of public authorities and local self-government. Approval of the state standard of a social service of mediation		
	Stage 2: 01/2023 – 12/2025			
	Improving the dispute settlement procedure with the participation of a judge	Task 92. Improvement of legal regulation of the dispute settlement procedure with the participation of a judge (DSPJ) The assessment of the judge's or judicial candidates' suitability to the position will be carried out on the basis of data contained in the automatically generated dossiers by		

		comparing the quantitative and qualitative indicators of the dossier against admissible model indicators		
		Task 93. Improvement of forms of statistical accounting for the purpose of collecting initial data for analysis of effectiveness and recurrence to DSPJ.		0
		Task 94. Conducting training of judges on dispute settlement with the participation of a judge		
	Stage 2: 01/2023 – 12/2025			
	Improving and expanding engagement of jurors	Task 95. Adoption and implementation of the Law of Ukraine “On Jury Trial”		
		Task 96. Establishing procedural safeguards for impartiality of jurors and introducing a transitional period for the introduction of this institute		0
	Stage 3: 01/2026 – 12/2032			
	Shaping of the model of the institute of justices of peace and its approbation (if feasible).	Task 97. Formation of a model of the institute of justices of the peace and its approbation. Development and adoption of a legislative framework in		0

		case if introducing such institute.is deemed reasonable		
	Stage 1: 06/2022 – 12/2022			
	Facilitating operations of the system for enforcing court decisions and decisions of other bodies during martial law	Task 98. Implementation of measures to regulate the peculiarities of enforcement of decisions under martial law		0
	.	Task 99. Addressing the issue of procedural terms within the enforcement proceedings under martial law		0
		Task 100. Easing the deadlines for making decisions and taking enforcement actions by EOs		0
		Task 101. Review of the debtor's obligations within the enforcement proceedings during martial law		0
	.	Task 102. Addressing the issue of crediting the funds collected from a debtor, which have not been claimed by the claimant within one year, to the account for financing the Armed Forces		0
		Task 103. Regulation of the procedure for resuming enforcement proceedings in the event of their destruction		0

		(loss) during wartime		
		Task 104. Improving regulation of the activities of PEOs		0
		Task 105. Addressing the issue of enfrocement of writs of execution, the place of execution of which is: a temporarily occupied territory as a result of military aggression of the russian federation or a territory located in the area of military operations (hostilities)		0
	Stage 2: 01/2023 – 12/2025			
	Digitization of enforcement proceedings	Task 106. Establishing electronic interaction with bodies, institutions and banks in the process of enforcement of decisions		0
		Task 107. 100% of banks are connected to ASEP to ensure automated seizure of debtors' funds in bank accounts under enforcement proceedings		
		Task 108. Implementation of the Unified State Register of Writs of Execution. Establishment of information interaction between the Unified State Register of Writs of Execution and the		0

		ASEP		
	Stage 2: 01/2023 – 12/2025			
	Ensuring enforcement of ECtHR judgements by Ukraine (Ivanov, Burmych case group), (including the implementation of the recommendations of the Committee of Ministers of the Council of Europe)	Task 109. Introduction of automatic enforcement of court decisions issued against the State.		
		Task 110. Cancellation of moratoria that complicate the enforcement of court decisions		0
		Task 111. Introduction of effective and efficient judicial control over the execution of court decisions		
		Task 112. Introduction of an effective procedure for establishing or changing the method or order of execution of non-property decisions		0
		Task 113. Improvement of the procedure for the enforcement of decisions undero which the debtor is obliged to perform certain actions or refrain from them		0

5	**List of nation-wide projects for the implementation of the task from para 4 (for the corresponding task)**										
	Description of the project to	**Justification of the project**	**Qualitative indicato**	**Economic effect (impact on GDP, budget,**	**Main responsible**	**Estimated need**	**Proposed sources**	**Necessary regulatory**	**Adjacent sphere of regulation**	**Name and last**	**Status of the projec**

	task No. from para 4		rs of project implementation	employment, etc.)	public authority	for funding (mln. UAH)	of funding	framework	of EU law (general comment)	name of the person who makes the proposal	t in the group
5.1	The project of building a Unified Judicial Information and Telecommunications System and providing IT tools to courts	meeting the requirements of procedural legislation and the Law of Ukraine "On the Judiciary and the Status of Judges" so far as ensuring the functioning of UJITS	improving access to justice, implementing electronic justice tools, phased implementation of the UJITS subsystems	It will reduce the courts' expenses for postal correspondence and for the formation of case files in hard copies. It will optimize the internal processes of document flow, as well as reduce time spent on obtaining information from other authorities	State Judicial Administration, Ministry of Digital TRansformation of Ukraiine	2526 (for 2022-2024)	International technical aid; charity; loans from international financial organizations. If possible, state budget	Amending procedural codes as to the extension of the toolkit of remote communication between the court and the particiants to a trial			
5.2	Provision of newly created (optimized) district courts with premises	The need for the project is to provide the newly created district courts with premises that would be built in accordance with	Ensuring the implementation of proper, effective judicial proceedings in	Optimization of the state budget expenditures, including for the maintenance of court premises, payment of salaries to court staff	State Judicial Administration of Ukraine	The approximate need for financing can be determined	State Budget of Ukraine Donor financial aid from international organizat				

		European standards. Analysis of the real state of the premises of the existing courts, taking into account the new map of the courts, as to their compliance with construction and architectural regulations, will be the first step in achieving this goal. Development of typical projects of "houses of justice" while taking into account best practices, including international ones, and construction	accordance with European standards; improving the citizens' access to justice			after the formation of district courts and the approval of the necessary number of judges in each district court, taking into account the indicator of the area of minimum space	ions. International technical aid Funds raised from other sources that are not prohibited by law.				

		of new premises for newly created district courts based on projects.				per judge, established by the State Building Regulations					

Development of the Constitutional Justice

The large-scale armed aggression of the russian federation against Ukraine, in general, did not create new problems, but significantly exacerbated the existing ones, in the field of constitutional justice. The everlasting "need for reforming" was either postponed for an indefinite term or carried out hastily without proper public discussion and expert analysis. At the same time, under martial law, the operation of any state body becomes specific, and its timely regulation will ensure the proper functioning of the body itself and promote the rapid recovery and development of the whole country in the postwar period.

The society is interested, as never before, in the operation of the Constitutional Court of Ukraine which would ensure the supremacy of the Constitution of Ukraine; preserve the constitutional order in Ukraine; and reaffirm human rights and freedoms. However, today there are many problems around this body of constitutional jurisdiction, solving which would meet public demand for justice and demonstrate to the world high standards of the constitutional justice.

Definition of problems. The main reason and, at the same time, the catalyst for the reform of the constitutional justice is the lack of regulations and practical experience of the functioning of the Constitutional Court of Ukraine under martial law.

Thus, the following key problems have been identified and systematized in the area of the constitutional justice development:

- imperfect procedure for appointment to the judicial positions in the Constitutional Court of Ukraine;
- imperfect procedure for dismissal of justices of the Constitutional Court of Ukraine;
- imperfect procedure for disciplinary liability of justices of the Constitutional Court of Ukraine;
- insufficient effectiveness of the mechanism of compliance and monitoring of onbservance of the anti-corruption legislation by justices of the Constitutional Court of Ukraine;
- imperfect legal regulation of the organization of operation of the Constitutional Court of Ukraine and constitutional proceedings.

Definition of goals. Based on the outlined problems, the priority goals and deadlines have been agreed and established:

- updating the system of bodies and transparent procedures for forming the composition of the Constitutional Court of Ukraine;
- improvement of procedures for appointment to positions, dismissal, disciplinary actions against justices of the Constitutional Court of Ukraine;
- providing an effective mechanism for compliance and monitoring of observance of the anti-corruption legislation by justices of the Constitutional Court of Ukraine;
- improvement of legal regulation of the organization of operation of the Constitutional Court of Ukraine and constitutional proceedings.

Definition of tasks. In order to achieve goals, specific tasks have been agreed and defined; their completion would contribute to solving of the relevant problems in the field of constitutional justice.

The work to prepare strategic initiatives and compile proposals is currently underway which would facilitate the development of draft regulations, the adoption and implementation of which are necessary for the effective work of the Constitutional Court of Ukraine and the restoration of Ukraine in the war and postwar periods, including:

– development of the draft Law of Ukraine "On Amendments to the Law of Ukraine "On the Constitutional Court of Ukraine" as to the Operation of the Constitutional Court of Ukraine in Connection with Martial Law" in terms of entry into force of decisions issued by the Constitutional Court of Ukraine under martial law, if laws or other regulations governing issues that form the basis of the constitutional order of Ukraine are declared unconstitutional in such decisions. It is proposed to develop a mechanism under which such decisions will take effect no earlier than three months after the end of martial law. This will allow the parliament or other bodies whose acts would be declared unconstitutional to fill the gap in legal regulation and prevent problematic situations in the relevant area;

- development of a draft law on amendments to the Law of Ukraine "On the Constitutional Court of Ukraine" in terms of regulating the communication policy of the Constitutional Court of Ukraine and information to be published on the official website of the Court. It is proposed to provide obligatory daily updating of information on the website of the Constitutional Court of Ukraine, in particular on the results of sessions and plenary sessions of boards, senates, and the Grand Chamber.

Expected results. The goals set by the working group can be achieved in time solely in the case of well-coordinated and well-organized work of all parties involved in the reform. It is assumed that the implementation of the planned measures will affect not only the change of relevant legislation, but also the actual facilitation of proper and effective functioning of the Constitutional Court of Ukraine under martial law and in the postwar period.

Ensuring an effective communication policy of the Constitutional Court of Ukraine is espected to promote openness of this body; improvement of certain procedures (appointment, dismissal, disciplinary actions against judges); proper performance of judicial duties, provision of an effective mechanism for compliance and monitoring of observance of the anti-corruption legislation by the justices of the Constitutional Court of Ukraine – in other words, their integrity. Finally, the solution of all problems is aimed at improving the organization and operation of the body of constitutional jurisdiction, the existing constitutional proceedings, as well as the formation of the Constitutional Court of Ukraine with a high level of trust in the society.

Impact of war on the defined area of analysis:

The war showed the unwillingness of the Constitutional Court of Ukraine to work in wartime, and also exacerbated the problems that existed in the operation of the Constitutional Court of Ukraine before the war. This indicates the urgent need to improve legal regulation of the Constitutional Court of Ukraine both in peacetime and under martial law.

Key challenges (summarized for the defined area):

Lack of regulations and practical experience as to the operation of the Constitutional Court of Ukraine under martial law.

2	**Goals, objectives, stages of the Recovery Plan as per the area**			
2.1	**Description of problem No. 1 to be solved in this area of the analysis:**	Imperfect procedure for appointment to the judicial positions in the Constitutional Court of Ukraine		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022		
2.1.2	Task to be achieved to solve the problem at each stage:	Updated system of bodies and transparent procedures for forming the composition of the Constitutional Court of Ukraine		
2.1.3	Deadline within the stage:	till 12/2022		
2.1.4	Risks related to achieving the objective:	none		
2.1.5	Indicator measuring the achievement of an objective	The procedure for selecting judges of the Constitutional Court of Ukraine includes a preliminary selection process based on integrity and professional competence evaluation, in accordance with the recommendations of the Venice Commission		
2.1.6	Total amount financial resources	No additional expenditures from the state budget needed		

	required to achieve the objective:			
2.1.7	Link of the objective with other areas:	none		
2.2	**Description of problem No. 2 to be solved in this area of the analysis:**	Improvement of legal regulations of dismissal of justices of the Constitutional Court of Ukraine		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	Task to be achieved to solve the problem at each stage:		Constitutional and legal regulation of the procedure for dismissal of justices of the Constitutional Court of Ukraine developed and updated	Updated procedure for dismissal of justices of the Constitutional Court of Ukraine
2.2.3	Deadline within the stage:		till 12/2025	till 12/2027
2.2.4	Risks related to achieving the objective:		none	none
2.2.5	Indicator measuring		Amendments to the Constitution of Ukraine as	New Law of Ukraine “On the Constitutional Court of Ukraine”,

	the achievement of an objective		to the improvement of legal regulation of the procedure for dismissal of justices of the Constitutional Court of Ukraine adopted and entered into force.	which provides for an updated procedure for dismissal of judges of the Constitutional Court of Ukraine, adopted and entered into force.
2.2.6	Total amount financial resources required to achieve the objective:		No additional expenditures from the state budget needed	No additional expenditures from the state budget needed
2.2.7	Link of the objective with other areas:		none	none
2.3	**Description of problem No. 3 to be solved in this area of the analysis:**	Imperfect procedure for disciplinary liability of justices of the Constitutional Court of Ukraine		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	Task to be achieved to solve the problem at each stage:		Updated procedure for disciplinary liability of justices of the Constitutional Court of Ukraine	
2.3.3	Deadline within the		till 12/2025	

	stage:			
2.3.4	Risks related to achieving the objective:		none	
2.3.5	Indicator measuring the achievement of an objective		100% of disciplinary proceedings against judges of the Constitutional Court of Ukraine considered under the updated procedure	
2.3.6	Total amount financial resources required to achieve the objective:		No additional expenditures from the state budget needed	
2.3.7	Link of the objective with other areas:		none	
2.4	**Description of problem No. 4 to be solved in this area of the analysis:**	Insufficient efficiency of the mechanism of compliance and monitoring of observance of requirements of the anti-corruption legislation by justices of the Constitutional Court of Ukraine		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032

2.4.2	Task to be achieved to solve the problem at each stage:		Effective mechanism for compliance and monitoring of observance of the anti-corruption legislation by justices of the Constitutional Court of Ukraine in place	
2.4.3	Deadline within the stage:		till 12/2025	
2.4.4	Risks related to achieving the objective:		none	
2.4.5	Indicator measuring the achievement of an objective		Monitoring of compliance by the justices of the Constitutional Court of Ukraine of the anti-corruption legislation is carried out in accordance with updated and effective procedures for 100% of justices of the Constitutional Court of Ukraine. 100% of justices of the Constitutional Court of Ukraine comply with the anti-corruption legislation.	
2.4.6	Total amount financial		No additional expenditures from the state budget needed	

	resources required to achieve the objective:			
2.4.7	Link of the objective with other areas:		none	
2.5	**Description of problem No. 5 to be solved in this area of the analysis:**	Imperfect legal regulation of the organization of operation of the Constitutional Court of Ukraine and constitutional proceedings		
2.5.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.5.2	Task to be achieved to solve the problem at each stage:			Improved legal regulation of the organization of operation of the Constitutional Court of Ukraine and constitutional proceedings
2.5.3	Deadline within the stage:			till 12/2027
2.5.4	Risks related to achieving the objective:			none
2.5.5	Indicator measuring			New legislation on regulation of the organization of operation of the

	the achievement of an objective			Constitutional Court of Ukraine and constitutional proceedings developed and entered into force
2.5.6	Total amount financial resources required to achieve the objective:			No additional expenditures from the state budget needed
2.5.7	Link of the objective with other areas:			none
3	**Current status of implementing program documents in the field of analysis selected as to the problem identified**			
3.1	**Name of the program document**	**Brief description of the current status**		**Name and last name of the member of the group submitting this information**
3.1.1.				0
				0
4	**Determining tasks on achieving the objectives from point 2 (for each objective defined)**			
	Task (from point 2)	**Description of the task to achieve the objective**	**Deadline**	**Dependencies of the task on the tasks in other areas, spheres, problems**
	Stage 1: 06/2022 – 12/2022			
	Updated system of bodies and transparent procedures for forming the composition of the Constitutional Court of Ukraine	Task 1. Adopt and implement legislation on the selection procedure of justices of the Constitutional Court of Ukraine, including the process of preliminary selection based on the integrity and professional		

		competence evaluation, in accordance with the recommendations of the Venice Commission;		
Stage 2: 01/2023 - 12/2025				
	Updated procedure for dismissal of justices of the Constitutional Court	Task 2. Amend the Constitution of Ukraine in terms of improving the legal regulation of the procedure for dismissal of justices of the Constitutional Court of Ukraine.		0
	Updated procedure for disciplinary liability of justices of the Constitutional Court	Task 3. Amend the Constitution of Ukraine in terms of improving the legal regulation of disciplinary liability of justices of the Constitutional Court of Ukraine		0
	Effective mechanism in place for checking compliance, by justices of the Constitutional Court of Ukraine, with the anti-corruption legislation	Task 4. Improve legal regulation of the mechanism for checking compliance with the r anti-corruption legislation by justices of the Constitutional Court of Ukraine		
	Stage 3: 01/2026 – 12/2032			
	Updated procedure for dismissal of justices of the Constitutional Court	Task 5. After introducing the appropriate amendments to the Constitution of Ukraine, adopt a new Law of Ukraine “On the Constitutional Court		0

		of Ukraine", which would reflect the updated legal regulation of the procedure for dismissal of justices of the Constitutional Court of Ukraine.				
	Improved legal regulation of the organization of operation of the Constitutional Court and constitutional proceedings	Task 6. Adopt a new Law of Ukraine "On the Constitutional Court of Ukraine" or the Code of Constitutional Proceedings of Ukraine, which would provide for the updated legal regulation of the organization of operation of the Constitutional Court of Ukraine and constitutional proceedings		0		
6	**Required regulatory framework**					
No. From para 4	**Regulatory act to the task from para 4**	**No. From para 4**	**Regulatory act to the task from para 4**	**No. From para 4**	**Regulatory act to the task from para 4**	**No. From para 4**
1.	Law of Ukraine "On Amendments to the Constitution of Ukraine"	Updating the constitutional and legal regulation of the status of the Constitutional Court of Ukraine	Verkhovna Rada of Ukraine	by the end of December 2023		
2.	Law of Ukraine "On the Constitutional Court of Ukraine" or the Code of Constitutional Proceedings	Introducing a new legal regulation of the status and grounds for operation of the Constitutional Court of Ukraine based on the updated norms of the Constitution of Ukraine	Verkhovna Rada of Ukraine	by the end of December 2026		

Improving the system of public prosecution

The prosecutorial reform, which has been going on in Ukraine since 2019, has had a comprehensive impact on the external and internal processes of the system in question. Despite the successful reform of certain areas, on the one hand, and a number of legislative, organizational and law enforcement issues, on the other hand, the system of public prosecution has now untapped potential to be actualized within the concept of balanced, consistent, and gradual strategic planning.

The implementation of the plan to improve the system of public prosecution will create preconditions for the implementation of the principles of professionalism, independence, responsibility and further development of the prosecutor's office, while taking into account the program-based method. As a result, we aim to increase the efficiency of the prosecutorial system, in particular to ensure the implementation of constitutional functions and powers; improve external and internal communications; implement a modern human capital management system; expand the resources of the prosecution, which is a necessary component of systemic transformation in the country, in particular in the context of European integration.

Thus, it is necessary to improve the exercise by prosecutors of their constitutional powers to uphold public prosecution; organize and administer pre-trial investigation; and represent the State in court, which is possible with the preparation and adoption of certain draft laws which will consolidate the prosecutors' functions of organizing a pre-trial investigation and will fill the gaps in regulatory acts the prosecutorial system abides by in its operation.

As one of the stages of the respective task, it is planned to improve the disciplinary procedure, which provides for transparency and objectivity when considering the applications on disciplinary misconduct of prosecutors; inevitability and proportionality of responsibility for them; consistency and uniformity of misdemeanors; as well as prevention of interference with the prosecutor's independence through disciplinary proceedings.

In addition, it is important to introduce systemic tools for the formation of criminal policy in order to coordinate the activities of law enforcement agencies in the fight against crimes and implement criminal policy in priority areas. Relevant changes can solve the problem of the over-bureaucratized criminal justice system in Ukraine and help recreating a comprehensive nation-wide strategy to combat crime.

Impact of the war on the defined area of analysis:

Before the war, there was a complete personnel reshuffling within the system of public prosecution with elimination, through the attestation procedure, of those prosecutors who failed to meet the requirements of integrity and professionalism; selection of external candidates for prosecutorial positions was conducted; a change in the system of selection to the prosecutors' offices was initiated; a system for assessing the quality of prosecutors' work and new approaches to the professional development and promotion of prosecutors have been introduced; prosecutorial self-government bodies and disciplinary bodies were established; the foundations for improving disciplinary procedures were laid, which in general became the ground for building a European-style prosecutorial system Ukraine. For the first time, the Strategy for the Development of the Prosecutor's Office for 2021–2023 and the Action Plan for its implementation were approved, which set out the strategic priorities of the prosecutor's office for the coming years in order to bring the prosecutor's office in line with European standards.

Key challenges (summarized for the defined area):

Regarding the improvement of the exercise of constitutional powers by prosecutors:

▪ inconsistency of the norms of the Law of Ukraine "On the Prosecutor's Office", the Criminal Procedure Code of Ukraine, and regulatory act acts with the norms of the Constitution of Ukraine;

▪ uncertainty of the procedural content of functions of the prosecutor's office in organizing a pre-trial investigation;

▪ lack of a unified procedure for setting priorities for the activities of the prosecutorial system and law enforcement agencies;

▪ lack of resources for high-quality investigation of criminal offenses;

▪ lack of real safeguards against abuse of procedural rights;

▪ need to introduce a system of specialization of prosecutors, alongside a mechanism for transparent and competitive (evidence-based) appointment thereof in order to effectively use available staff and resources;

Regarding the introduction of systemic tools for criminal policy-making:

▪ imperfection of the state strategy for combating crime;

▪ unsystematic and uncoordinated nature of the formation and implementation of criminal policy, which is carried out in the absence of proper organizational and coordination influence;

▪ overbureaucratized criminal justice system in Ukraine;

▪ limited role of criminal justice which consists in responding to criminal offenses that have already been committed (reactive law enforcement paradigm), low level of implementation of the preventive function in the today activities of criminal justice bodies;

▪ insufficient coordination of law enforcement activities in the field of crime prevention and implementation of criminal policy in priority areas;

Regarding transparent and objective consideration of a disciplinary complaint about a disciplinary misconduct by a prosecutor; inevitability and proportionality of a prosecutor's disciplinary liability:

▪ improving the disciplinary procedure against the criteria set out in the GRECO recommendations, and implementation of sub-clause 2.5.2.2 of clause 2.5.2 of the Strategy for the Development of the Prosecutor's Office for 2021–2023, approved by the Order of the Prosecutor General dated October 16, 2020 No. 489

Key opportunities (summarized for the defined area):

1. Stability and consistency of criminal policy formation. Strengthening the capacity of law enforcement agencies on the basis of integrity,

systemic approach, and coordination of their activities.
2. Clarity and efficiency of implementation of the constitutional functions by the prosecutorial system..
3. Transparent and objective consideration of disciplinary complaints about the commission of a disciplinary misconduct by a prosecutor; inevitability and proportionality of a prosecutor's disciplinary liability.

Key constraints (summarized for the defined area):
Lack of the state criminal doctrine, concept, and strategy for the implementation of criminal policy; the tendency to fragmentary, sometimes unsystematic, changes in legislation

2	**Goals, objectives, stages of the Recovery Plan as per the area**			
2.1	**Description of problem No. 1 to be solved in this area of the analysis:**	Inconsistency of the norms of the Law of Ukraine "On the Prosecutor's Office", the Criminal Procedure Code of Ukraine, and regulatory act acts with the norms of the Constitution of Ukraine		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	Task to be achieved to solve the problem at each stage:	Bringing the Law of Ukraine "On the Prosecutor's Office", the Criminal Procedure Code of Ukraine, and other legislative acts in compliance with the Constitution of Ukraine in terms of ensuring the implementation of the functions of the prosecutor's office as to the organization and procedural guidance of pre-trial investigations and pressing charges within public prosecution		
2.1.3	Deadline within the stage:	July 2022 – end of 2022		

2.1.4	Risks related to achieving the objective:	lengthy consideration of the relevant draft laws in the Parliament		
2.1.5	Indicator measuring the achievement of an objective	agreed and coordinated activity of the prosecutorial system, effective performance of constitutional functions by the prosecutor's office		
2.1.6	Total amount financial resources required to achieve the objective:	No additional expenditures from the state budget of Ukraine needed	.	
2.1.7	Link of the objective with other areas:	"Development of the criminal justice bodies"		
2.2	**Description of problem No. 2 to be solved in this area of the analysis:**	Uncertainty of the procedural content of functions of the prosecutor's office in organizing a pre-trial investigation; its correlation with procedural guidance of a pre-trial investigation, as to the resolution of other issues in accordance with the law during criminal proceedings; supervision of covert and other investigative actions of law enforcement agencies		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	Task to be achieved to solve the	Amendments to the Law of Ukraine "On the Prosecutor's Office", the Criminal Procedure Code of Ukraine that are aimed at the		

	problem at each stage:	regulation of the prosecutorial function of organizing a pre-trial investigation		
2.2.3	Deadline within the stage:	July 2022– end of 2022		
2.2.4	Risks related to achieving the objective:	lengthy consideration of relevant draft laws in the Parliament		
2.2.5	Indicator measuring the achievement of an objective	determined procedural content of the functions of the prosecutor's office in relation to the organization of a pre-trial investigation; delineated powers of the prosecutor and heads of a pre-trial investigation body and an inquiry body regarding the organization of a pre-trial investigation; established delineation of powers in this regard between the heads of the prosecutor's offices and prosecutors who carry out procedural guidance of pre-trial investigations		
2.2.6	Total amount financial resources required to achieve the objective:	No additional expenditures from the state budget of Ukraine needed		
2.2.7	Link of the objective with other areas:	"Development of the criminal justice bodies"		

2.3	**Description of problem No. 3 to be solved in this area of the analysis:**	Lack of a unified procedure for setting priorities for the activities of the prosecutorial system and law enforcement agencies		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	Task to be achieved to solve the problem at each stage:		Determined priority areas of formation and implementation of criminal policy. Formation of policies regarding the prioritization of criminal proceedings and granting a prosecutor with appropriate powers to apply it	
2.3.3	Deadline within the stage:		IV trimester 2022 – December 2023	
2.3.4	Risks related to achieving the objective:		lengthy consideration of relevant draft laws in the Parliament	
2.3.5	Indicator measuring the achievement of an objective		ensured prompt identification of pressing problems in the criminal justice system and developed proposals to address them;	

			priorities of the prosecutor's office and law enforcement agencies coordinated with the help of coordination mechanisms; determined rational limits for the use of criminal justice resources	
2.3.6	Total amount financial resources required to achieve the objective:		No additional expenditures from the state budget of Ukraine needed	
2.3.7	Link of the objective with other areas:		"Development of the criminal justice bodies"	
2.4	**Description of problem No. 4 to be solved in this area of the analysis:**	Lack of resources for high-quality investigation of criminal offenses. Need to introduce a system of specialization of prosecutors in order to effectively use available personnel and resources.		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.4.2	Task to be achieved to solve the problem at each stage:		Enshrined clear objective criteria for the distribution of workload among prosecutors, including the criterion of specialization.	

			Restorative justice mechanisms implemented at the pre-trial stage of criminal proceedings	
2.4.3	Deadline within the stage:		IV trimester 2022 – December 2023	
2.4.4	Risks related to achieving the objective:		lengthy consideration of relevant draft laws in the Parliament	
2.4.5	Indicator measuring the achievement of an objective		developed restorative justice and other alternative models of resolution of criminal conflicts; simplified procedure for carrying out criminal proceedings, ensuring the effectiveness of the implementation of the prosecutorial functions in the relevant (specialized) areas	
2.4.6	Total amount financial resources required to achieve the objective:		requires minor additional expenditures from the State Budget of Ukraine or coverage at the expense of donor aid for organizational and technical support of the mechanism	
2.4.7	Link of the		“Development of the	

	objective with other areas:		criminal justice bodies”	
2.5	**Description of problem No. 5 to be solved in this area of the analysis:**	Need to introduce a mechanism for transparent and competitive (evidence-based) appointment of prosecutors		
2.5.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.5.2	Task to be achieved to solve the problem at each stage:		Further development of the mechanism of transparent and competitive (evidence-based) selection and appointment of prosecutors	
2.5.3	Deadline within the stage:		January 2023 - December 2025	
2.5.4	Risks related to achieving the objective:		lengthy consideration of relevant draft laws in the Parliament	
2.5.5	Indicator measuring the achievement of an objective		The Council of Prosecutors of Ukraine the disciplinary body, and the corresponding system of proper selection and appointment of	

			prosecutors (taking into account international standards) effectively support independence of the system in general and of individual prosecutors in particular; contribute to increasing trust in them within the system and public confidence in the prosecutor's office	
2.5.6	Total amount financial resources required to achieve the objective:		No additional expenditures from the state budget of Ukraine needed	
2.5.7	Link of the objective with other areas:		"Development of the criminal justice bodies"	
2.6	**Description of problem No. 6 to be solved in this area of the analysis:**	Imperfection of the state strategy for combating crime; unsystematic and uncoordinated nature of the formation and implementation of criminal policy, which is carried out in the absence of proper organizational and coordination influence		
2.6.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.6.2	Task to be achieved to		Carried out an analysis of the current situation of the	

	solve the problem at each stage:		formation and implementation of state policy in the field of combating crime based on a problem-oriented approach. Comprehensive nation-wide strategy to combat crime prepared.	
2.6.3	Deadline within the stage:		January 2023 - December 2025	
2.6.4	Risks related to achieving the objective:		lengthy consideration of relevant draft laws in the Parliament	
2.6.5	Indicator measuring the achievement of an objective		systematic and coordinated nature of criminal policy formation and implementation (Criminal Policy Strategy); effective mechanisms of regular interaction with local self-government bodies and representatives of civil society.	
2.6.6	Total amount financial resources required to achieve the objective:		No additional expenditures from the state budget of Ukraine needed	

2.6.7	Link of the objective with other areas:		"Development of the criminal justice bodies"	
2.7	**Description of problem No. 7 to be solved in this area of the analysis:**	Ensuring transparent and objective consideration of a disciplinary complaint about a disciplinary misconduct by a prosecutor; inevitability and proportionality of a prosecutor's disciplinary liability		
2.7.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.7.2	Task to be achieved to solve the problem at each stage:		Digitized disciplinary procedures; increased level of awareness and enhanced external communications. Annual evaluation system of the prosecutor's performance in place.	
2.7.3	Deadline within the stage:		December 2023	
2.7.4	Risks related to achieving the objective:		Lack of adequate funding of ToR	
2.7.5	Indicator measuring the achievement of an		increased awareness among the public about the grounds and procedure for disciplinary liability of prosecutors;	

	objective		set of of moral, material, and career incentives for prosecutors in place	
2.7.6	Total amount financial resources required to achieve the objective:		requires minor additional expenditures from the State Budget of Ukraine or coverage at the expense of donor aid for organizational and technical support of the mechanism	
2.7.7	Link of the objective with other areas:		“Development of the criminal justice bodies”	
3	**Current status of implementing program documents in the field of analysis selected as to the problem identified**			
3.1	**The name of the program document**	**Brief description of the current status**		**Name and last name of the member of the group submitting this information**
3.1.1.	“Prosecutor’s Office Development Strategy” for 2021 – 2023, approved by the order of the Prosecutor General dated 16.10.2020 No. 489	Being implemented in accordance with the Action Plan for the Implementation of the Prosecutor’s Office Development Strategy for 2021-2023		0
4	**Definition of tasks to achieve goals from point 2 (for each objective set)**			
	Task (from para 2)	**Description of the task to achieve the objective**	**Deadline**	**Task dependency on other workstreams, areas, problems**
	Stage 2: 01/2023 – 12/2025			
	Determining priority areas of formation and implementation of criminal policy. Formation of policies	Task 1. Determination of priority areas for the formation and implementation of criminal	December 2023	

	regarding the prioritization of criminal proceedings and granting a prosecutor with appropriate powers to apply it.	policy, taking into account the findings of crime research at the national and regional levels		
		Task 2. Development, approval and implementation of the Criminal Policy Strategy, which will determine long-term inter-sectoral and sectoral, institutional, legal, and organizational measures to combat crime	December 2023	
		Task 3. Preparation of a draft law of Ukraine on amendments to the Criminal Procedure Code of Ukraine, the Law of Ukraine "On the Prosecutor's Office" regarding the prioritization of criminal proceedings and granting the prosecutor with appropriate powers to apply it	February 2023	
		Task 4. Coordination of the priorities of the prosecutor's office and law enforcement agencies with the help of coordination mechanisms	February 2023	
	Stage 2: 01/2023 – 12/2025			
	Enshrining clear objective criteria for the distribution of workload among	Task 5. Development and consolidation of clear objective criteria for the	December 2023	

	prosecutors, including the criterion of specialization. Implementation of restorative justice mechanisms at the pre-trial stage of criminal proceedings	distribution of workload aomong prosecutors, including the criterion of specialization		
		Task 6. Development of mediation procedures and creation of appropriate infrastructure. Implementation of restorative justice mechanisms at the pre-trial stage of proceedings, as an alternative to criminal liability, in combination with mediation, compensation for damage to the victim, social reintegration of the offender	December 2023	
		Task 7. Facilitating the creation of specialized services to support victims and the work of non-governmental organizations providing assistance to victims	December 2023	
	Stage 2: 01/2023 – 12/2025			
	Further development of the mechanism of transparent and competitive (evidence-based) selection and appointment of prosecutors	Task 8. Creation of the “Personal Dossier” system, where all basic data on the prosecutor’s career growth, competence, and integrity will be generated	December 2025	
	Stage 2: 01/2023 – 12/2025			
	Carrying out an analysis of the current situation of the formation and	Task 9. Analysis of the current situation of the formation and	December 2023	

	implementation of state policy in the field of combating crime based on a problem-oriented approach. Formation of a comprehensive nation-wide strategy to combat crime.	implementation of the state policy in the field of combating crime based on a problem-oriented approach				
	Stage 2: 01/2023 – 12/2025					
	Digitization of disciplinary procedures; raising the level of awareness and enhancing external communications. Introduction of the annual evaluation system of the prosecutor's performance.	Task 10. Implementation of the system of individual evaluation of the prosecutors' performance (assessment once every 4 years). Completing the digitization of disciplinary procedures; raising awareness and enhancing external communications	December 2023			
		Task 11. Improvement of the Procedure for conducting a secret integrity check of prosecutors; development of the Procedure for organizing processing of reports on corruption submitted by whistleblowers in the prosecutors' offices across Ukraine	April 2023	"Development of the criminal justice bodies"		
6	**Required regulatory framework**					
No. From para 4	**Regulatory act to the task from para 4**	**Content of development/amendments to the regulatory act**	**Public authority responsible for the development/amendment of the regulatory act**	**Deadline for development**	**Deadline for entry into force**	**Legal act status**

4.1	Draft Law "On Amendments to the Criminal Procedural Code of Ukraine and other regulations acts as to bringing them in line with the norms of the Constitution of Ukraine (in terms of ensuring the implementation of the functions of the Prosecutor's Office)"	Bringing the norms of the Criminal Procedural Code of Ukraine, the Law of Ukraine "On the Prosecutor's Office" as to the functions of the Prosecutor's Office regarding the organization and procedural guidance of pre-trial investigations and pressing charges within public prosecution in accordance with the norms of the Constitution of Ukraine	Prosecutor's General Office	Septembe r 2022		Law
4.2	Draft Law "On Amendments to the Criminal Procedural Code of Ukraine and Other Regulations to Ensure the Implementation of the Prosecutor's Office Functions"	Definition of the procedural content of the prosecutorial functions regarding the organization of pre-trial investigation; solving of other issues in accordance with the law during criminal proceedings; supervision of covert and other investigative actions of law enforcement agencies	Prosecutor's General Office	Novembe r 2022		Law
4.6	Draft Law "On Amendments to the Criminal Procedural Code of Ukraine as to the Performance of the Prosecutor's Office"	Implementation of mechanisms for prioritizing criminal proceedings and granting the prosecutor with appropriate powers to apply it	Prosecutor's General Office	February 2023		Law
4.9	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine as to Improving Restorative Justice Mechanisms"	Implementation of restorative justice mechanisms at the pre-trial stage of criminal proceedings as an alternative to criminal liability, in combination with mediation, compensation for damage to the victim, social reintegration of the offender	Prosecutor's General Office	December 2023		Law

Criminal Justice Institutional Development Framework

The specific war-affected areas under analysis:

Currently, criminal justice in Ukraine has faced new challenges. As a result of the war, the protracted armed conflict in the east of Ukraine and the temporary occupation of several territories of Ukraine, the criminogenic situation and the structure of crime have changed; the law enforcement practice shows endemic problems of a legal and institutional nature, causing failures in proper functional performance by criminal justice, and in particular by the law enforcement agencies. Legislative initiatives in the field of criminal justice are sometimes recognized as not compliant with the Constitution of Ukraine. They are proposed in the absence of a comprehensive approach, and they often lack either scientific or practical justification. The legal certainty across the provisions of the Criminal and Criminal Procedure Codes of Ukraine is insufficient, which causes gaps in legal regulation, complexity of legal qualification of a crime, creates obstacles to the protection of individuals, society and the state from criminal offenses, their expedite and complete investigation and trial, causes lack of unity of law enforcement practices.

In addition, deeper digitalization of law enforcement agencies' operations is planned in Ukraine. Implementation of full-fledged electronic criminal proceedings will solve the issue of incompatibility of ICT systems in courts, prosecutor's offices, law enforcement agencies, penitentiary and other criminal justice stakeholders.

The implementation of properly functioning security measures for parties to criminal proceedings will provide prosecutors with more tools to ensure compliance with the rights and interests of victims, witnesses, as well as the fundamental rights of suspects and accused persons, as well as other participants in the process in accordance with high standards of human rights protection. In addition, it will allow developing and implementing a tangible victims and witnesses protection programs with the definition of the state body responsible for their implementation and will establish better communication between investigators and prosecutors with victims and witnesses.

Equally important is the goal to implement an effective monitoring of criminogenic threats and preventing and detecting criminal offenses. By achieving the corresponding goal, this will help build a criminal offense prevention policy in the state instead of responding to criminal offenses that have already been committed.

Key challenges (summarized for the defined area):

Lack of the state's vision for criminal justice development that would meet today's legal, institutional and law-enforcement challenges.
Regarding the rules of criminal procedure in extraordinary circumstances, state of emergency and at wartime, the following issues are observed:

- lack of dedicated procedural arrangements for criminal proceedings in extraordinary circumstances, state of emergency and at wartime
- there is need to distinguish the specific rules of criminal proceedings in the conditions of martial law and state of emergency, as well as

the state of war.

Regarding the standardization of the investigative jurisdiction rules considering operational improvements across law enforcement agencies:

- there is need to develop a framework law on defining the legal status of law enforcement agencies, their place in the government system and clear split of the functions assigned to them
- insufficiently defined rules of substantive and territorial jurisdiction over criminal offenses, their compatibility with each other
- insufficient legislative consolidation of the powers of the prosecutor in changing the jurisdiction over criminal offenses.

Regarding the implementation of a full-fledged electronic criminal proceeding system:

- incompatibility of existing ICT systems in courts, prosecutor's offices, law enforcement agencies, penitentiary and other criminal justice stakeholders, their limited functionally (in particular, of the eCase Management System)
- poor operational information sharing between criminal justice institutions
- no proper mechanisms for lawyers to have access to electronic criminal proceedings.

Regarding the precautionary move institutional improvement:

- lack of appropriate unification in procuring evidence during a precautionary move
- poor procedural arrangements for applying a precautionary move (temporary access to things and documents, temporary confiscation of assets, seizure of assets, etc.)
- lack of legal regulation of the application of a measure of restraint in the form of supervision by a military unit commander
- need for further improvement of the regulatory framework on the detention procedure to have it aligned with the Constitution of Ukraine and the provisions of the ECHR to prevent unrecorded detention
- no effective enforcement actions on parties to criminal proceedings who abuse their procedural rights/obstruct the administration of justice, by imposing a fine, dismissing a motion, etc.
- rare practice of electronic recording of detainee actions – Custody Records.

Regarding additional institutional staffing to handle criminal misdemeanours:

- need to ensure promptness and efficiency in investigating criminal misdemeanours
- no pre-trial dispute resolution mechanism in criminal misdemeanour cases (penalty/fine under agreement between the parties, etc.).

Regarding the effective security measures for parties to criminal proceedings:

- no dedicated program for the protection of applicants, victims and witnesses with a responsible state body responsible assigned for its proper implementation
- no tools for proper communication of the inquirers, investigators and prosecutors with applicants, victims and witnesses
- insufficiency of security guarantees for whistle-blowers in any criminal (not only corruption) cases.

Regarding the improvement in law enforcement intelligence operations by law enforcement agencies:

- inconsistency of the current version of the Law of Ukraine 'On law enforcement intelligence operations' (*often found as 'Law of Ukraine on Operational Investigative Activity'*) to the current circumstances and needs
- malfunction of the system of operational information sharing between criminal justice institutions
- lack of proper Delineation of the institutions of covert investigative (search) activities and law enforcement intelligence operations.

Implementation of an effective monitoring of criminogenic threats, prevention and detection of criminal offenses:

- there is need to encourage more proactive activity of law enforcement agencies to detect and prevent crime.

Key capabilities (summarized for the defined area):

1. Focusing rather on prevention of criminal threats and use of a risk-based approach.
2. Standardization of law enforcement operations, their alignment with the judiciary and the prosecution.
3. Rational distribution of powers between law enforcement agencies based on clear mandate, avoiding duplications and overlaps in their operations.
4. Efficient and expedite exchange of information between criminal justice institutions, development of law enforcement databases.
5. Simplification of procedures in criminal matters, as well as rational use of criminal justice resources.

2	**Goals, Objectives, Recovery Plan Stages by Areas**	
2.1	**Description of Problem 1, which needs to be solved in the specified area of analysis:**	Lack of the state's vision for criminal justice development that would meet today's legal, institutional and law-enforcement challenges

2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	The goal to be achieved to solve the problem at each stage:	Development, approval and implementation of the Criminal Justice Development Vision/Concept, which defines the scope and focus areas in criminal justice based on a problem-based approach and in accordance with the European integration process of Ukraine		
2.1.3	Deadline for the stage to be completed:	July 2022 – end of 2022		
2.1.4	Risks in trying to achieve the goal:	lengthy consideration of relevant draft laws by the Parliament		
2.1.5	Measurable indicators for the goal to be considered achieved	ensuring the criminal justice development based on the provisions of international treaties undersigned by Ukraine, standards and practices approved by democratic states; unification and focusing all the criminal justice components to achieve the goals defined by this Vision/Concept; maximum possible performance of criminal justice tasks with reasonable use of resources		
2.1.6	Financial resources needed to achieve the goal:	will not require additional costs from the State Budget of Ukraine		
2.1.7	How is the goal connected with other focus areas	“Holding the Russian Federation responsible under the international law for the armed aggression and violation of other provisions of the international law”, “Improving prosecutorial bodies, “Public safety and social adaptation of convicts and prisoners. Ensuring humane treatment of prisoners of war”		
2.2	**Description of Problem 2, which needs to be solved in the specified area of analysis:**	Lack of dedicated procedural arrangements for criminal proceedings in extraordinary circumstances, state of emergency and at wartime; need to distinguish the specific rules of criminal proceedings in the conditions of martial law and state of emergency, as well as the state of war		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032

2.2.2	The goal to be achieved to solve the problem at each stage:	Determination of the procedure for carrying out criminal proceedings in an extraordinary situation, a state of emergency and a state of war; distinguishing between specific criminal proceedings under martial law and state of emergency, as well as a state of war		
2.2.3	Deadline for the stage to be completed:	July 2022 - December 2022		
2.2.4	Risks in trying to achieve the goal:	lengthy consideration of relevant draft laws by the Parliament		
2.2.5	Measurable indicators for the goal to be considered achieved	Settlement of specifics of criminal proceedings in the state of emergency; distinguishing the features of criminal proceedings in conditions of martial law and state of emergency, as well as a state of war		
2.2.6	Financial resources needed to achieve the goal:	will not require additional costs from the State Budget of Ukraine	.	
2.2.7	How is the goal connected with other focus areas	“Bringing the Russian Federation to international legal responsibility for the armed aggression and violation of other provisions of international law”		
2.3	**Description of problem 3, which needs to be solved in the specified area of analysis:**	The need to standardize the rules of jurisdiction, considering the improvements in the operation of law enforcement agencies, the rational distribution of powers between law enforcement agencies based on clearly defined responsibilities and mandate, avoiding duplications and overlaps in their work		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	The goal to be achieved to solve the problem at each stage:		Delineation of law enforcement agencies from intelligence, counterintelligence, security and other related bodies and institutions based on the exclusive functional focus with pre-trial investigation and law-	

			enforcement intelligence	
2.3.3	Deadline for the stage to be completed:		January 2023 - December 2023	
2.3.4	Risks in trying to achieve the goal:		lengthy consideration of relevant draft laws by the Parliament	
2.3.5	Measurable indicators for the goal to be considered achieved		rational distribution of powers between law enforcement agencies on the basis of clear delineation of expertise, avoiding duplication and overlaps in their work; mutual agreement on the rules of territorial investigative and judicial jurisdiction; expanding the powers of the prosecutor to change investigative jurisdiction in case of expediency; standardization of the system, organizational structure and personnel of law enforcement agencies, their financial and logistical support based on uniform criteria determined by the scope and specificity of their work; overcoming departmental 'silos' and corporate disunity of law enforcement agencies	
2.3.6	Financial resources needed to achieve the goal:		will not require additional costs from the State Budget of Ukraine	
2.3.7	How is the goal connected		"Improving prosecutorial bodies"	

	with other focus areas			
2.4	**Description of problem 4, which needs to be solved in the specified area of analysis:**	Incompatibility of existing ICT systems of courts, prosecutor's office, law enforcement agencies, penitentiary and other criminal justice stakeholders, their limited functions		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.4.2	The goal to be achieved to solve the problem at each stage:		Ensuring the interoperability of ITC systems in courts, the prosecutor's office, law enforcement agencies, the bar, the penitentiary service and other criminal justice stakeholders. Implementation of a full-fledged system of electronic criminal proceedings	
2.4.3	Deadline for the stage to be completed:		January 2023 - December 2023	
2.4.4	Risks in trying to achieve the goal:		lengthy consideration of relevant draft laws by the Parliament	
2.4.5	Measurable indicators for the goal to be considered achieved		completeness and efficiency of obtaining and exchanging information between criminal justice stakeholders;	
2.4.6	Financial resources needed to achieve the goal:		requires minor additional costs from the State Budget of Ukraine or coverage at the expense of donor aid for logistical and technical support of the mechanism	
2.4.7	How is the goal connected with other focus areas		“Improving prosecutorial bodies”	

2.5	**Description of problem 5, which needs to be solved in the specified area of analysis:**	The need for precautionary move institutional improvement		
2.5.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.5.2	The goal to be achieved to solve the problem at each stage:		Amendments to the Criminal Procedure Code of Ukraine aimed at optimizing the grounds and procedures for precautionary move. Full implementation of Custody Records for electronic recording of detainee actions	
2.5.3	Deadline for the stage to be completed:		July 2022 - end of 2023	
2.5.4	Risks in trying to achieve the goal:		lengthy consideration of relevant draft laws by the Parliament	
2.5.5	Measurable indicators for the goal to be considered achieved		unification of the process of proof during the application of precautionary move; ensuring the effectiveness and efficiency of precautionary move; the introduction of effective measures to strengthen responsibility for acts that constitute obstacles to the administration of justice in the field of criminal justice; providing video surveillance and developing an individual file for a person detained on suspicion of committing an offense from the moment of physical detention until the court applies a preventive	

			measure or decides to release the person	
2.5.6	Financial resources needed to achieve the goal:		requires minor additional costs from the State Budget of Ukraine or coverage at the expense of donor aid for logistical and technical support of the mechanism's activities .	
2.5.7	How is the goal connected with other focus areas		“Improving prosecutorial bodies”	
2.6	**Description of problem 6, which needs to be solved in the specified area of analysis:**	The need to ensure the efficiency and effectiveness of the investigation of criminal misdemeanours		
2.6.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.6.2	The goal to be achieved to solve the problem at each stage:	Ensuring the efficiency and effectiveness of the investigation of criminal misdemeanours. Establishment of a mechanism for pre-trial dispute resolution in criminal proceedings on criminal misdemeanours		
2.6.3	Deadline for the stage to be completed:	July 2022 - December 2022		
2.6.4	Risks in trying to achieve the goal:	lengthy consideration of relevant draft laws by the Parliament		
2.6.5	Measurable indicators for the goal to be considered achieved	simplified procedure for carrying out a pre-trial investigation through inquiry; implementation of alternative criminal liability mechanisms for resolving legal conflicts (diversionary measures, transactions), which will be applied at the pre-trial stage by the decision of the prosecutor		

2.6.6	Financial resources needed to achieve the goal:	will not require additional costs from the State Budget of Ukraine	.	
2.6.7	How is the goal connected with other focus areas	“Improving prosecutorial bodies”		
2.7	**Description of problem 7, which needs to be solved in the specified area of analysis:**	Implementation of proper security measures for parties to criminal proceedings		
2.7.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.7.2	The goal to be achieved to solve the problem at each stage:	Implementation of real programs for the protection of applicants, victims and witnesses with the determination of the state body responsible for its proper implementation. Implementation of additional guarantees of protection of vulnerable categories of applicants, victims and witnesses		
2.7.3	Deadline for the stage to be completed:	July 2022 - December 2022		
2.7.4	Risks in trying to achieve the goal:	lengthy consideration of relevant draft laws by the Parliament		
2.7.5	Measurable indicators for the goal to be considered achieved	safeguarding victims from secondary and repeated victimization; ensuring proper communication of the inquirer, investigator and prosecutor with the victim and witness; expanding opportunities to encourage parties to criminal proceedings to cooperate with law enforcement agencies and the prosecutor's office		
2.7.6	Financial resources needed to achieve the	requires minor additional costs from the State Budget of Ukraine or coverage at the expense of donor aid for logistical and technical support of the mechanism	.	

	goal:			
2.7.7	How is the goal connected with other focus areas	"Improving prosecutorial bodies"		
2.8	**Description of problem 8, which needs to be solved in the specified area of analysis:**	Improvement of the principles of law enforcement intelligence operations		
2.8.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.8.2	The goal to be achieved to solve the problem at each stage:	Clear definition of the scope and tasks of investigative activity, improvement of ways and procedures for utilizing the findings in criminal proceedings		
2.8.3	Deadline for the stage to be completed:	July 2022 - December 2022		
2.8.4	Risks in trying to achieve the goal:	lengthy consideration of relevant draft laws by the Parliament		
2.8.5	Measurable indicators for the goal to be considered achieved	split of intelligence and counter-intelligence activities from law enforcement intelligence and clearly defined powers of the responsible bodies; effectiveness and compliance with international standards in utilizing the outcomes of investigations for the better performance of criminal proceedings; compliance of measures, means, techniques and methods of investigations with modern circumstances and needs		
2.8.6	Financial resources needed to achieve the goal:	will not require additional costs from the State Budget of Ukraine	.	

2.8.7	How is the goal connected with other focus areas	"Improving prosecutorial bodies"		
2.9	**Description of problem 9, which needs to be solved in the specified area of analysis:**	Implementation of an effective monitoring of criminogenic threats, prevention and detection of criminal offenses		
2.9.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.9.2	The goal to be achieved to solve the problem at each stage:		Crime prevention by eliminating vulnerabilities that contribute to the commission of offenses (security risk management)	
2.9.3	Deadline for the stage to be completed:		January 2023 - December 2024	
2.9.4	Risks in trying to achieve the goal:		lengthy consideration of relevant draft laws by the Parliament	
2.9.5	Measurable indicators for the goal to be considered achieved		Focus on prevention of criminal threats and the use of a risk-based approach; expansion of the public-private partnership format in the field of combating crime; comprehensive implementation of modern systems of criminal analysis across law enforcement agencies	
2.9.6	Financial resources needed to achieve the goal:		requires minor additional costs from the State Budget of Ukraine or coverage at the expense of donor aid for logistical and technical support	

			of the mechanism	
2.9.7	How is the goal connected with other focus areas		missing	
3	**The current state of policy paper implementation in the selected area of analysis with an attempt to solve the problem defined**			
3.1	**Policy paper name**	**Background**		**Information submitted by:**
3.1.1.	The concept of criminal justice reform of Ukraine, approved by the Decree of the President of Ukraine dated April 8, 2008, No. 311/2008	Until now, most of the provisions of the Concept have been implemented in national legislation, others need to be updated in accordance with modern challenges considering endemic problems in sectoral legislation and its enforcement		0
4	**Definition of tasks to achieve goals from Paragraph 2 (for each defined goal)**			
	Stage 1: 06/2022 – 12/2022			
	Development, approval and implementation of the Criminal Justice Development Vision/Concept, which defines the scope and focus areas of criminal justice based on a problem-based approach and in accordance with the European integration process of Ukraine	Task 1. Development, approval and implementation of the Criminal Justice Development Concept	December 2022	"Holding the Russian Federation to international legal responsibility for armed aggression and violation of other provisions of international law", "Improving prosecutorial bodies", "Public safety and social adaptation of convicts and prisoners. Ensuring the maintenance of prisoners of war"
	Determination of the procedure for carrying out criminal proceedings in an extraordinary situation, a state of emergency and a state of war; distinguishing the features of criminal proceedings in conditions of martial law and state of emergency, as well as a state of war	Task 2. Amendments to the Criminal Procedure Code of Ukraine regarding the regulation of the rules of criminal proceedings in an extraordinary situation, a state of emergency and a state of war	December 2022	"Improving prosecutorial bodies"
	Ensuring the efficiency and effectiveness of the investigation of criminal misdemeanours. Establishment of a mechanism for pre-trial dispute resolution in criminal proceedings on criminal	Task 3. Amendments to the Criminal Procedure Code of Ukraine regarding the simplified procedure for conducting a pre-trial investigation through inquiry; implementation of alternative	December 2022	"Improving prosecutorial bodies"

	misdemeanours	criminal liability mechanisms for resolving legal disputes on criminal matters (diversionary measures, transactions), which will be applied at the pre-trial stage by the decision of the prosecutor		
	Implementation of real programs for the protection of applicants, victims and witnesses with the determination of the state body responsible for its proper implementation. Implementation of additional guarantees of protection of vulnerable categories of applicants, victims and witnesses	Task 4. Development and implementation of the state protection program for applicants, witnesses and victims	December 2022	"Improving prosecutorial bodies"
	Clear definition of the scope and tasks of investigative activity, improvement of ways and procedures for utilizing the findings in criminal proceedings	Task 5. Amendments to the legislation on law enforcement intelligence regarding scope and tasks of law enforcement intelligence, improvement of ways and procedures for utilizing the findings in criminal proceedings	December 2022	"Improving prosecutorial bodies"
	Stage 2: 01/2023 – 12/2025			
	Delineation of law enforcement agencies from intelligence, counterintelligence, security and other related bodies and institutes based on the exclusive functional orientation, which is the implementation of pre-trial investigation and operative-search activities	Task 6. Development of a framework law on determining the legal status of law enforcement agencies, determining their place in the system of state bodies, and delimiting the functions assigned to them	March 2023	"Improving prosecutorial bodies"
		Task 7. Proper regulation of the rules of subject and territorial jurisdiction of criminal offenses, their mutual consistency; expansion of the powers of the prosecutor regarding the change of jurisdiction in case of expediency (except for the exclusive jurisdiction of NABU)	December 2023	missing

	Ensuring the interoperability of ITC systems in courts, the prosecutor's office, law enforcement agencies, the bar, the penitentiary service and other criminal justice stakeholders. Implementation of a full-fledged system of electronic criminal proceedings	Task 8. Ensuring the interoperability of ITC systems in courts, the prosecutor's office, law enforcement agencies, the bar, the penitentiary service and other criminal justice stakeholders; providing prosecutors and authorized employees of law enforcement agencies with direct access to databases and state registers for the purpose of unhindered and prompt obtaining of the necessary information	December 2023	missing
	Amendments to the Criminal Procedure Code of Ukraine aimed at optimizing the grounds and procedure for applying precautionary move. Full implementation of Custody Records systems for electronic recording of actions on detained persons	Task 9. Amendments to the Code of Criminal Procedure of Ukraine aimed at optimizing the grounds and procedure for applying precautionary move	December 2023	"Improving prosecutorial bodies"
		Task 10. Full implementation of Custody Records systems for electronic recording of actions on detained persons	December 2023	"Improving prosecutorial bodies"
	Crime prevention by eliminating environmental vulnerabilities that contribute to the commission of offenses (security risk management)	Task 11. Expansion of the public-private partnership format in the field of combating crime. Creation at the Office of the Prosecutor General of the interdepartmental Coordinating Council on the Implementation of Crime Prevention Policy	April 2024	"Improving prosecutorial bodies"
		Task 12. Introduction of periodic anonymous victimology survey of the population (Victimology Survey)	December 2024	missing

5	**List of national projects to implement the objective from Paragraph 4 (for the corresponding task)**										
	Project Description for Task No. 4 of	**Project Justification**	**Quality performance indicators**	**Economic effect (impact on GDP, budget, employment, etc.)**	**Key Institution Respon**	**Estimated need for**	**Proposed sources of funding**	**Needed regulatory and legal support**	**Similar regulations in the EU acquis**	**Proposed by**	**Project status in the group**

	Subparagraph 4		**of the project**		**sible**	**financing (million UAH)**					
5.1	Program of state protection of applicants, witnesses, victims, in particular in conditions of armed conflict	The need to take special state protection measures aimed at protecting against illegal encroachments on the life, health, housing and/or property of persons who cooperate with law enforcement agencies in the prevention, detection, termination and investigation of criminal offenses, as well as during court proceedings	Ensuring the safety of applicants, witnesses, victims; effective cooperation of the specified persons with law enforcement agencies, in particular in conditions of armed conflict	Effective execution of tasks in criminal proceedings within a reasonable time	Office of the General Prosecutor (interagency commission); body that provides security	450	State budget of Ukraine, donor aid for logistical and technical support of the mechanism	Changes in legislation in the field of ensuring the safety of parties to criminal proceedings, in particular the Criminal Procedure Code of Ukraine, the Law of Ukraine "On Ensuring the Safety of Persons Taking Part in Criminal Proceedings"	Recommendations provided by the Committee of Ministers of the Council of Europe on the Protection of Crime Victims, Witnesses and Persons Cooperating with Justice		
5.2	"Custody Records" for recording actions of detainees	The "Custody Records" system began functioning as a pilot project in Ukraine in individual detention centres (since 2016) and police units (since 2020). It is aimed at	Increasing the standards of protection of the rights of detained persons, prevention of human rights violations;	Reducing the number of official investigations, criminal proceedings, appeals to the ECtHR on facts of violation of the rights of detained persons and, as a result, easing the budget burden	Office of the Prosecutor General; Ministry of Internal Affairs of Ukraine	150	State budget of Ukraine; funds of international technical assistance	Changes in the legislation in the field of ensuring the rights of detained persons, in particular, departmental regulatory and legal acts	Recommendations by the European Committee for the Prevention of Torture or Inhuman or Degrading Treatment or Punishment		

		ensuring the rights of detainees in accordance with European standards, recording all actions of the police in relation to detainees, monitoring the observance of human rights and the legality of detention, automatic notification of free secondary legal aid centres about the fact of a person's detention. Guaranteeing a safe environment, as well as detecting violations of procedural rights and guarantees both before and after placing a person in a temporary detention centre. Further implementation of the system, which is a combination of electronic	Modernization of the database and information about the detained persons, operational communication between the specified bodies and institutions; Obtaining objective factual data regarding the actions of the police and other persons in relation to the detained persons								

		documentation, 24-hour video surveillance, implementation of changes in detention procedures and the introduction of positions of persons responsible for the protection of human rights in the structural units of the National Police guarantees the protection of the rights of both detained persons and law enforcement officers									

6	**Needed regulatory and legal support**					
Item no. from Paragraph 4	**The name of the legal act(s) for the objective from Paragraph 4**	**Development scope / changes of the legal act(s)**	**The state authority responsible for the development/amendments of the legal act(s)**	**Time due**	**Deadline for entry into force**	**legal act(s) status**
Task 1	Decree of the President of Ukraine "On the decision of the National Security and Defence Council of Ukraine of __.___ 2022 "On the Concept of Criminal Justice Development"	Implementation of the decision of the National Security and Defence Council of Ukraine "On the Criminal Justice Development Vision/Concept" Approval of the Criminal Justice Development Vision/Concept Recognition of the Concept of Reforming the Criminal Justice of Ukraine, approved by the Decree of the President of Ukraine dated April 8,	Office of the President of Ukraine, Office of the Prosecutor General	December 2022		Decree of the President of Ukraine

		2008, No. 311/2008, as invalid				
Task 2	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine (Regarding Criminal Proceedings in an extraordinary situation, State of Emergency and State of War)"	Regulation of the rules for carrying out criminal proceedings in conditions of a special period, a state of emergency and a state of war; distinguishing the features of criminal proceedings in conditions of martial law and state of emergency, as well as a state of war	Office of the President of Ukraine, Office of the Prosecutor General	December 2022		Law
Task 3	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine (Regarding the Efficiency and Effectiveness of the Investigation of Criminal Misdemeanours)"	simplified procedure for carrying out a pre-trial investigation through inquiry, implementation of alternative criminal liability mechanisms for resolving legal disputes on criminal matters (diversionary measures, transactions), which will be applied at the pre-trial stage by the decision of the prosecutor	Office of the President of Ukraine, Office of the Prosecutor General	December 2022		Law
Task 4	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine and other legislative acts on state protection of applicants, witnesses and victims"	Extending whistle-blower legal status to the applicant in relation to any criminal offences; expanding opportunities to encourage parties to criminal proceedings to cooperate with law enforcement agencies and the prosecutor's office; expanding cases of mandatory participation of the victim's representative within the framework of legal aid and introducing other additional guarantees of protection of vulnerable victims. Implementation of real victim and witness protection programs with identification of the state body responsible for their implementation	Office of the Prosecutor General, Ministry of Internal Affairs of Ukraine	December 2022		Law
Task 5	The draft Law of Ukraine "On law enforcement intelligence"	Regulation of law enforcement intelligence (new edition of the Law)	Office of the President of Ukraine, Office of the Prosecutor General	December 2022		Law
Task 6	Draft Law "On Law enforcement agencies"	Determining the place of law enforcement agencies in the system of state bodies and delimiting the functions assigned to them; separation of law enforcement agencies	Office of the Prosecutor General, Ministry of Internal Affairs of Ukraine	March 2023		Law

		from other related bodies and institutions based on exclusive functional focus; standardization of the system, organizational structure and personnel of law enforcement agencies, their financial and logistical support based on uniform criteria, taking into account the scope and specificity of work; unification of the legal status of law enforcement officers				
Task 7	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine (Regarding Susceptibility of Criminal Offenses)"	Proper regulation of the rules of substantive and territorial jurisdiction of criminal offenses, their mutual consistency; expansion of the powers of the prosecutor regarding the change of jurisdiction in case of expediency (except for the exclusive jurisdiction of NABU)	Office of the President of Ukraine, Office of the Prosecutor General	December 2023		Law
Task 9	Draft Law "On Amendments to the Criminal Procedure Code of Ukraine (Regarding Improvement of the Institution of Precautionary move)"	Establishing the possibility of applying a preventive measure in the form of supervision by the commander of a military unit during martial law; simplification of the procedure for processing voluntarily provided materials that can be used as evidence in criminal proceedings; establishment of liability for abuse of rights by process participants by analogy with civil procedural, economic procedural and administrative legislation, etc.	Office of the President of Ukraine, Office of the Prosecutor General	December 2023		Law

Improvement of Legal Profession. Transformation of the Notary System

According to generally accepted standards, independent legal defence is a necessary condition for establishing the rule of law and democracy in society. Bar reform is a component of judicial reform, which cannot be successful without an institutionally developed independent bar. In the conditions of the post-war recovery of Ukraine, the legal profession is one of the important guarantees of ensuring the rights of citizens who suffered from the consequences of armed aggression. Public policy in the field of attorneyship and the legal profession itself is insufficiently effective. The Law of Ukraine "On Attorneyship and Legal Profession" (*sometimes can be found as Law on Legal Profession and Lawyer Activities, or Law on the Bar*) dated July 5, 2012, contains significant shortcomings that have a significant negative impact on the fulfilment by the bar of its special social role in society. Since 2016, this Law has not been aligned with the Constitution of Ukraine, after amendments were made regarding justice.

The purpose of the post-war reform is to bring the organization and performance of the bar to the best international standards, strengthen protection of human and citizen rights and freedoms, institutional independence of the bar, professional rights of the bar and safeguards for the bar activity, building of favourable environment for the delivery of effective and high-quality legal aid to persons affected by the war, ensuring their holistic access to justice both in Ukraine and abroad.

Since Ukraine has chosen the European development vector, the notarial profession deserves special attention, which plays a significant role as a body of undisputed civil jurisdiction and preventive justice.

However, as a result of hostilities, acts of terrorism, and sabotage caused by the military aggression of the Russian Federation on the territory of Ukraine, many notaries were forced to leave their place of residence, as a result of which they were deprived of the opportunity to engage in professional activities.

In addition, as of June 23, 2022, **34 (5%)** public notary offices and **103 (2%)** private notary offices were destroyed, **80 (12%)** public notary offices and **316 (6%)** offices of private notaries are in a territory that is temporarily not controlled, and any connection with them has been lost.

Currently, notary services in Ukraine are delivered offline. Notarial actions are performed on paper, recorded in paper registers for notarial actions. All notarial records and archives are stored in hard copies. Due to the military aggression of the Russian Federation, many notarial archives could not be evacuated, as the control was lost very quickly in the territories of harsh hostilities.

The lack of modern and innovative solutions for notaries holds back the development of this institution and slows down Ukraine's transition to the digital economy, while the majority of European Union countries have chosen this direction.

Being aware of the facts above and taking into account key opportunities, there is currently a need to introduce modern information and communication technologies into the notary practice and modernize the notary system by improving national legislation and aligning it with the European practices.

With the consolidated effort by the state at the legislative level to provide notaries with the right to establish notary offices/bureaus, this

will enable notaries to jointly deliver professional services with much lesser financial and technical costs, as well as tax burden.

The main task to achieve the goal of "Digitalization of Certain Types of Notarial Actions", in particular, this can be done through the development of the Unified State Electronic Notary System (hereinafter – the e-Notary) as an electronic platform with the upscaling possibility, which will integrally "transfer" all notarial activities to the electronic interface, automate this activity, ensure the efficiency of performing notarial actions, reduce the administrative burden for notaries and their clients, and also provide quick access to completed notarial actions.

Once this specific objective is fulfilled, notaries will be given the opportunity to perform all notarial actions on a one-stop electronic platform, with subsequent entry of the completed notarial actions into a unified and secure environment. In addition, the e-notary system, once built, will be integrated with registers and other state electronic information resources.

Building the electronic notary archive is currently a key priority, with a focus to not only reduce notarial paperwork, but also to protect and preserve the archives, which, in turn, will ensure the protection of the rights and interests of constituents – i.e., individuals who sought notarial actions – in the future.

The electronic notarial archive will secure reliable storage, confidentiality and help manage access by tracking the inquiry history for notarial documents, as well as enable their quick and convenient search.

The implementation of the specified goal will allow to reduce the storage costs for notary records and notary archives. Thus, the requirements to the notary's desk will also be eased; there will be much less cases of loss or damage of archived notarial documents; transfer of documents from operational storage to archives will be simplified.

It is worth adding that the goal of digitization of the notary is not to reduce the notary's functions to mechanical ones, but to make notary services available to citizens of Ukraine and to increase public trust in the notary.

In particular, an important advantage of the digitization of the notary is the introduction of the possibility of remote certification of deeds when the parties are in different cities, and notarial documents will be drawn up in electronic form, including with the use of electronic communications. This will ensure the convenience, accessibility and promptness of obtaining notary services for citizens, especially for those living in hard-to-reach and sparsely populated areas of the country.

At the same time, Ukraine can benefit from the successful experience of foreign countries, whose notaries have been providing some notarial services online for many years.

Summarizing the above, we note that the goal of electronic notary should be to ensure the legal security of civil transactions using various legal and technical means, including the use of modern technologies. This will make it possible to qualitatively update the notary process, make it more convenient and understandable, integrate the notary into transnational legal relations and provide an opportunity to strengthen the position of the profession.

The impact of the war on a specific area of analysis:

Unprecedented legal challenges in defence of the rights and freedoms of individuals by lawyers of Ukraine in cases related to the aggression of the Russian Federation and its consequences.

In connection with the military aggression of the Russian Federation against Ukraine, as a result of hostilities and the temporary occupation of certain territories of Ukraine, the archives of private notaries, public notary offices and state notarial archives were significantly damaged, and access to certain archives was lost.
Given that notarial records are currently conducted in paper form, it is impossible to restore lost and destroyed documents, as well as claim archives from the occupied territories. Currently, there is a need for digitalization of the notary, in particular, the transfer of the notarial archive to electronic form, and the introduction of modern information and communication technologies into the notarial practice. As a result of the current situation, a large number of notaries were forced to leave their place of residence, as a result of which they were deprived of the opportunity to engage in professional activities.

Key challenges (generalized for the defined area):
Incomplete compliance of the principles of attorneyship in Ukraine with the basic principles of the EU attorneyship profession. Strengthening of qualification requirements for persons who intend to gain access to the profession of lawyer. Introduction of a transparent procedure for conducting a qualification exam, improvement of the internship institute. Imperfectness of bringing the lawyer to disciplinary responsibility. Inconsistency of individual provisions of the rules of lawyer ethics with international standards of lawyer deontology. Inconsistency of the procedure for maintaining the Unified Register of Lawyers of Ukraine with the requirements of the Law of Ukraine “On Public Electronic Registers”. The need to expand the professional rights of advocates and guarantees of attorneyship. The need to take into account gender aspects in the practice of attorneyship. Imperfect self-governance of the attorneyship.
Digitization of the notary. Modernization of the organization of professional activity by notaries.

Key capabilities (generalized for a specific area):
Digitization of the notary operations:

- creation of the Unified state electronic system of e-notary;
- the possibility of creating an electronic notarial document, which has the same legal force as a paper one;
- digitization of the paper archive of the notary and the creation of the Electronic notary archive;
- organization of registration in foreign countries (countries - members of the European of the Union) of wills registered in Ukraine;
- execution of notarial acts without the use of special forms of notarial documents;
- the possibility of remote execution of notarial acts using means of communication.

Modernization of professional notary operations:

- improved procedure for termination of notarial activity and its subsequent registration;
- building and maintenance of electronic registration/personal files of notaries;
- introduction of an electronic certificate of the right to engage in notarial activities;

- granting the right to private notaries to create notary offices/bureaus that will operate according to the principle of a bar association, bureau.

Key limitations (generalized for the defined area):
The proposals are consistent with the EU and should not contradict them

2	**Goals, tasks, stages of the Recovery Plan by direction**			
2.1	**Description of Problem 1, which needs to be solved in the specified area of analysis:**	Incomplete compliance of the principles of attorneyship in Ukraine with the basic principles of the EU attorneyship profession.		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	The goal to be achieved to solve the problem at each stage:	Bringing the principles of attorneyship in Ukraine in line with the basic principles of the EU attorneyship profession	Abolition of the attorney's monopoly on the provision of professional legal assistance	
2.1.3	Deadline for the stage to be completed:	2022	2025	
2.1.4	Risks in trying to achieve the goal:	Missing	Long -term consideration of the corresponding bill in the Parliament	
2.1.5	Measurable indicators for the goal to be considered achieved	Amendments to the Law of Ukraine “On the Bar and Legal Profession” regarding bringing the principles of attorneyship in Ukraine into line with the basic principles of the EU legal profession have been adopted and entered into force	Amendments to the Constitution of Ukraine were adopted and entered into force	
2.1.6	Financial resources needed to achieve the goal:	Does not require additional expenditures from the state budget	Does not require additional expenditures from the state budget	

2.1.7	How is the goal connected with other focus areas	Missing	Missing	
2.2	**Description of problem 2, which needs to be solved in the specified area of analysis:**	Strengthening of qualification requirements for persons who intend to gain access to the profession of lawyer. Introduction of a transparent procedure for conducting a qualification exam, improvement of the internship institute.		
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	The goal to be achieved to solve the problem at each stage:		A transparent procedure for access to the profession of a lawyer. Regulation of admission to legal practice in Ukraine, as lawyers of foreign countries, lawyers of aggressor countries (Russian Federation, Republic of Belarus)	
2.2.3	Deadline for the stage to be completed:		2023	
2.2.4	Risks in trying to achieve the goal:		Delay in bringing the regulatory framework in accordance with the Law (implementation in practice) Resistance of the National Bar Association and regional bodies of lawyers' self-government	
2.2.5	Measurable indicators for the goal to be considered achieved		Amendments to the Law of Ukraine "On the Bar and Legal Profession" regarding the transparent procedure of access to the profession of a lawyer were adopted and entered into force, as well as implemented in the regulatory framework of the regulator.	

2.2.6	Financial resources needed to achieve the goal:		Does not require additional expenditures from the state budget	
2.2.7	How is the goal connected with other focus areas		Missing	
2.3	**Description of problem 3, which needs to be solved in the specified area of analysis:**	Inconsistency of the procedure for maintaining the Unified Register of Lawyers of Ukraine with the requirements of the Law of Ukraine "On Public Electronic Registers".		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	The goal to be achieved to solve the problem at each stage:	Bringing the order of keeping the Unified Register of Lawyers of Ukraine in line with the requirements of the Law of Ukraine "On Public Electronic Registers"		
2.3.3	Deadline for the stage to be completed:	2022		
2.3.4	Risks in trying to achieve the goal:	Missing		
2.3.5	Measurable indicators for the goal to be considered achieved	Amendments to the Law of Ukraine "On the Bar and Legal Profession" were adopted and entered into force, and the procedure for maintaining the Unified Register of Lawyers of Ukraine was brought into line		
2.3.6	Financial resources needed to achieve the goal:	Does not require additional expenditures from the state budget		
2.3.7	How is the goal connected	Missing		

	with other focus areas			
2.4	**Description of problem 4, which needs to be solved in the specified area of analysis:**	The need to expand the professional rights of lawyers and guarantees of attorneyship.		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.4.2	The goal to be achieved to solve the problem at each stage:	Ensuring the implementation of the principle of competition in court proceedings, equality of procedural rights of the parties, in particular, providing lawyers with identified access to state registers. Increasing the level of protection of attorney confidentiality. Providing access to the work of a lawyer's assistant for persons who have acquired a higher legal education at the “Bachelor” educational level. Regulating the issue of success fees in certain categories of cases, in particular to facilitate access to legal aid for persons who have suffered damage as a result of war.		
2.4.3	Deadline for the stage to be completed:	2022		
2.4.4	Risks in trying to achieve the goal:	Missing		
2.4.5	Measurable indicators for the goal to be considered achieved	Amendments to the Law of Ukraine “On the Bar and Legal Profession” and procedural codes of Ukraine were adopted and entered into force.		
2.4.6	Financial resources needed to achieve the goal:	Does not require additional expenditures from the state budget		
2.4.7	How is the goal connected	Missing		

	with other focus areas			
2.5.1	**Description of problem 5, which needs to be solved in the specified area of analysis:**	Imperfection of self-governance of the bar.		
2.5.2	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.5.3	The goal to be achieved to solve the problem at each stage:		Decentralization of self-government of lawyers, change of status of the National Bar Association and creation of alternative professional organizations of lawyers. Ensuring the right to participate in the self- government of lawyers for all lawyers. Bringing the terms of tenure in the self-governing bodies of lawyers in line with the practice of EU countries. Restoration of the activities of the self-government bodies of lawyers in the temporarily occupied regions in the territories controlled by Ukraine.	
2.5.4	Deadline for the stage to be completed:		2023	
2.5.5	Risks in trying to achieve the goal:		Resistance of the National Bar Association	
2.5.6	Measurable indicators for the goal to be considered achieved		Amendments to the Law of Ukraine “On the Bar and Legal Profession” were adopted and entered into force, and the legal framework for the self-government of lawyers was	

			brought into line.	
2.5.7	Financial resources needed to achieve the goal:		Does not require additional expenditures from the state budget	
2.5.8	How is the goal connected with other focus areas		Missing	
2.6	**Problem 6, which needs to be solved in the specified area of analysis:**	The imperfection of the procedure of bringing the lawyer to disciplinary responsibility		
2.6.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.6.2	The goal to be achieved to solve the problem at each stage:	Introduction of a transparent procedure for bringing a lawyer to disciplinary responsibility. increasing the statute of limitations for disciplinary action, determining requirements for the form and content of a statement (complaint) regarding improper behaviour of a lawyer and the content of a decision in a disciplinary case. Creation of a single resource for collecting, storing, protecting, accounting and searching for disciplinary practice. Updating the rules of lawyer ethics in accordance with international standards of professional deontology and ensuring a uniform practice of their application. Provide for the disciplinary responsibility of lawyers for supporting the armed aggression of the Russian Federation and collaborationism.		
2.6.3	Deadline for the stage to be completed:	2022		
2.6.4	Risks in trying to achieve the goal:	Missing		
2.6.5	Measurable indicators for	Amendments to the Law of Ukraine “On the Bar and Legal Profession” have been adopted and entered into		

	the goal to be considered achieved	force		
2.6.6	Financial resources needed to achieve the goal:	Does not require additional expenditures from the state budget		
2.6.7	How is the goal connected with other focus areas	Missing		
2.7	**Description of problem 7, which needs to be solved in the specified area of analysis:**	Inconsistency of individual provisions of the rules of lawyer ethics with international standards of lawyer deontology.		
2.7.1	Stages	Stage 1: 06/2022 - 12/2023	Stage 2: 12/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.7.2	The goal to be achieved to solve the problem at each stage:	Updating the rules of lawyer ethics in accordance with the best international practices and ensuring a uniform practice of their application.		
2.7.3	Deadline for the stage to be completed:	2023		
2.7.4	Risks in trying to achieve the goal:	Resistance of the National Bar Association		
2.7.5	Measurable indicators for the goal to be considered achieved	The updated rules of lawyer ethics were adopted and entered into force.		
2.7.6	Financial resources needed to achieve the	Does not require additional expenditures from the state budget		

	goal:			
2.7.7	How is the goal connected with other focus areas	Missing		
2.8	**Description of problem 8, which needs to be solved in the specified area of analysis:**	Digitization of the notary		
2.8.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.8.2	The goal to be achieved to solve the problem at each stage:	Creation and implementation of separate subsystems of the Unified state electronic system of e-notary	Creation and implementation of the electronic notarial document circulation mechanism in the Unified State Electronic System of e-Notary; Digitization of the notary's paper archive and creation of the Electronic notary archive; performing notarial acts online; cancelling the use of notarial forms Integration with the portal and the “Action” application	provision of registration in foreign countries (countries - members of the European Union) of wills registered in Ukraine
2.8.3	Deadline for the stage to be completed:	December 2022	December 2025	December 2027
2.8.4	Risks in trying to achieve the goal:	Failure of subcontractors to fulfil their obligations in full. Threat to the operation of server equipment.	Lack of funding Inability of contracting organizations to fulfil their obligations in full Uncertainty of the legal framework	Changes in EU legislation and policy
2.8.5	Measurable indicators for the goal to be considered achieved	All notaries are connected to the Unified state electronic system of e-notary; all specified notarial documents are created in the Unified State Electronic System of e-Notary with an overlay of an electronic identifier; information about	100% of transactions are certified by a notary by creating an electronic document; the archives of notaries are digitized; the notary performs	wills registered in Ukraine are registered in the registers of foreign states (countries - members of the European Union)

		performed notarial acts is protected from forgery	notarial actions in real time using the Unified State Electronic System of e-Notary at the request of individuals and legal entities using means of communication	
2.8.6	Financial resources needed to achieve the goal:	15,000.00 thousand UAH	UAH 62,000.00 thousand.	15,000.00 thousand UAH.
2.8.7	How is the goal connected with other focus areas			
2.9	**Description of problem 9, which needs to be solved in the specified area of analysis:**	Modernization of the organization of professional activity by notaries		
2.9.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.9.2	The goal to be achieved to solve the problem at each stage:	process of termination of notarial activity and its subsequent registration;	introduction of electronic registration/personal file of a notary; creation and implementation of a system of registration of certificates of the right to engage in notarial activity	establishment of notary offices/bureaus
2.9.3	Deadline for the stage to be completed:	December 2022	December 2025	December 2032
2.9.4	Risks in trying to achieve the goal:	it is not possible to transfer to the appropriate public notary archive all documents of notarial records and the archive of a private notary in connection with his stay in the temporarily occupied territory, the territory of hostilities	there is no access to registration/personal files located in the temporarily occupied territory, the territory of hostilities, which are stored in paper form, for the purpose of their digitization	Uncertainty of the legal framework

2.9.5	Measurable indicators for the goal to be considered achieved	all notaries who expressed a desire to register notarial activity in another notarial district, due to forced relocation, registered such activity	100% of certificates of the right to engage in notarial activities are registered in the Electronic Register of Notaries	notary offices/bureaus were created
2.9.6	Financial resources needed to achieve the goal:		UAH 25,029.99 thousand.	
2.9.7	How is the goal connected with other focus areas			
3	**The current state of implementation of policy papers in the selected area of analysis regarding the defined problem**			
3.1	**Policy paper name**	**Background**		**Information submitted by:**
3.1.1.	The activity program of the Cabinet of Ministers of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine dated June 12, 2020, No. 471	In progress		0
3.2.1	The plan of priority actions of the Government for 2021, approved by the order of the Cabinet of Ministers of Ukraine dated March 24, 2021, No. 276	In progress		
3.3	Priority directions and tasks (projects) of digital transformation for the period until 2023, approved by the order of the Cabinet of Ministers of Ukraine dated February 17, 2021, No. 365	In progress		0
4	**Definition of tasks to achieve goals from Paragraph 2 (for each defined goal)**			
	Goal (from Paragraph 2)	**Description of the task to achieve the goal**	**Deadline for completing the task**	**Dependence of the task on the tasks of other directions, areas, problems**
	Stage 1: 06/2022 – 12/2022			
	Bringing the principles of attorneyship in Ukraine into line with the basic principles of the EU	Task 1. Development and adoption of relevant legislative amendments to the Law “On the Bar and Legal		0

	attorneyship profession	Profession”		
	Stage 2: 01/2023 – 12/2025			
	Abolition of the attorney's monopoly on the provision of professional legal assistance	Task 2. Adoption of relevant amendments to the Constitution of Ukraine (regarding the abolition of the attorney monopoly)		
	Stage 2: 01/2023 – 12/2025			
	A transparent procedure for access to the profession of a lawyer. Regulation of admission to legal practice in Ukraine, as lawyers of foreign countries, lawyers of aggressor countries (Russian Federation, Republic of Belarus)	Task 3. The development and adoption of relevant legislative changes in order to strengthen the requirements for persons who intend to become lawyers (taking into account the moral and ethical qualities of the candidate), improving the procedure of the qualification examination and passing the internship (introduction of external independent evaluation of candidates)		
		Task 4. Development and adoption of the necessary by-laws		
	Stage 1: 06/2022 – 12/2022			
	Bringing the order of keeping the Unified Register of Lawyers of Ukraine in line with the requirements of the Law of Ukraine “On Public Electronic Registers”	Task 5. Development and adoption of relevant legislative amendments to the Law “On the Bar and Legal Profession”		
		Task 6. Development and adoption of changes to the Procedure for maintaining the Unified Register of Advocates of Ukraine		
	Stage 1: 06/2022 – 12/2022			
	Ensuring the implementation of the principle of competition in court proceedings, equality of procedural rights of the parties, in particular, providing lawyers with identified access to state registers. Increasing the level of protection of attorney confidentiality.	Task 7. Development and adoption of relevant legislative changes		

	Providing access to the work of a lawyer's assistant for persons who have acquired a higher legal education at the "Bachelor" educational level. Regulating the issue of success fees in certain categories of cases, in particular to facilitate access to legal aid for persons who have suffered damage as a result of war.			
	Stage 2: 01/2023 – 12/2025			
	Decentralization of self-government of lawyers, change of status of the National Bar Association and creation of alternative professional organizations of lawyers. Ensuring the right to participate in the self-government of lawyers for all lawyers. Bringing the terms of tenure in the self-governing bodies of lawyers in line with the practice of EU countries. Restoration of the activities of the self-government bodies of lawyers in the temporarily occupied regions in the territories controlled by Ukraine.	Task 8. Development and adoption of relevant legislative changes		0
		Task 9. Implementation of legislative changes regarding the organization and activities of the self-government of lawyers		
	Stage 1: 06/2022 – 12/2022			
	Introduction of a transparent procedure for bringing a lawyer to disciplinary responsibility. Extending the statute of limitations for disciplinary action, defining requirements for the form and content of a statement (complaint) regarding improper behavior of a	Task 10. Development and adoption of relevant legislative changes		0

	lawyer and the content of a decision in a disciplinary case. Creation of a single resource for collecting, storing, protecting, accounting and searching for disciplinary practice. Updating the rules of lawyer ethics in accordance with international standards of professional deontology and ensuring a uniform practice of their application. Provide for the disciplinary responsibility of lawyers for supporting the armed aggression of the Russian Federation and collaborationism.			
	Stage 1: 06/2022 – 12/2022			
	Updating the rules of lawyer ethics in accordance with the best international practices and ensuring a uniform practice of their application.	Task 11. Development and adoption of a new edition of the Rules of Advocate Ethics		0
	Stage 1: 06/2022 – 12/2022			
	Creation and implementation of separate subsystems of the Unified state electronic system of e-notary (electronic notary workplace, Electronic register of notarial acts)	Task 12: Create and implement updated electronic registers (Inheritance register, Unified register of powers of attorney, Unified register of special forms of notarial documents), electronic workplace of a notary public	"December 2022"	0
		Task 13: Form a notarial document with an electronic identifier and its verification by means of information technologies (QR code)	"July 2022"	
		Task 14: Connect notaries to the electronic workplace of the notary of the Unified State Electronic System of e-Notary	"December 2022"	

	Stage 2: 01/2023 – 12/2025			
		Task 15: Develop and implement the Unified register of notarial acts	"April 2023"	0
	Stage 2: 01/2023 – 12/2025			
	Notarial documents without the use of special notarial document forms	Task 16: Stop the use and circulation of special forms of notarial documents	"December 2025"	
	Creation and mechanism of electronic notarial document circulation in the Unified State Electronic System of e-Notary	Task 17: Establish requirements for an electronic notarial document	"June 2023"	
		Task 18: Develop software for creating an electronic notarial document, its signing and circulation	December 2023	
	Digitization of the notary's paper archive and creation of the Electronic notary archive	Task 19: Develop the software of the Electronic notarial archive	"December 2023"	0
		Task 20: Digitize paper archives of private notaries, public notary offices, public notary archives	"December 2024"	
	Performing notarial actions in real time using means of communication	Task 21: Develop software for making transactions in electronic form using qualified electronic trust services	December 2023	
		Task 22: Implementation of the possibility of performing notarial actions remotely (online) using the client's electronic account	December 2023	
	Stage 3: 01/2026 – 12/2032			
	Provision of registration in foreign countries (member countries of the European Union) of wills registered in Ukraine	Task 23: Connect to the European Network of Registers of Wills (ENRW)	December 2032	0
	Stage 1: 06/2022 – 12/2022			
	process of termination of notarial activity and its subsequent registration	Task 24: To provide an opportunity to terminate the notary activity of a notary with a delay in the transfer to the state notarial archive of all	July-September 2022	0

		documents of the notarial office and its archive		
	Stage 2: 01/2023 – 12/2025			
	Introduction of electronic registration/personal file of a notary, creation and implementation of a system of registration of certificates of the right to engage in notarial activities	Task 25: Development and implementation of the updated Unified Register of Notaries with the addition of a section for electronic registration/personal file of a notary, registration of certificates for the right to engage in notarial activities	"June 2023"	0
		Task 26: Digitize paper registration/personal files of notaries	"December 2023"	0
		Task 27: Digitize paper certificates on the right to engage in notarial activities	December 2025	
	Stage 3: 01/2026 – 12/2032			
	Creation of notary offices/bureaus	Task 28: Establishing requirements for organizational and legal forms of notary offices/bureaus	January 2026	

5	**List of national projects to implement the objective from Paragraph 4 (for the corresponding task)**										
5.1	**Project Description for Task No. 3 from Subparagraph 4**	**Project Justification**	**Quality performance indicators of the project**	**Economic effect (impact on GDP, budget, employment, etc.)**	**Key Institution Responsible**	**Estimated need for financing (million UAH)**	**Proposed sources of funding**	**Needed regulatory and legal support**	**Similar regulations in the EU acquis**	**Proposed by**	**Project status in the group**
5.2	The national project on digitization and modernization of notarial activity is	Today, the notary in Ukraine is an effective out-of-court protection of the rights of legal entities	1) increasing the protection of the rights and interests of legal entities and individuals; 2) introduction of the Unified State		Ministry of Justice of Ukraine	86	State budget of Ukraine; funds of international technical assistance	legislative changes in the field of notary, in particular the Civil Code of	?		

	being implemented with the aim of creating and implementing the Unified State Electronic System of e-Notary; consistency of the legislation of Ukraine in the field of notary with the legal norms of the European Union	and individuals. However, the organization and functioning of the notary office is carried out without taking into account the gains of international experience. In the conditions of modern society, technical progress is growing at a frantic pace, electronification and digitalization of all spheres of social life is taking place. Thus, in most countries of the European Union, the digitization of the notary office has been implemented, in particular, notarial documents can be drawn up in electronic form, including with the use of electronic communications	Electronic System of e-Notary; 3) certification of deeds takes place online in real time; 4) ensuring accessibility and transparency of notarial acts; 5) creation of an Electronic Archive of notarial documents; 6) registration of wills in the European Network of Wills Registers (ENRW); 7) optimization of management and organization of notarial activities through the implementation of digital technologies; 8) construction of the notary system of Ukraine, which will correspond to European legal systems; 9) enabling notaries to choose the organizational and legal form of their professional activities					Ukraine, the Law of Ukraine "On Notaries" and other laws			

		. Digitization of the national notary will ensure the convenience and accessibility of notary services for society. Modern challenges require the improvement of national legislation in the field of notary and its adaptation to European institutions. Notaries of the member states of the European Union are united and act on the basis of Latin civil legislation. In this way, the modernization of notary activity in Ukraine will provide an opportunity for the notary to integrate into European and transnational legal institutions.									

6	Needed regulatory and legal support					
No. of sub-item from item 4	**The name of the legal act(s) for the objective from Paragraph ~~5~~ 4**	**Scope of the development/changes of the legal act(s)**	**The state authority responsible for the development/amendments of the legal act(s)**	**Time due**	**Deadline for entry into force**	**legal act(s) status**
	Law of Ukraine “On Notaries”	Create a legislative basis for: - implementation of the Unified state electronic e-notary system (hereinafter - the e-Notary System), the components of which will be: the notary's electronic workplace; the client's electronic account; Electronic notarial archive; Electronic register of notarial acts; Unified register of powers of attorney; Unified register of notaries; Unified register of special forms of notarial documents; Inheritance register; - establishment of requirements for an electronic notarial document, its signing and circulation mechanism in the e-Notary System; - preservation of notarial records, which will be carried out exclusively in electronic form by scanning them, and approval of the procedure for filling the Electronic Notary Archive by the notary by digitizing the notary's paper archive; - settlement of the issue regarding the refusal to use special forms of notarial documents and the introduction of a notarial document with an electronic identifier and its verification by means of information technologies; - determination of the list of notarial actions that are proposed to be performed in real time using means of communication, establishment of mechanisms and requirements for	Ministry of Justice of Ukraine Ministry of Digital Transformation of Ukraine		December, 2025	

		remote signing of an electronic notarial document; - implementation of the system of registration of certificates of the right to engage in notarial activity, which will function with the help of the e-notary system, which will contain information about electronic and digitized paper certificates of the right to engage in notarial activity; - introduction of an electronic registration/personal file as an integral component of the Unified Register of Notaries operating in the e-Notary System, as well as filling in electronic registration/personal files by digitizing (scanning) paper registration/personal files ; - giving notaries the right to create notary offices/bureaus and establishing the organizational and legal form of such offices and bureaus.				
	The Civil Code of Ukraine	Create a legal basis for: - conclusion of transactions and their notarization in electronic form; - registration in foreign countries of wills registered in Ukraine	Ministry of Justice of Ukraine, Ministry of Digital Transformation of Ukraine		December, 2025	

Public safety and social adaptation of convicts and prisoners. Conditions of treatment of prisoners of war

Penitentiary system and probation protect society from crime, provides for a balance between executing penalties and correctional rehabilitation of criminals, facilitates their return to living in society without breaking laws.

Ukraine is striving to meet the high standards of a European constitutional state and ensure compliance to international conventions, namely the European Convention on Human Rights, European penitentiary regulations, the United Nations Standard Minimum Rules for Non-

custodial Measures (The Tokyo Rules), Standard Minimum Rules for the Treatment of Prisoners.

In recent years, the Ministry of Justice of Ukraine has managed to achieve progress in the reforms of the system, namely, in digitalisation, resocialisation and improvement of the conditions of convicts and prisoners, technical equipment of correctional facilities, and communication with society, international partners, which has significantly influenced the efficiency of penitentiary system, reduced negative political and legal consequences for the international image of Ukraine.

In order to solve systematic structural problems, establish an optimal model for execution of criminal sentences, and also taking into account the disastrous consequences of Russia's military aggression against Ukraine and the need to detain prisoners of war, the penitentiary system requires update and further reforms.

Within the framework of the national recovery plan, four key problems in the penitentiary sector have been defined. The implementation of these directly depends on adoption of prepared legislation and allocation of financial resources for the construction and renovation of the penitentiary and probation system infrastructure.

Problem Description

Prison system infrastructure even before the war did not meet international standards, and the conditions of detention in many detention centres and prisons do not meet the basic needs of convicts and persons in detention and are considered by the European court of human rights as equivalent to torture. Such a state of the infrastructure significantly obstructs accomplishment of the objectives of correction and resocialisation of convicts, reduction of reoffence, number of states of emergency etc.

ECHR has regularly stated that Article 2 of the Convention obliges countries not just to refrain from deliberate illegal deprivation of life, but also establishes positive commitment by the state to use proper measures to protect the lives of those under its jurisdiction. In the context of prisoners, persons in detention are in a vulnerable condition, and the state is obliged to protect them. National authorities are also obliged to protect the health and welfare of persons deprived of liberty.

The staff is also under protection, especially the security staff in correctional facilities, as they provide protection and defence of the facilities both during threats and specifically during shelling. Such persons must be provided with personal protective equipment and other needed things.

Hostilities that lead to destruction and damage to the facilities of penitentiary system, evacuation and relocation of convicts and prisoners have intensified this problem. Adherence to the norms of international humanitarian law makes it binding for Ukraine to provide the relevant conditions of the detention of prisoners of war.

Prevention of torture, cruel and/or humiliating treatment or punishment is the state's international commitment, that is why there is a need to create transparent and efficient measures aimed at ensuring that the rights of convicts and persons in detention are adhered to.

There is a need to improve the diagnostics and treatment of medical and socially dangerous conditions, namely HIV-infection, TB and viral hepatitis. It is necessary to update legal and organisational bases for providing psychiatric aid to people with psychiatric disorders, including implementation of Opioid Substitute Treatment medication. There is a need to provide proper detention conditions and rehabilitation measures aimed at the improvement of people's health.

Correction and resocialisation of convicts are among the main functions of penalty. When a person serves their sentence, they must be taught to prepare to live in society without committing new crimes. It has been scientifically proven and confirmed on the example of international experience that there are conditions in people's life and environment that increase risks of reoffending (so called criminogenic risks), for instance, addictions, pro-criminal thinking, antisocial environment etc. Consequently, reduction of such risks minimises the likelihood of reoffence.

The need to implement systematic changes, including those that were caused by the war, will facilitate the transit from punitive to rehabilitation orientation in approaches to the treatment of convicts and prisoners, which will provide an opportunity to apply more penalties and forms of deterrence that are alternative to prison sentences, and will thus decrease the number of prison population and, consequently, save budget costs.

Socially educational and psychological work with convicts and persons in detention requires expansion of the toolkit, improvement of educational services, beneficial employment of convicts, efficient use of the convicts' free time.

The efficiency of the penitentiary system directly depends on the quality of personnel, motivated and highly professional personnel of the penitentiary system can perform the functions of correction and resocialisation of convicts on the basis of modern approaches and methods, and also establishment of proper working conditions and social security of the personnel according to new standards.

For the efficient work, safety of the personnel and convicts and persons in detention, employees must go through proper training and must constantly maintain their professional level.

Proper training must be organised for all employees of the penitentiary system irrespective of whether they have or do not have military ranks.

A high level of society's digitalisation, the need to analyse large quantities of data to make reasonable managerial decisions challenges the penitentiary system to implement new methods and tools, develop digital infrastructure, improve digital and computer literacy of the personnel, allocate financial resources to implement information technologies and innovations.

Lacking or obsolete logistics, computer illiteracy of the employees, drawbacks in internet access significantly impede the implementation of information technologies and innovations, new working methods and tools, development of digital infrastructure of penitentiary authorities and institutions.

Expected outcome from recovery:

1. Convicts and prisoners are detained in proper conditions that correspond to the national and international standards. The number of detention places guarantees privacy, safety and sufficient personal space.

2. Torture and other forms of cruel treatment are forbidden; a system of regular internal and external penitentiary inspections is in place. Penitentiary institutions and detention centres are 100% equipped with video cameras and network video recorders (body-cameras), data storage option is provided. A system of regular internal and external penitentiary inspections is in place.

3. Innovation-based resocialisation practices are implemented, as a result of which convicts are provided with efficient social, psychological and other support for their correction and return to independent law-abiding life in society. Due to high-quality support and correction of behaviour such persons will less frequently reoffend.

4. Alternatives to imprisonment without isolation from society are extended, which will provide an opportunity to shift the focus of the sentencing system to resocialisation of the convict, correction of his/her behaviour without isolation from society. The implementation of this approach will also save budget money on detention in detention institutions.

5. Motivated and highly professional personnel capable of performing the functions of correction and resocialisation of convicts on the basis of modern approaches and methods works in the penitentiary system, and proper working conditions and social security of the personnel according to new standards are established.

Due to the advanced digital infrastructure, the process of managerial decision making is efficient. The improvement of technological processes facilitates transparency of the penitentiary system and reduction of corruption risks.

Impact of war on the focus area analysed:

Because of the war there is a direct threat to the health and life of convicts, prisoners and employees. There are obstructions to the function of executing criminal sentences, providing safety and enforcement of constitutional rights of the convicts, prisoners and employees, efficient management in detention facilities, probation offices on the territories of Ukraine, where hostilities have been taking or are taking place, in occupied territories. Interruption of reforms in penitentiary system. Increased cases of human rights violations, including tortures and violent behaviour, murders of convicts and prisoners in temporarily occupied territories of Ukraine. The logistics, food supply chains and basic commodities supply to detention facilities have been disrupted. Partially destroyed/damaged infrastructure of the penitentiary system.

Key challenges (summarised for the relevant sector):

Ensuring public safety by means of proper exercise of the sentencing function.
Preserving the life and health of personnel, convicts and prisoners.
Deteriorating conditions of detention for convicts and persons in detention.
The need for proper detention of prisoners of war.
Destruction and damage to the penitentiary infrastructure.
Inefficient resocialisation of convicts.
Lack of quick procedures for the release of convicts (pardon, amnesty, parole).
Lack of highly qualified staff.
Need to implement information technologies.

Key opportunities (summarised for the relevant sector):

Increased attention of the public to the problem of penitentiary system and employees. Political will to change the penitentiary system.
Attracting international aid for the recovery of infrastructure in order to ensure international standards in detention facilities.
Involvement of business in cooperation with detention authorities and institutions.

Key restrictions (summarised for the relevant sector):
Security (restricted activity due to hostilities and martial law).
Financial (restricted funding from the state budget).
Logistical (restricted capacity for supply of food products, personnel, equipment etc.)
Informational (restricted capacity to receive and provide information regarding facilities in temporarily occupied territories or areas of combat operations).

2	**Goals, tasks, and stages of the activity-specific Recovery plan**			
2.1	**Description of Problem 1 which requires resolution in the said assessment scope:**	As a result of combat operations there is a need for maintaining security of convicts and detainees, recovery of prison infrastructure damaged by war, enforcement of requirements of international humanitarian law on custody of prisoners of war. Because of the war, convicts and staff are in physical danger. Conditions in many pretrial detention centres and penitentiary facilities do not meet the basic needs of convicts and detainees and are equated by the European Court of Human Rights to torture. There are also no proper conditions for treatment, it is difficult to provide medicine, conduct regular and systematic check-up of patients with infectious diseases that present public health hazard. The penitentiary system needs to improve approaches to enforcement of law and security, changing the relationship between staff and convicts on the basis of mutual respect and legality.		
2.1.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.1.2	Goal to be achieved to resolve a problem on each stage:	Maintaining security of convicts and detainees by evacuation (from combat operations areas) and their 100% location (to a safer area). Ensuring a custody of 100% of prisoners of war according to the rules of international humanitarian law.	2000 places of detention have been built and 1000 places at penitentiary facilities that comply with national and international standards have been created, 100% of damaged infrastructure has been recovered (depending on the need). (subject to funding) 75% of medical equipment (depending on the need) has been recovered.	100% of penitentiary facilities and pretrial detention centres comply with international standards (28 pretrial detention centres and 29 penitentiary facilities have been built, active facilities have been renovated (depending on the need).
2.1.3	Deadline for the stage to be completed:	12.2022	12.2025	6.2032
2.1.4	Risks in trying	Insufficient number of places of	Damage and physical wear of infrastructure of the	Lack of funding.

	to achieve the goal:	detention according to international standards (overcrowding problem as a result of evacuation of convicts and detainees). Insufficient funding. Uncertainty in the number of prisoners of war. Change in the number of damaged/ruined infrastructure facilities.	penitentiary facilities and pretrial detention centres. Complications in logistic processes to ensure the maintenance of facilities and convicts, supply of medication and medical equipment. Security breach due to shelling or combat operations. Lack of funding for the construction of new facilities. Need to review cost estimates.	
2.1.5	Measurable goal achievement indicator	Proportion of located evacuated convicts and detainees. Proportion of detained prisoners of war.	Number of places at penitentiary facilities, detention conditions which comply with national and international standards. Number of places at pretrial detention centres, detention conditions which comply with national and international standards. Proportion of upgraded medical equipment depending on the need, according to the lists of equipment.	Proportion of penitentiary facilities and pretrial detention centres which comply with the Council of Europe standards.
2.1.6	Total amount of funds required to achieve the goal:	7,68 million UAH - recovery of damaged infrastructure.	6 600,00 million UAH – repair, reconstruction, construction of infrastructure facilities of the penitentiary system (2 pretrial detention centres and a model penitentiary facility). 735,62 million UAH - procurement of drugs and preparations, medical services and equipment, routine repairs at medical facilities, training of staff. 17,92 million UAH – recovery of damaged infrastructure. 124,25 million UAH (security equipment). 22,50 million UAH (model probation offices, 3)	3 000,00 x 28 PDC = 84 000 million UAH 2 0000,0 x 29 PF = 58 000 million UAH 41,25 million UAH x 7 years = 288,75 million UAH (security equipment). 3 offices x 2,5 million UAH x 7 years = 52,5 million UAH (model probation offices)
2.1.7	Connection of the goal with other activities:	No	No	No
2.2	**Description of Problem 2 which requires resolution in the said**	Re-socialization of convicts is not effective enough to correct them due to the imperfection of its tools. Legislative regulation of relations in the field of sentencing and execution of punishments has shortcomings that largely determine the further effectiveness of the penitentiary system.		

	assessment scope:			
2.2.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.2.2	Goal to be achieved to resolve a problem on each stage:	Alternatives to imprisonment have been expanded, additional incentives have been created to engage convicts in work as a means of resocialization.	Effective programs and tools are used for social, educational and psychological work with convicts (correction programs are used for up to 80% of convicts)	75% of individuals according to the final risk assessment are less prone to committing repeated criminal offences
2.2.3	Deadline for the stage to be completed:	12.2022	12.2025	6.2032
2.2.4	Risks in trying to achieve the goal:	Non-approval of regulatory acts by the Verkhovna Rada of Ukraine.	Non-approval of regulatory acts by the Verkhovna Rada of Ukraine. Lack of/insufficient funding.	Lack of/insufficient funding.
2.2.5	Measurable goal achievement indicator	Alternatives to imprisonment have been expanded, additional incentives have been created to engage convicts in work as a means of resocialization (Yes/No).	Percentage of administration of correction programs	Proportion of individuals who, according to the final risk assessment, are less prone to committing repeated criminal offences
2.2.6	Total amount of funds required to achieve the goal:	Does not require separate funding.	Does not require separate funding.	Does not require separate funding.
2.2.7	Connection of the goal with other activities:	No	No	No
2.3	**Description of Problem 3 which requires resolution in the said assessment scope:**	Decreased professional capacity and lack of proper training of the State Criminal Executive Service of Ukraine (SCES) staff to perform their duties in wartime and post-war conditions.		
2.3.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.3.2	Goal to be achieved to	Conditions for efficient training, in particular, for distance learning	Training of staff ensures the acquisition of the necessary knowledge and skills to perform their	

	resolve a problem on each stage:	have been created.	duties effectively.	
2.3.3	Deadline for the stage to be completed:	12.2022	12.2025	
2.3.4	Risks in trying to achieve the goal:	Insufficient funding. Uncertain / unpredictable (due to military reasons) dismissal of staff. The system of initial training of staff is disrupted. Extreme working conditions and increased workload.	Insufficient funding. Extreme working conditions and increased workload.	
2.3.5	Measurable goal achievement indicator	A distance learning platform has been created (Yes/No).	Proportion of staff which have been trained, undergone professional development.	
2.3.6	Total amount of funds required to achieve the goal:	Does not require separate funding.	Does not require separate funding.	
2.3.7	Connection of the goal with other activities:	No	No	
2.4	**Description of Problem 4 which requires resolution in the said assessment scope:**	Gaps in the information technology support hinder an efficient execution of criminal penalties		
2.4.1	Stages	Stage 1: 06/2022 - 12/2022	Stage 2: 01/2023 – 12/2025	Stage 3: 01/2026 - 12/2032
2.4.2	Goal to be achieved to resolve a problem on	Operation of information systems for the execution of penalties has been restored.	Digitization of the penitentiary system is at least 70%.	Digitization of the penitentiary system is at least 95%.

	each stage:			
2.4.3	Deadline for the stage to be completed:	12.2022	12.2025	12.2032
2.4.4	Risks in trying to achieve the goal:	Inability of contractors to execute their commitments in full. Risk of jeopardizing the operation of server equipment.	Insufficient funding. Inability of contractors to execute their commitments in full. Risk of jeopardizing the operation of server equipment.	Insufficient funding. Inability of contractors to execute their commitments in full. Risk of jeopardizing the operation of server equipment.
2.4.5	Measurable goal achievement indicator	Operation of information systems for the execution of penalties has been restored (Yes/No)	Digitization level of the penitentiary system.	Digitization level of the penitentiary system.
2.4.6	Total amount of funds required to achieve the goal:		32 720 ths. UAH	
2.4.7	Connection of the goal with other activities:	No	No	No
3	**Current status of implementation of policy papers in the chosen assessment scope regarding an identified problem**			
3.1	**Name of policy paper**	**Brief description of the current status**		**Name and surname of the group participant who submits this information**
3.1.1.	Government Action Plan	Bills have been drafted: - “On Amendments to Certain Legislative Acts Concerning the Development of the Probation System, Increasing Alternatives to Imprisonment and Creating Conditions for Reduction of Recidivism” (registration number 5359) and “On Amendments to the Criminal Code of Ukraine, Criminal Procedural Code of Ukraine on the Development of the Probation System, increase of the number of alternatives to imprisonment and the creation of conditions to reduce recidivism “(registration number 5360), in order to customize the system of punishment and expand the list of types of punishment alternative to imprisonment. - “On the penitentiary system” (registration number 5293), which will allow optimizing the structure of the penitentiary system, will introduce new approaches to incentivizing the staff, will introduce effective management of correctional facilities.		O. Vysotska

		- “On the Disciplinary Regulation of the Penitentiary System” (registration number 5294), which defines the essence of service discipline, the responsibilities of privates and officers in the penitentiary system regarding its observance, types of incentives and disciplinary sanctions, the procedure and powers of managers for their administration as well as a procedure of appeal against disciplinary sanctions. - “On Amendments to the Criminal Code of Ukraine Regarding Criminal Liability for Torture” (registration number 5336), which aims to bring the Criminal Code of Ukraine in line with the provisions of the UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment . - “On Amendments to Certain Legislative Acts of Ukraine Regarding the Application of Forced Feeding Measures to Convicts and Detainees” (registration number 4323) and “On Amendments to the Criminal Procedural Code of Ukraine Regarding the Application of Forced Feeding Measures to Convicts and Detainees” (registration number 4324). - “On Amendments to Certain Legislative Acts Regarding Measures Aimed at Restoring the Rights of Convicts and Detainees as a Result of Improper Conditions of Detention” (registration number 5652), “On Amendments to the Criminal Code of Ukraine and the Criminal Procedural Code of Ukraine on Measures aimed at Restoring the Rights of Convicts and Detainees as a Result of Improper Conditions of Detention “(registration number 5653). - “On the establishment of a dual system of regular penitentiary inspections” (registration number 5884). - “On Amendments to Certain Legislative Acts” (regarding the creation of highest security sections in pre-trial detention centres, the procedure and conditions of detention of prisoners of war). - Draft Law on Amendments to Certain Legislative Acts of Ukraine (concerning the peculiarities of engaging convicts in work and business activities in the penitentiary system). To create appropriate conditions of detention in penitentiary facilities and pretrial detention centres: - a pilot project on paid services for the provision of improved living conditions and catering to detainees was introduced in the pre-trial detention centres of the State Criminal Executive Service (Resolution of the Cabinet of Ministers of Ukraine of April 22, 2020 No. 305). The funds received from the project were used to improve detention	

		conditions of prisoners in free cells of pretrial detention centres. - The project “Individual space for convicted women” was introduced at all women's penitentiary facilities of the State Criminal Executive Service of Ukraine. Under the project, renovation of wards was carried out, separate bathrooms were equipped with shower cubicles and hot water, privacy walls between the beds were installed to create an individual space. - Living, sanitary and hygienic conditions of detention of convicts and detainees have been brought in line with international standards, in particular, a renovated building for detainees was commissioned at the state institution “Kyiv Pretrial Detention Centre”, which was repaired according to the Norwegian model. As a result, 18 cells were renovated: 14 double and 4 single. - the supply of high-quality food to penitentiary facilities and pre-trial detention centres was ensured, the lists of foodstuffs, basic necessities, and other items that convicts and detainees can receive in packages (care packages) and parcels, purchase at the shops of penitentiary facilities and pre-trial detention centres, and keep were reviewed and expanded. -12 inefficient penitentiary facilities have been temporarily closed down, which will allow to optimize the costs and attract them for the construction of new pretrial detention centres. - an auction of the project “Large privatization of prisons” was held, in the framework of which 496.2 million USD was received from the sale of the Lviv Penal Colony. - Convicts were granted permission to use a tablet computer to ensure the right of convicts to correspond, submit online appeals and access to socially significant information that promotes the development and resocialization of convicts (Order of the Ministry of Justice of Ukraine of March 27, 2020 No.1243/5). - convicts were granted access to the Internet, detainees - IT-telephony and the Internet. - the mechanism of direct control over the activities of penal colonies and pretrial detention centres, health care institutions and state enterprises of the State Criminal Executive Service of Ukraine has been established by assessing the effectiveness of their management and performance of their functions (order of the Ministry of Justice of October 7, 2020 No. 3474/5). In order to ensure the functioning of transparent and effective mechanisms of prevention and combatting torture and ill-treatment in	

		places of detention and pre-trial detention: - video monitoring centres have been established in all interregional offices and in each facility (for timely detection and prevention of violations of the rules of detention by convicts and increase the efficiency of performance of official duties by the staff of the facilities). - inspection of the effectiveness of penitentiary institutions and pre-trial detention centres was carried out. As a result, proposals were made to eliminate the identified violations and prevent them in the future, official investigations were conducted into violations of the law. In order to build IT infrastructure and digitize the penitentiary system: - the Unified Register of Convicts and Detainees has been improved and supplemented, which will ensure: prompt communication between agencies and institutions of the penitentiary system and probation, in particular the possibility of transferring registration files between the units of penitentiary facilities, authorized probation authorities; generation of analytical reports and electronic enquiries / replies as part of the interaction of penitentiary institutions with authorized probation authorities during the preparation for the release of convicts. - a tool for automated risk assessment of recidivism - Cassandra (more than 140 thousand risk assessments were conducted) was developed. - an interactive map for assessing the effectiveness of the penitentiary system was introduced. - a Unified Register of Persons Convicted of Crimes against Sexual Freedom and Sexual Inviolability of Minors was created. To ensure proper medical care in penitentiary facilities and pre-trial detention centres in accordance with national and international standards: - The Global Strategy for the Prevention and Control of AIDS has been successfully implemented, the first two goals of the Joint United Nations Program on HIV/AIDS (UNAIDS) (Fast Track 90-90-90) have been achieved at penitentiary facilities and pre-trial detention centres, which has made it possible to reduce the percentage of deaths caused by HIV/AIDS. - for the first time ever since the State Criminal Executive Service of Ukraine was founded, with the funds of the State Budget, the State Institution “Healthcare Centre of the State Criminal Executive Service	

		of Ukraine" started diagnosis and treatment of viral hepatitis. - 95% coverage by DNA-based method of tuberculosis diagnosis using GeneXpert devices was reached among persons taken into custody and convicts who were subject to examination, while 100% of convicts with tuberculosis which were referred for treatment to TB hospitals took a drug sensitivity test for effective selection of an anti-tuberculosis treatment regimen. - renovation of the medical building in the state institution "Kyiv Pre-trial Detention Centre" was carried out, which will facilitate the provision of high-quality medical services and first aid. - implementation of 5 pilot projects regarding the introduction of replacement supportive therapy for convicts has been started; legal settlement in terms of the expansion of medical devices (syringes and needles) is ensured. As regards the implementation of an effective toolkit for behavioural change, correction and resocialization of persons who have come into conflict with the law: - probation programs for working with adults and minor probation subjects have been developed and implemented; - "penitentiary probation" was introduced – provision of support and assistance in solving social and domestic problems to convicts who are preparing to be released from prison, to improve their social rehabilitation and prevent repeat offences; - 7 model probation offices were opened; - juvenile probation centres were established to better promote the interests of children who are in conflict with the law. - counselling offices which work with probation subjects suffering from HIV infection, tuberculosis and viral hepatitis C at probation units have been established and made operational.	
4	**Objectives to achieve goals from point 2 (for each defined goal)**			
Goals. Problem 1.		**Description of the objective to achieve the goal**	**Deadline for completing the objective**	**Dependence of the objective on other objectives, areas, problems**
Stage 1: 06/2022 – 12/2022				
	Ensuring the safety of convicts and prisoners by evacuation (from places of hostilities) and their 100% placement (in a safer area).	Task 1. Creating an effective evacuation system 1.1. Evacuation of convicts and	12.2022 12.2022	Deadline for completing the objective

	Ensuring that 100% of prisoners of war are held in accordance with the norms of international humanitarian law. The goal is to ensure the safety of personnel, convicts and prisoners, as well as the detention of prisoners of war.	prisoners (if necessary) 1.2. Development of a training program for convicts and prisoners on life safety issues 1.3. Provision of personnel with individual means of protection, etc. necessary means 1.4. Carrying out repairs, setting up proper communal and household conditions for keeping evacuated convicts and prisoners. 1.5. Creating a sufficient reserve of places for the evacuation of convicts, prisoners, including by reviewing the system of correctional institutions and the distribution of convicts	11.2022 12.2022 12.2022 12.2022	
		Task 2. Restoration of partially damaged institutions. 2.1. Carrying out examination (construction and technical) of damaged/destroyed facilities of penitentiary and probation institutions. 2.2. Development of design and estimate documentation for the reconstruction/repair of objects of penitentiary and probation institutions and obtaining permits. Conducting tender procedures 2.3. Carrying out construction and assembly works	12.2022 12.2022 12.2022 12.2022	
		Task 3. Conditions for keeping prisoners of war have been created. 3.1. Development of design and estimate documentation for the construction/reconstruction of a camp for prisoners of war (if necessary)	12.2022 11.2022 11.2022 12.2022	

		3.2. Obtaining financing and carrying out the necessary tender procedures and obtaining a construction permit (if necessary) 3.3. Carrying out construction/repair works in the camp for prisoners of war 3.4. Putting the camp into operation	12.2022	
Stage 2: 01/2023 – 12/2025				
	Facilities with the capacity of 2,000 places to hold people taken into custody are built and 1,000 places at correctional facilities that meet national and international standards, 100% of damaged infrastructure has been restored (depending on need). (subject to funding) Updated 75% of medical equipment (of need).	Task 4. Development of procedures, knowledge and skills of convicts, prisoners and staff that ensure their safety 4.1. Ensuring training of convicts, prisoners and staff of the National Security Service on issues of life safety 4.2. Provision of material conditions for the safety of convicts, prisoners and staff	12.2023 12.2023 12.2023	
		Task 5. Restoration of objects destroyed (partially or completely) as a result of hostilities.	2025	
	The goal is to ensure the rights of convicts and prisoners to proper conditions of detention, the right to health care and medical assistance, and the prevention of torture and ill-treatment.	Task 6. Creation of an effective system of prevention and countermeasures against torture (including creation and ensuring the functioning of a dual system of regular penitentiary inspections, modernization of the video surveillance at penitentiary institutions and pre-trial detention centres).	2024	
		Task 7. Development of a human-centric model of medical care for convicts and persons taken into custody	2024	0
		Task 8. Creation of a model penitentiary institution and two modern pre-trial detention centres.	2025	

		Task 9. Modernization of engineering and technical means of protection and supervision to ensure compliance with modern physical security requirements and guarantee the safety of personnel and convicts.	2025	
		Task 10. Preparation of design and estimate documentation for 28 modern detention centres and 29 penitentiary institutions.	2025	
		Task 11. Creation of modern model probation offices adapted to work for public safety.	2025	
Stage 3: 01/2026 – 12/2032				
	100% of penitentiary institutions and remand prisons meet international standards (28 remand prisons, 29 institutions were built, existing institutions were reconstructed (depending on the need). The goal is to create a humane environment, to bring the conditions of detention to the requirements of national legislation and international legal acts. The goal 100% of prisons and detention centres meet the standards of the Council of Europe.	Task 12. Construction/reconstruction of 28 new modern pre-trial detention centres and 29 model institutions	2032	
		Task 13. Dissemination of the models and approaches piloted in the model penitentiary to all penitentiary institutions	2032	
		Task 14. Creation of modern model probation offices adapted to work for public safety.	2032	
		Task 15. Integration of penitentiary medicine into the general medical space.	2027	
	Goals. Problem 2.	Description of the objective to achieve the goal	Deadline for completing the objective	Dependence of the objective on the other tasks, areas, problems
Stage 1: 06/2022 – 12/2022				
	Alternative types of punishment to deprivation of liberty have been expanded, additional incentives have been created to encourage convicts to work as a means of	Task 16. Increasing the use of punishments and preventive measures not related to isolation from society, and further development of probation bodies.	12.2022 12.2022	

	resocialization The goal is to increase alternatives to deprivation of liberty without isolation from society.	16.1. Support in the Verkhovna Rada of Ukraine of the draft Law of Ukraine “On Amendments to the Criminal Code of Ukraine, the Criminal Procedure Code of Ukraine regarding the development of the probation system, increasing alternatives to incarceration and creating conditions for reducing recidivism” (reg. No. 5360 dated 12.04.2021) 16.2. Support in the Verkhovna Rada of Ukraine of the draft Law of Ukraine “On Amendments to Certain Legislative Acts Regarding the Development of the Probation System, Increasing Alternatives to Imprisonment and Creating Conditions for Reducing Recidivism” (Reg. No. 5359 dated April 12, 2021) 16.3. Bringing bylaws into compliance with laws	12.2022 12.2022	
		Task 17. Creation of additional conditions, mechanisms to encourage convicts to work 17.1. Development and submission to the Cabinet of Ministers of Ukraine of a draft law on the introduction of amendments to some legislative acts of Ukraine (regarding the specifics of the involvement of convicts in labour and economic activity in the penitentiary system) 17.2. Support in the Verkhovna Rada of Ukraine of the draft Law on Amendments to Certain Legislative Acts of Ukraine (regarding the specifics of the involvement of convicts in work	12.2022 12.2022 12.2022	

		and conducting economic activities in the penitentiary system)		
		Task 18. Restoration of socio-educational and psychological work with convicts 18.1. Resume probation, correctional, etc. programs. DBB programs 18.2. An online course for convicts “Program for preparation for release” has been introduced	12.2022 12.2022 12.2022	
	Stage 2: 01/2023 – 12/2025			
	Effective programs and tools for social, educational and psychological work with convicts are used (correctional programs are applied to 80% of convicts) The implementation of this goal involves the implementation of the draft law on alternative punishments to deprivation of liberty, as well as the improvement of work on the criminogenic risks of convicts, in particular, the provision of support and assistance in overcoming addictions, involvement in gainful employment, raising the educational level and professional skills, solving social and everyday issues under time to prepare for release.	Task 19. Development and implementation of correctional and probation programs, including taking into account the addictions of convicts. 19.1. Development of correctional programs considering the needs of different categories of convicts 19.2. Piloting correctional programs for convicts 19.3. Staff training on the implementation of correctional programs and probation programs (including the development and implementation of online courses for staff) 19.4 Analysing programs for convicts in terms of their effectiveness and the need for revision (in particular, in the areas of work with PTSD, trauma, etc.)	12.2023 12.2023 12.2023 12.2023	
		Task 20. Changing the approaches to engaging in useful employment of convicts and persons taken into custody, creating additional incentives for engaging convicts in	12.2025	

		work as a means of resocialization. 21.1. Preparation and support of legal acts regulating gainful employment for convicts 21.2. Involvement of business, self-government bodies and associations of territorial communities in the process of useful employment of convicts 22.3. Employment of convicts	12.2023 12.2024 12.2025	
		Task 21. Expansion of opportunities for convicts to obtain formal (general secondary, professional (vocational and technical), vocational higher education), informal and informal education (including with the use of distance technologies). 21.1. The “Occupation” Program of has been updated and implemented, taking into consideration the expansion of the list of professions for convicts, necessary for the restoration of Ukraine	2024	
		Task 22. Development of a system of psychological assistance to convicts and persons taken into custody.	2024	
		Task 23. Implementation of resocialization projects.	2025	
		Task 24. Implementation of a new model of parole application. 24.1. Amendments to the Procedure for Interaction of Penitentiary Institutions, Probation Authorities, and Subjects of Social Patronage During Preparation for	12.2023 12.2023	

		the Release of Persons Serving Restraints or Imprisonment for a Specific Term, Approved by Order of the Ministry of Justice of Ukraine, the Ministry of Social Policy of Ukraine, Ministry of Health of Ukraine, Ministry of Internal Affairs of Ukraine dated April 3, 2018 No. 974/5/467/609/280 24.2. Implementation of monitoring regarding violation of obligations within the framework of parole	12.2023	
	Stage 3: 01/2026 – 12/2032			
	According to the results of the final risk assessment, 75% of people are less inclined to commit repeated criminal offenses The goal is to ensure the safety of society by shifting the focus of the system of execution of criminal punishments to the resocialization of convicts, correction of their behaviour	Task 25. Review and improvement of existing, development and implementation of new correctional programs considering the evaluation of their effectiveness of convicts	2029	
		Task 26. The system of providing social services for convicts after release, which provide all their needs, has been improved	2032	
	Goals. Problem 3.	Description of the objective to achieve the goal	Deadline for completing the objective	Dependence of the objective on the other tasks, areas, problems
	Stage 1: 06/2022 – 12/2022			
	Conditions have been created for effective learning, in particular for distance learning. The goal is aimed at training highly professional personnel of the penitentiary system, capable of performing the functions of correction and resocialization of convicts based on the most modern approaches and methods of work	Task 27. An informational and educational portal was created for the staff of the State Criminal Enforcement Service of Ukraine. 27.1. Creation of a layout of an electronic resource and its placement on the network. 27.2. Filling the electronic resource with the necessary information. 27.3. Providing staff with the opportunity to use the portal.	12.2022 09.2022 11.2022 12.2022	Deadline for completing the objective

		Task 28. Training programs for advanced training and initial professional training of the staff of the State Security Service were brought into line, taking into account the events related to the war in Ukraine. 28.1. Programs and educational materials for professional development and initial professional training of personnel have been developed and tested. 28.2. Standard training programs have been approved.	12.2022 10.2022 11.2022	0
	Stage 2: 01/2023 – 12/2025			
	Professional training of personnel ensures the necessary knowledge, skills and abilities for the effective performance of their duties. The goal is aimed at creating an effective system of training, retraining and advanced training of personnel.	Task 23. The informational and educational portal for State Criminal Enforcement Service of Ukraine's personnel has been updated. 23.1. Determining the effectiveness of the information and educational portal. 23.2. Filling the portal with updated information. 23.3. Improvement of portal tools and services.	2025	
		Task 24. Training programs for advanced training and initial professional training of the staff of the State Security Service were updated, in response the events related to the war in Ukraine. 24.1. The educational programs of professional development and initial professional training of the staff of the State Security Service have been brought into line, considering the events related to	2025 2023 2024	

		the war in Ukraine. 24.2. The latest tools and methods of professional training of personnel have been implemented.		
	Goals. Problem 4.	Description of the objective to achieve the goal	Deadline for completing the objective	Dependence of the objective on the other tasks, areas, problems
Stage 1: 06/2022 – 12/2022				
	Goal. The operation of information systems to ensure execution of punishments has been restored. The goal involves ensuring the restoration of stable operation of information systems.	Task 25. Resumption of work of the Unified Register of Convicts throughout the territory of Ukraine. 25.1. Employees of the Penitentiary Department and the State Probation Centre have been restored access to the Unified Register of Convicts in regions where the operation of unified registers is allowed. 25.2. The transfer of Registration files of convicted persons and persons taken into custody in accordance with their territorial movement during the war has been ensured. 25.3. The work on the entry of existing archive data into the Unified Register of Convicts has been resumed. 25.4. Processes of quality control of data entry into the Unified Register of Convicts have been restored.	12.2022 06.2022 07.2022 06.2022 08.2022	
		Task 26. The use of the tools of social and educational work (risk assessment, diary, individual work plans) with convicts and persons taken into custody in the detention centre has been resumed: 26.1. The work on conducting risk assessments of convicted persons	12.2022 07.2022 07.2022 07.2022	

		and persons taken into custody has been resumed 26.2. Data filling in the diaries of convicted persons has begun 26.3. Maintenance of individual plans of individuals on probation resumed 26.4. Processes of quality control of filling in relevant tools of social and educational work have been resumed	08.2022	
		Task 27. A data analytics system with a corresponding data store has been implemented. 27.1. Finalization of the software of the data analytics system and storage 27.2. A data analytics system and a data warehouse have been introduced	12.2022 12.2022 12.2022	
Stage 2: 01/2023 – 12/2025				
	Goal. The level of digitization of the penitentiary system reaches at least 70%. The goal is aimed at introducing new methods and tools of work, developing digital infrastructure, increasing the level of digital and computer literacy of the staff, allocating funding for the introduction of information technologies and innovations.	Task 28. Unified Register of Convicts is put into industrial operation: 28.1. Proposals to improve work have been introduced 28.2. A report on test operation was drafted; 28.3. Industrial operation has been launched	12.2023 09.2023 11.2023 12.2023	
		Task 29. Development of the “Regime of Penitentiary Institutions” subsystem: 29.1. Development and approval of the Terms of Reference 29.2. Subsystem development (creation of fields and data	10.2023 05.2023 07.2023 10.2023	

		structures) 29.3. Implementation of the subsystem and training of employees		
		Task 30. Modernization of the group of subsystems KASSANDRA and Analytics: 30.1. Development and approval of the Terms of Reference 30.2. Finalization of the software for checking and validating risks 30.3. Automation of filling the data structures of the Risk Assessment with the data of the Registration Card, cases 30.4. Modernization of the Analytics subsystem	10.2023 05.2023 08.2023 06.2023 10.2023	
		Task 31. Modernization of groups of subsystems of Unified Register of Convicts: 31.1. Development and approval of the Terms of Reference 31.2. Ensuring the modernization of groups of main subsystems 31.3. Development of opportunities for electronic digital signature of documents 31.4. Ensuring access to the Unified Register of Convicts of law enforcement agencies and courts	12.2023 07.2023 11.2023 12.2023 12.2023	
		Task 32. Integration of Unified Register of Convicts with other systems and Registers: 32.1. Development and approval of the Terms of Reference 32.2. Building integrations with information systems and Registers	2023 07.2023 11.2023	

		of the Ministry of Internal Affairs, State Judicial Administration etc.		
		Task 33. The measures of automated control over the supervision and safety of convicted persons have been modernized, in particular, through the implementation of the subsystem called “Regime” at penitentiary institutions and the main components of the Unified Register of Convicts	2024-2025	
		Task 34. Mechanisms of automatic distribution of convicts to penitentiary institutions have been implemented by means of the Unified Register of Convicts	2024-2025	
	Stage 3: 01/2026 – 12/2032			
	Goal. The level of digitization of the penitentiary system is at least 95% . The purpose of the implementation of the goal is to improve activities, speed up and increase the convenience of information exchange, its processing, systematization and analysis.	Task 35. The transition to paperless interaction between law enforcement, judicial and penitentiary agencies has been ensured.	2026	
		Task 36. Implementation of electronic monitoring of individuals on probation has been ensured.	2026	
		Task 37. Implementation of electronic services in the medical field.	2027	
		Task 38. Automated control solutions for operational activities, financial status and use of funds of penitentiary institutions and pretrial detention centres have been implemented.	2028	

5	**List of national projects to fulfil the objective from Paragraph 4 (for the corresponding objective)**

5.1	**Project Description for Task No. 3 from Subparagraph 4**	**Project Justification**	**Quality performance indicators of the project**	**Economic effect (impact on GDP, budget, employment, etc.)**	**Key Institution Responsible**	**Estimated need for financing (million UAH)**	**Proposed sources of funding**	**Needed regulatory and legal support**	**Similar regulations in the EU acquis**	**Proposed by**	**Project status in the group**
5.1	P. 1.6 - 1.12 The infrastructure of the system of execution of punishments ensures safety and proper conditions of detention of convicts and prisoners	The need for the project is to ensure the safety and proper conditions of detention of convicts and prisoners, in accordance with national and international standards, and to introduce innovative approaches to the resocialization of convicts while serving their sentences. The Committee of Ministers of the Council of Europe repeatedly in its resolutions strongly urged the state authorities to solve the structural problem	- Construction of 30 new modern detention centres; - Creation of 30 model penitentiary institutions; - Bringing the conditions of detention of convicts and prisoners to international standards; - Reducing the number of appeals to the ECtHR regarding improper conditions of detention.	Reduction of state budget expenditures for payment of ECtHR decisions regarding improper maintenance of convicts and prisoners; Creation of additional jobs for convicts; Reduction of expenses of law enforcement agencies and the judicial system due to a reduction in the number of crimes; Replenishment of local budgets due to taxes during construction; Creation of additional jobs during the construction of	Ministry of Justice	148,600.00	Loans from international financial organizations. International technical assistance, Funds raised from other sources not prohibited by law.	-	Recommendations by the European Committee for the Prevention of Torture or Inhuman or Degrading Treatment or Punishment.		

		regarding the conditions of detention in the penitentiary system, relying on the established recommendations of the European Committee on Prevention of Torture or Inhuman or Degrading Treatment or Punishment. In general, about 2.5 million euros were paid out of the State Budget of Ukraine for the implementation of the decisions of the European Court in this group of cases, and a growing trend is observed.		new facilities; Saving of budget funds due to the energy efficiency of new facilities.							
5.2	25-38 Expanding the possibilities of digitalization of the penitentiary system	The need for the project is to ensure effective collection, use and analysis of data in the penitentiary system for making informed	- Modernization of the Unified Register of Convicts and Persons Taken into Custody, including the expansion of its analytical functionality - Implementation of electronic	Additional receipt of budget funds due to the introduction of reintegration into society of persons taken into custody as full-fledged	Ministry of Justice	111.65	Funds of the national informatization program; International technical assistance				

		management decisions.	monitoring during probation - Creation and implementation of an automated accounting system for material resources - Implementation and ensuring the functioning of a data collection system for the purposes of comprehensive assessment of correctional facilities colonies, pretrial detention centres, penitentiary institutions, health care institutions and state enterprises of the State Criminal Enforcement Service of Ukraine - Implementation of electronic services in the medical field - Implementation of electronic accounting, personnel and statistical accounting systems (MIA) - Implementation of electronic document management in agencies and institutions of the	taxpayers, as well as savings of budget funds due to the minimization of the risks of repeated offenses and the corresponding costs for the processes of courts, law enforcement agencies and enforcement agencies							

			penitentiary system								

6	Regulatory and legal support required					
No. of sub-item from item 4	**The name of the legal act(s) to achieve the objective from Paragraph 4**	**Scope of development/changes of the legal act(s)**	**The state authority responsible for the development/amendments of the legal act(s)**	**Time due**	**Deadline for entry into force**	**legal act(s) status**
	On amendments to some legislative acts regarding the development of the probation system, encouraging alternatives to incarceration and creating conditions for reducing recidivism (registration number 5359).	The purpose of the draft law is to individualize the system of punishments and expand the list of types of punishments alternative to deprivation of liberty, which will contribute to the reduction of the number of people in places of deprivation of liberty, ensure the correction of offenders without isolation from society and save relevant budget funds, as well as the introduction of a system for assessing the risks of a person committing a repeat crime and risks violation of obligations within the limits of a preventive measure or parole, which is based on the use of machine learning and algorithms of automated conclusions (forecasts) based on the results of processing large structured data sets.	Ministry of Justice			Under consideration by the relevant state authority
	"On amendments to the Criminal Code of Ukraine, the Criminal Procedure Code of Ukraine regarding the development of the probation system, increasing alternatives to deprivation of liberty and creating conditions for reducing recidivism" (registration number 5360).	The purpose of the draft law is to individualize the system of punishments and expand the list of types of punishments alternative to deprivation of liberty, which will contribute to reducing the number of people in places of deprivation of liberty, ensure the correction of offenders without isolation from society and save the relevant budget funds.	Ministry of Justice			Under consideration by the relevant state authority
	"On the Penitentiary System" (registration number 5293).	The purpose of adopting the draft law is to optimize the structure of the	Ministry of Justice			Under consideration

		penitentiary system, to introduce new approaches to encouraging its staff, and to introduce effective management of enterprises of penitentiary institutions.				by the relevant state authority
	"On the Disciplinary Statute of the Penitentiary System" (registration number 5294)	The purpose of adopting the draft law is to approve the Disciplinary Statute of the penitentiary system, which will determine the grounds and procedure for bringing members of the rank and file of the penitentiary system to disciplinary responsibility, as well as applying incentives to them.	Ministry of Justice			Under consideration by the relevant state authority
	"On Amendments to the Criminal Code of Ukraine regarding criminal liability for torture" (registration number 5336).	The purpose of the draft law is to align the provisions of the Criminal Code of Ukraine with the provisions of the UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment and Punishment.	Ministry of Justice			Under consideration by the relevant state authority
	"On amendments to some legislative acts of Ukraine regarding the application of force-feeding measures to convicts and persons in custody" (registration number 4323).	The purpose of adopting the draft law is to determine the legal basis for approving the procedure and types of forced feeding, as well as the conditions of detention of convicts and persons taken into custody who refuse to take food (declare a hunger strike).	Ministry of Justice			Under consideration by the relevant state authority
	"On amendments to the Criminal Procedure Code of Ukraine regarding the application of force-feeding measures to convicts and persons in custody" (registration number 4324).	The purpose of the adoption of the draft law is to improve certain provisions of the criminal procedural legislation in terms of regulating the procedure for court consideration of the issue of force-feeding of convicts and persons in custody and those who refuse food (declare a hunger strike).	Ministry of Justice			Under consideration by the relevant state authority
	"On amendments to some legislative acts regarding measures aimed at restoring the rights of convicted persons and persons taken into custody due to improper conditions of detention" (registration number 5652).	The purpose of the draft law is to ensure compliance of Ukrainian legislation with the Convention on the Protection of Human Rights and Fundamental Freedoms, to create appropriate material and living conditions of detention, as well as to introduce effective preventive	Ministry of Justice			Under consideration by the relevant state authority

		and compensatory means of legal protection in the case of improper conditions of detention into national legislation.				
	"On amendments to the Criminal Code of Ukraine and the Criminal Procedure Code of Ukraine regarding measures aimed at restoring the rights of convicted persons and persons taken into custody due to improper conditions of detention" (registration number 5653).	The purpose of the draft law is to ensure the compliance of Ukrainian legislation with the Convention on the Protection of Human Rights and Fundamental Freedoms, to create appropriate material and living conditions for detention, as well as to introduce into national legislation effective preventive and compensatory means of legal protection in case of improper conditions of detention.	Ministry of Justice			Under consideration by the relevant state authority
	"On the establishment of regular penitentiary cross-inspections" (registration number 5884).	The purpose of adopting the draft law is to create a system of regular internal (administrative) and external penitentiary inspections to ensure control over the observance of the rights and freedoms of people and citizens who are in the places specified in Article 22 of this Law, the realization of the legal rights and interests of the staff of places of detention, points of temporary detention accommodation of refugees.	Ministry of Justice			Under consideration by the relevant state authority
	The draft law on amendments to some legislative acts of Ukraine (regarding the specifics of the involvement of convicts in labour and economic activity in the penitentiary system).	The draft law, in the case of its adoption, will allow creating additional incentives for the involvement of convicts in work as a means of resocialization and will regulate the issue of registration of labour relations, taking into account the features established by criminal law	Ministry of Justice			It is being prepared
	Draft law on amendments to some legislative acts.	The draft law is aimed at regulating the detention of convicts in sectors of the highest security level in detention facilities, specifying the order and conditions of detention of prisoners of war, ensuring the state of law and order				

		in detention facilities.					
	Order on bringing subordinate legal acts into compliance with the law on the restoration of the rights of convicted persons and persons taken into custody due to improper conditions of detention.		Ministry of Justice		After the adoption of the Law		
	Order on bringing subordinate legal acts into compliance with the law on the creation of a dual system of regular penitentiary inspections.		Ministry of Justice		After the adoption of the Law		
	Order on bringing subordinate legal acts into compliance with the Law of Ukraine "On Amendments to Certain Legislative Acts on the Development of the Probation System, Increasing Alternatives to Imprisonment and Creating Conditions for Reduction. recidivist crime".		Ministry of Justice		After the adoption of the Law		
	Development of the draft Procedure for providing medical care to prisoners held in detention centres of the State Security Service of Ukraine (CMU act).		Ministry of Justice, Ministry of Health				
	A draft act of the CMU on the implementation of an experimental project on the provision of medical care to convicts and persons taken into custody in a unified medical space and a plan of measures for its implementation ("road map") for 2023-2024 have been developed.		Ministry of Justice, Ministry of Health				
	Amendments to the Procedure for drawing up a pre-trial report, approved by order of the Ministry of Justice of Ukraine dated January 27, 2017 No. 200/5.		Ministry of Justice				

	Development and approval of the Procedure for execution of punishment in the form of probation supervision		Ministry of Justice		After the adoption of the Law		
	Amendments to the Procedure for Supervision and Conduct of Social-Educational Work with Those Convicted to Sentences Not Related to Imprisonment, Approved by Order of the Ministry of Justice of Ukraine dated January 29, 2019 No. 272/5.		Ministry of Justice		After the adoption of the Law		
	Amendments to the Procedure for execution by authorized bodies on probation of court decisions on the imposition of punishment in the form of a fine, approved by the order of the Ministry of Justice of Ukraine dated 04/27/2018 No. 1301/5.		Ministry of Justice		After the adoption of the Law		
	Amendments to the Procedure for Interaction of Penitentiary Institutions, Probation Authorities, and Subjects of Social Patronage During Preparation for the Release of Persons Serving Restraints or Imprisonment for a Specific Term, Approved by Order of the Ministry of Justice of Ukraine, the Ministry of Social Policy of Ukraine, Ministry of Health of Ukraine, Ministry of Internal Affairs of Ukraine dated April 3, 2018, No. 974/5/467/609/280		Ministry of Justice		After the adoption of the Law		

	Preparation and maintenance of legal acts regulating gainful employment of convicts.		Ministry of Justice, Department for Execution of Criminal Punishments		After the adoption of the Law		

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “New agrarian policy” working group

July 2022

1. Key issues to be solved within the framework of the Recovery Plan

Situation in the agri-business sector before the war: Agribusiness sector is one of the Ukraine's economic powerhouses: the industry had sustainably grown before the start of the full-scale war, showing 5–6% annual growth, with a share of agricultural production in GDP amounting to 10%, and taken together with processing of agricultural products, to 16%. Agriculture was one of the leaders of world production in terms of some types of food, ensuring trade equivalent to 6 percent of global calorie consumption. Ukraine was a leader in international trade in sunflower oil (world leader), rapeseed and barley (third and fourth respectively in the rating), and other products. Ukraine annually earned USD 22 billion from the trade in agricultural products and food products whose share was 41% of total exports.

The development of industrial agricultural production in Ukraine made it possible to offset the impact of disparities in the levels of state support and lending costs with the countries of North America and the EU, and to compete successfully in international markets;

Introduction of the maximum amount of agricultural land into agricultural circulation resulted in the end of extensive growth (by increasing the land bank) and has led to a gradual transition to intensive growth by improving production technologies, production of higher value-added goods, renewal of equipment and storage facilities, development of processing sector.

Adoption of the land reform package not only launched the land market, but also significantly improved land relations, reduced corruption and raiding; and the agricultural sector became more attractive for investment due to the reform. Moreover, the land reform has become a basis for long-term development, and for example, for laying out orchards and vineyards.

The launched land reclamation reform has opened opportunities for agricultural producers to invest independently in expanding the area of irrigated land and reducing water supply losses, which leads to an increase in gross agricultural production.

The new Law of Ukraine "On Cooperation" has created an opportunity to develop cooperatives that unite hundreds and thousands of small and medium-sized agricultural farms, rising their competitiveness to the level of large agricultural holdings.

State of implementation of programme documents:

The key documents that determine the programme principles of agricultural policy in Ukraine are: the National Economic Strategy until 2030, the Concept of the State Target Programme for the Development of the Agricultural Sector for the Period until 2022, the Ordinance of the Cabinet of Ministers of Ukraine No. 688-p of 14 August 2019 "On approval of the Irrigation and Drainage Strategy in Ukraine until 2030", Ordinance of the Cabinet of Ministers of Ukraine No. 995-p of 23 September 2015 "On approval of the Concept of Rural Development", Ordinance of the Cabinet of Ministers of Ukraine No. 489-p of 19 July 2017 "On approval of the Action Plan for the Implementation of the Concept of Rural Development".

Impact of the war on the defined analysis area: The sea ports blockade has led to a substantial reduction in exports: from 6 to 7 million tons per month to 1.5 tons per month. That has led to a fall in domestic selling prices of agricultural products below the cost level, which threatens the bankruptcy of agricultural enterprises. If sea ports remain blocked until the new harvest begins, Ukraine's grain storage shortage will be up to 15 million tons, and a lack of funds from agricultural sales will jeopardize the 2022 harvesting and sowing campaigns.

According to the FAO's primary assessment, direct losses of assets in the sector can amount to USD 6.5 billion. Currently around 5 percent of agricultural land is damaged. The loss of available cultivated areas is over 25 percent, the loss of irrigated land is over 70 percent, the loss of berry fields is around 25 percent and the loss of orchards is 20 percent. The production cost has increased due to an increase in prices for fertilisers, fuel and seeds. Large land areas are dangerous for production due to damage and mine threat. Agricultural, warehousing, transport, energy and processing infrastructure facilities have been significantly destroyed.

Due to physical destruction of agricultural enterprises in the combat zone, the expected potential loss estimate is up to 30 percent of livestock. Moreover, there are challenges that were not addressed before the war: the difficulty of connecting to utility networks, protective barriers to entry of agricultural products into other markets (including EU quotas), incomplete adaptation of legislation in the field of safety, veterinary and phytosanitary control to EU *acquis*, problems with blocking tax invoices, insufficient capacities for transhipment and delivery of agricultural products to satisfy the growing needs of agricultural producers.

Key challenges (in general, for the defined area)	▯ lifting the blockade and development of seaports, creation of alternative export routes ▯ transformation and full provision of the environment for sustainable economic activity of all entities engaged in the agribusiness sector; ▯ rapid recovery, creating new economic chains and supporting competitive processing industry; ▯ providing all entities engaged in the agribusiness sector with high-quality end-to-end infrastructure: land, irrigation and drainage systems, funding, transport and logistics, utility networks; ▯ restoration of safe physical and environmental condition of the lands; ▯ overcoming corrupt practices and the shadow market of land and agricultural products, improving the investment climate; ▯ balanced production of high- and low-margin products; ▯ improvement of energy efficiency in the sector through the development of bioenergy; ▯ achievement of the optimal level of physical and economic food security; ▯ ensuring sustainable growth in the context of implementation of measures aimed at climate neutrality under the Green Deal. ▯ Ukraine's timely compliance with its obligations regarding harmonisation of domestic legislation with the EU *acquis* under the Association Agreement
Key opportunities (in general, for the defined area)	▯ high level of support from the international community interested in the recovery of Ukraine as one of global guarantors of food security; ▯ the recovery of the sector will provide an impetus for the development of related economic sectors: machinery and equipment, tertiary sector, trade, transport, chemical industry, etc.; ▯ increase in crop yields by a factor of 2–3 due to the use of hydraulic land reclamation; ▯ the package of laws on land reform and other deregulation and anti-corruption initiatives adopted by the Verkhovna Rada of the 9th convocation significantly improves the business climate in the agricultural sector; ▯ the level of production per employed person can be increased by 6 times through increased processing and more intense implementation of digital technology; ▯ the launch of the land market will help attract investment in capital-intensive production: orchards, berry plantations, and gives impetus to the development of land reclamation, infrastructure, increasing soil fertility.
Key restrictions (in general, for the defined area)	▯ a sharp drop in demand due to limited logistics, reduction in the sector profitability, liquidity shortage; ▯ deterioration of the land quality; ▯ limited access to funding for all entities engaged in the agribusiness sector; ▯ reduced technical capacity of the sector; ▯ shortage of qualified human resources; ▯ lack of effective instruments for the improvement of competitiveness, structural transformation and economic sustainability of the entities engaged in the agribusiness sector in whole.

2. Goals, tasks and stages of the Recovery Plan within the direction "New agricultural policy"

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
PROBLEM 1			
Strategic goal	Economic transformation of the agribusiness sector		
Goal to be achieved to solve the issue during each stage	Maintaining the economic potential of the agribusiness sector	Restoration of the economic potential of the agribusiness sector	Rapid improvement of the economic performance of the agribusiness sector
Deadline within the stage	during the Stage	annually during the Stage	annually during the Stage
Risks related to the goal achievement	▯ escalation of the military conflict, its expansion to other areas; ▯ further destruction of supply chains; ▯ lack of available funding, unavailability of credit resources; ▯ bankruptcy of a large number of enterprises.	▯ insufficient funding, limited credit resources; ▯ unfavourable investment climate, inadequate investor protection legislation, persistence of corruption; ▯ lack of adequate state support; ▯ lack of investment opportunities for market operators; ▯ insufficient implementation of safeguard measures at the previous stage; ▯ slow opening of prospective markets.	▯ insufficient funding, limited credit resources; ▯ unfavourable investment climate, inadequate investor protection legislation, persistence of corruption; ▯ lack of adequate state support; ▯ lack of investment opportunities for market operators; ▯ insufficient implementation of rehabilitative measures at the previous stage; ▯ slow opening of prospective markets.
Measurable goal achievement indicator	Ensuring food security. Completion of harvesting and sowing campaigns in 90 percent of the controlled cultivated areas.	A strong start during the post-war period. Recovery of the sector to the pre-war level.	50% of grain export potential will be processed. Increase in commercial production of livestock products by 20 to 85 percent.
Total funding requirement for the goal achievement	UAH 3.4 billion (USD 113 million) for providing farmers with temporary crop storage facilities, given the lack of 15 million tons of storage capacities. UAH 84 billion (USD 2.8 billion) for crediting of the 2022 and 2023 harvesting and sowing campaigns based on the assumption that ports would remain blocked till the beginning of 2023.	UAH 728 billion (USD 24.2 billion). Projects 5.1, 5.2, 5.3, 5.4, 5.5, 5.8, 5.9, 5.13, 5.14, 5.15, 5.16	UAH 843.5 billion (USD 28.1 billion). Projects 5.1, 5.2, 5.3, 5.4, 5.5, 5.10, 5.13, 5.14, 5.15, 5.16

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Links between the goal and other directions	▯ State support and taxation ▯ Financing and lending ▯ European integration	▯ State support and taxation. ▯ Funding and lending. ▯ European integration. ▯ Environmental conservation.	▯ State support and taxation. ▯ Financing and lending ▯ European integration. ▯ Alternative energy development. ▯ Environmental conservation.
Tasks aimed at achieving goals	▯ Production crediting and allocation of current funds for farmers. ▯ Ensuring food security at a level not lower than the established threshold values of food security indicators ▯ Taxation: abolition of the fuel excise tax, the VAT reduction, imposition of the tax rate of 2 percent of turnover. ▯ Simplified regulation of the fuel sales, in particular, cancellation, for a period of martial law, of the fines for fuel sales by the entities engaged in the agribusiness sector, without the licenses for wholesale trade. ▯ Imposing restrictions on the percentage of grain carriers and fuel transport vehicles which may be taken from an agricultural enterprise for military purposes. ▯ Evacuation of national resources, collections, varieties, breeds, laboratory equipment, etc. from research institutions which were or are located in the active combat areas or in the areas where there is a risk of active combat. ▯ Reduction of administrative burden from the Risk Assessment Criteria Monitoring System.	▯ Inventory of lost production units, including commodity production and processing units (projects 5.1, 5.2, 5.3, 5.4, 5.5). ▯ Attraction of investment in the priority areas (projects 5.1, 5.2, 5.3, 5.4, 5.5). ▯ Maintaining the purchasing power of the population through reduction in the VAT rate for food to 0 percent or 7 percent (after the abolishment of the martial law). ▯ Restoring and setting out new orchards and berry fields (project 5.3). ▯ Inventory of the technological readiness for commodity processing, launching new commercial production of equipment (project 5.5) ▯ Localisation and production of agricultural machinery and equipment ▯ Lending and insurance as main elements of state support (projects 5.1, 5.2, 5.3, 5.4, 5.5). ▯ Development of the cooperative system, in particular the implementation of the taxation model for cooperatives applicable in the EU and the USA, i.e. “patronage dividends” (projects 5.3, 5.4). ▯ “Unshadowing” of agricultural production: registration of all producers as market operators, ensuring traceability of products “from the field to the table” (project 5.5) ▯ Implementation of a programme for return of qualified human resources to Ukraine and	▯ Launching production units for processing, including advanced processing, of grain and oleaginous crops (project 5.5). ▯ Construction of seed factories (project 5.15). ▯ Redirection of grain and oleaginous raw materials to the livestock sector (project 5.4). ▯ Development of organic production (projects 5.3, 5.4, 5.5) ▯ Opening new sales markets for fruit, livestock and processed products (projects 5.3, 5.4, 5.5). ▯ Localisation and production of agricultural machinery and equipment, including tractors (projects 5.3, 5.4, 5.5) ▯ Allocation of the main part of state support funds to finance lending and insurance programmes (projects 5.1, 5.2, 5.3, 5.4, 5.5). ▯ Opening new sales markets for fruit, livestock and processed products (projects 5.3, 5.4, 5.5). ▯ Implementation of world best practices of GMO control and distribution (project 5.13) ▯ Connection to the electronic phytosanitary certificate management system of the Food and Agriculture Organisation of the United Nations (ePhyto) to provide the opportunity to obtain electronic international phytosanitary certificates (project 5.13). ▯ Development of software to ensure full-fledged system operation in the format of an electronic

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		development of up-to-date sectoral expertise (projects 5.3, 5.4, 5.5) - Development of a new normative monetary evaluation methodology, which correlates with real yield, and in particular, takes into account the current soil moisture level. - Provision of incentives for employment of internally displaced persons in horticulture (project 5.3) - Establishment of a ban on unfair trade practices in relations between enterprises in the supply chains of agricultural and food products (project 5.5) - Combating food fraud: making a definition of food fraud and liability for food fraud at the legislative level (project 5.5) - Introduction of access of Ukrainian agricultural producers to high-quality meteorological services - Improving the quality of agricultural education: introduction of the principle of financing universities depending on the wage rates of graduates of such universities and on the principle of setting up supervisory boards of universities, composed mainly from university graduates and employers of those graduates - Financial autonomy of research organisations and their subdivisions in terms of the use of funds - Modification of the financing model for scientific developments (co-financing by the State of the developments funded by the business). - Implementation of activities aimed at obtaining an indefinite quota and duty free treatment of Ukrainian products from our strategic partners — the EU, the USA, Canada, Japan (projects 5.3, 5.4, 5.5).	grain owner's account having features similar to the client-bank system. - Development of the bioenergy sector taking account of the REPowerEU Plan (projects 5.2, 5.10). - Full implementation of commitments in the field of agriculture, sanitary and phytosanitary measures provided for in the EU-Ukraine Association Agreement, conducting audits (projects 5.5, 5.13) - Development of a "Smart Green Agreement": gradual bringing of the requirements for Ukrainian agricultural producers in line with the EU Green Deal, with an account taken of Ukrainian national specifics (project 5.10) - Large-scale training of Ukrainian producers on the requirements of European *acquis* in the field of agriculture, sanitary and phytosanitary requirements, the EU Green Deal (projects 5.10, 5.13)

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
PROBLEM 2			
Strategic goal	Development of the agricultural infrastructure		
Goal to be achieved to solve the issue during each stage	Building new supply routes, exports enhancement, domestic logistics streamlining	Attracting investment in the agribusiness sector, in particular in the infrastructure. Engaging land areas in the economic circulation at the pre-war level	Diversification of export risks. Radical increase the efficiency of land use
Deadline within the stage	annually during the Stage	annually during the Stage	annually during the Stage
Risks related to the goal achievement	escalation of the military conflict, its expansion to other areas; further destruction of supply chains; lack of available funding, unavailability of credit resources;	remaining hotspots of the military conflict; limited regaining of control over the occupied territories; insufficient funding, limited credit resources; unfavourable investment climate, inadequate investor protection legislation; insufficient implementation of safeguard measures at the previous stage; lack of adequate state support;	insufficient funding, limited credit resources; unfavourable investment climate, inadequate investor protection legislation; lack of adequate state support; insufficient implementation of rehabilitative measures at the previous stage; lack of investment opportunities for market operators.
Measurable goal achievement indicator	Realisation of the export potential at the level of at least 60 percent of the potential capacity.	Diversification of logistics: increase in the export potential by ~12 million tons of cereal crops (1 million tons per month, 10 grain storages with a capacity of 100 thousand tons), foreign currency earnings of USD 3.5 billion per year. Land restoration: the economic effect of UAH 30 billion per year from the productive use of this land.	Development of the Danube River traffic: increase in the export potential by ~12 million tons of processed products, foreign currency earnings of USD 18 billion per year (at the price of USD 1,500 per ton). Commercialisation of scientific developments: +1 percent of the GDP.
Total funding requirement for the goal achievement	a 70% subsidy for the construction of grain and oil trans-loading terminals across the Ukraine-Poland border using oil pipelines and belt conveyors worth UAH 1.26 billion (USD 42 million). Total trans-loading capacity is 4 million tons grain and 1 million tons of oil per year.	UAH 111.7 billion (USD 3.7 billion). Projects 5.6, 5.7, 5.11, 5.12	UAH 2 billion (USD 60 million). Project 5.7

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	a 50% co-financing for the construction of a new transport corridor to the ports of Poland and Lithuania on the basis of a broad gauge, worth UAH 15 billion (USD 500 million). The capacity is about 1 million tons per month.		
Links between the goal and other directions	- Financing and lending - European integration	- State support and taxation. - Funding and lending. - European integration.	- State support and taxation. - Financing and lending - European integration. - Environmental conservation.
Tasks aimed at achieving goals	- Implementation of the EU-Ukraine *Solidarity Lanes* Action Plan to improve Ukrainian agricultural exports and bilateral trade, including: optimisation of border crossing points, simplification of phytosanitary and customs clearance procedures for export cargoes containing agricultural products, and improvement of interaction between all transport participants by introducing an end-to-end trans-loading planning system and introducing electronic queues for vehicles in ports, etc. - Measures aimed at increasing storage capacities for cereal and oleaginous crops, in particular through the use of PET storage sleeves and temporary grain storage facilities. - Unblocking of sea ports. Active lobbying of "blue convoys" for ships entering Ukrainian ports for the purpose of export of agricultural products in international organisations. - Construction of a new transport corridor to the ports of Poland and Lithuania on the basis of a broad gauge.	- Building land infrastructure as an element of diversification of logistics supplies from Ukraine and as an alternative to sea ports (project 5.6), - creation of an alternate logistics corridor to the Baltic states through Poland (project 5.11). - Simplification of the utility connection procedures, in particular: allowing farmers to build infrastructure lines by themselves to connect to remote facilities and small distribution systems to connect household consumers (projects 5.2, 5.3, 5.5), OECD's obligation to publish on the Internet the data on the available capacities. - Introduction of the "smart microgrid" concept — small green energy producers will have the right to sell their own electric power in "their village" (projects 5.1, 5.2, 5.3, 5.4, 5.5, 5.6) - Development of land reclamation, in particular: rehabilitation and construction of new reclamation systems, establishment of state reclamation infrastructure operators (managed by water users), promotion of the establishment and development of water user organisations and attraction of private investment in the construction of new reclamation systems (project 5.1).	- Development of the Danube River traffic as an efficient way to access the Central and Western European markets (project 5.7). - Development of new approaches to improve the investment attractiveness of land resources in order to expand biodiversity and expand the list of export commodity items (project 5.10). - Applied research and development in the food industry with the main goal to break new ground and obtain new innovative product lines in the raw material processing segment (project 5.5).

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	▯ Implementation of assistance programmes for emergency relocation or starting new production. ▯ Reallocation of the capacities of Ukrainian Railways and the capacity of road BCPs in favour of export of goods with higher value added and short shelf-life.	▯ Inventory of land resources and identification of land areas affected by warfare (projects 5.8, 5.9). ▯ Ensuring performance of land rehabilitation and remediation works (project 5.8). ▯ Applied research and development in the food industry with the main goal to break new ground and obtain innovative products in the raw material processing segment (projects 5.5, 5.12). ▯ Promotion of export of domestically produced seeds (projects 5.6, 5.7, 5.12).	

3. List of projects aimed at the completion of tasks (for the relevant task) with the purpose to achieve goals

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)

5.1	Development of reclamation systems	Due to reduction in irrigated areas from 2.3 million hectares in 1990 to 0.6 million hectares in 2021 and losses caused by the aggression and climate change, the agriculture does not generate the maximum value added in some areas and is at risk due to growing drought in other areas. Irrigation enables to increase yield by 100 percent, EBITDA, in average, increases by USD 500 per hectare, and the payback period is up to 5 years for investment of UAH 2,500 per hectare.	Restoration of 100 percent of the destroyed and damaged reclamation infrastructure. Construction of new irrigation systems and other support infrastructure on the area of 1 million hectares. Restoration and construction of water management (drainage) systems on the area of 500 thousand hectares.	Increase in production by 8 million tons of cereal crops per year. Increase in proceeds by USD 2.5 billion per year. Increase in employment by 25 thousand jobs (7 thousand in the sector and 18 thousand in related sectors). Energy modernisation.	Ministry of Agrarian Policy and Food	UAH 120 billion (USD 4 billion)	State Budget, international loans and the EU donor aid	Amending legislation on reclamation systems management, financing reclamation systems construction and reconstruction projects	

5.2	Bioenergy independence	Energy independence will enable to solve critical strategic, industrial and social issues: out of 26.8 billion cub. m of gas consumed in 2021, the share of imported gas was 2.6 billion cub. m, and it was 16 billion cub. m in 2020. Domestic biogas production in Ukraine can cover consumption of 2 billion cub. m at the minimum tariff of EUR 500 per 1 thousand cub. m, which is more than twice lower than the spot price at the European exchanges. Corn silage, straw, as well as waste and humus at the ratio of 20:50:30 will become raw materials for biogas production. In the case of biomethane production from organic waste with the addition of not more than 20% of the silage of energy crops on the European market, an additional premium is paid for it.	Partial energy independence, development of commercial production of biogas, construction of 333 plants for processing of agricultural crops and silage to biogas, provision of the market with 2 billion cub. m of domestically produced gas.	Improvement of the balance of payments; additional proceeds of up to 1.4 billion; prospective localisation of equipment production.	Ministry of Agrarian Policy and Food	UAH 108 billion (USD 3.6 billion)	State Budget, international loans and the EU donor aid	Introducing amendments to the legislation on alternative energy	REPowerEU, increase of bio-methane production in the EU from 18 to 35 billion cub. m in 2030
5.3	Fruit and vegetables in Ukraine	25 percent of berry fields and 20 percent of orchards were lost due to the war. Ukraine remains a net importer of vegetables, fruit and berries: the trade balance was -0.5 billion dollars in 2021. There is a lack of jobs in rural areas. It is necessary to provide raw materials for the processing sector.	Restoring/ setting out new berry fields on the area of 49.8 thousand hectares, new orchards on the area of 230.7 thousand hectares and nuts on the area of 8.4 thousand hectares.	1,117 thousand jobs, USD 5.6 billion in revenues per year.	Ministry of Agrarian Policy and Food, Ministry for Communities and Territories Development, Ministry of Economy	UAH 210 billion (USD 7 billion)	State Budget, international loans and the EU donor aid	Introducing amendments to the legislation on state support	

5.4	Meat and dairy independence	The continuing decline in the livestock production capacity, primarily in the beef and dairy cattle segment, led to growing import dependence (up to 30 percent) and created risks for the food security of Ukraine. Livestock development is an opportunity to diversify sales channels for agricultural producers of cereal and oleaginous crops. Livestock recovery is the guarantee for existence of the processing industry.	In order to ensure balanced sector recovery, the commodity supply segment in the livestock breeding sector should increase by 480 thousand tons of pork (64%), by 160 thousand tons of beef (59%), by 500 thousand tons of poultry (36%), by 7 billion eggs (50%), and by 1.8 million tons of milk (20%). Grain feed consumption will increase by 85 percent, up to 18 million tons.	Up to 50 thousand new permanent jobs. Improvement of balance of payments from livestock product sales by USD 2.7 million; +12 percent of value added per employed person.	Ministry of Agrarian Policy and Food, Ministry of Economy, State Service of Ukraine for Food Safety and Consumer Protection	UAH 229.9 billion (USD 7.66 billion): Capital investments in the amount of UAH 165.6 billion (USD 5.52 billion), and working capital investments in the amount of UAH 64.3 billion (USD 2.14 billion)	State Budget, international loans and the EU donor aid	Permanent abolition of quotas and customs duties for processed products by the EU, the USA, the United Kingdom, Japan and Canada	Tax legislation of the EU, the USA, the United Kingdom, Japan and Canada
5.5	Export-oriented food factory: promotion and development of processing of products of plant origin	Raw materials (over 55 percent) and primary processing products (35 percent) continue dominating in the export structure of agricultural products. This model is ill-balanced and leads to low production level in the sector in whole. Ukraine annually loses USD 50 to 250 per ton of raw materials sold due to the lack of extension of the value added chain to processing.	Increase in raw material processing by 85 percent, from the current level of 20.1 million tons per year to 38.8 million tons per year in 2030. The share of raw material processing is 50 percent of the export potential. Production of deep processing products: starch, fibre, lecithin, special fats, protein concentrates, isolates, etc.	Increase of export earnings per conditional ton of raw materials sold by 40 percent (it would be USD 21 billion vs. USD 15 billion at the year-end 2021)	Ministry of Agrarian Policy and Food, Ministry of Economy	UAH 474 billion (USD 15.8 billion): UAH 306 billion (USD 10.2 billion), and working capital in the amount of UAH 168 billion (USD 5.6 billion)	State Budget, international loans and the EU donor aid	Permanent abolition of quotas and customs duties for processed products by the EU, the USA, the United Kingdom, Japan and Canada	Tax legislation of the EU, the USA, the United Kingdom, Japan and Canada

5.6	Construction of transhipment facilities and cross-border terminals in Western Ukraine	The difference in Ukrainian and European rail gauges creates the need for transit hubs on the western border to reload agricultural products from Ukrainian cars to the European cars, and also, for the construction of grain and oil trans-loading terminals across the Ukraine-Poland border using oil pipelines and belt conveyors. The project is feasible in terms of diversification of logistics risks and increased exports to the EU.	Construction of: - trans-shipment facilities with a capacity of at least 1 million tons; - cross-border terminals with the capacity of 4 million tons of grain and 1 million tons of oil per year.	Increase in the export potential by ~12 million tons of processed products; 4 million tons of grain, 1 ton of oil, foreign currency earnings of USD 6.2 billion per year.	Ministry of Agrarian Policy and Food, Ministry of Infrastructure	UAH 7.3 billion (USD 242 million)	International loans and the EU donor aid	Judiciary and law-enforcement reform, deregulation of the connection to engineering networks	
5.7	Development of export of agricultural products by river	The EU cargo transport infrastructure makes substantial use of the Danube River Basin, including for the delivery of agricultural products. The use of Ukrainian ports on the Danube River will enable to reduce the cost of logistics, increase the logistics capacity of the Ukrainian exports, intensify the exports of fruit and vegetables from the south of Ukraine as well as the exports of finished products.	Modernisation of the port infrastructure: construction of terminals with a storage capacity of at least 1 million tons. Development of own merchant fleet: purchase, long-term charter or lending for the construction of at least 100 vessels.	Increase in the export potential by ~12 million tons of fruit and vegetable products and processed products; foreign currency earnings of USD 18 billion per year.	Ministry of Agrarian Policy and Food, Ministry of Infrastructure	UAH 8 billion (USD 267 million)	International loans and the EU donor aid	Judiciary and law-enforcement reform, deregulation of the connection to engineering networks	

5.8	Return of agricultural land to the economic circulation	Around 5 percent of agricultural and related land has been damaged due to warfare. In this regard, it is important to take measures at the national level to return it to the economic circulation. They include the inventory of such land, calculation of its total area, classification, analysis and assessment of damages and losses, measures for its return: de-mining, remediation, conservation, as well as monitoring.	Return of all land resources damaged and lost in the agricultural sector to the economic use.	The economic effect of UAH 30 billion per year from the productive use of this land	Ministry of Agrarian Policy and Food State Emergency Service	UAH 48.2 billion (USD 1.61 billion)	International loans and the EU donor aid	CMU Resolution "On the Procedure for return of agricultural land to the economic circulation"	
5.9	Mapping Ukraine and implementation of the National Geospatial Data Infrastructure	Without providing up-to-date cartographic data, restoration and development of areas is impossible. The implementation of the NGDI, including land monitoring, will ensure the effective adoption of managerial decisions by public authorities and local self-governments, meeting the public needs in all types of geographical information, integration into global and European geospatial data infrastructure	Surveying and creation of an actual cartographic basis of the whole area of Ukraine. Filling National Geoportal with content	Effective use of geospatial data will lead to annual GDP increase of up to 1%	Ministry of Agrarian Policy and Food Ministry for Communities and Territories Development State Geocadastre	UAH 3.3 billion (USD 110 million)	State Budget, international financial organisations	NGDI development plan	

5.10	Promoting the transition of the agri-food sector to Green Growth	Adaptation to climate change and mitigation of its consequences must be at the heart of the medium-term transformation of agriculture and preparation for accession to EU. Most agricultural emissions are currently due to soil misuse and inefficient use of fertilisers, that's why future government support programmes and policies should encourage farmers to implement technologies to reduce GHG emissions and adapt to climate change while maintaining farm profitability. Public policy and support should also focus on creating an enabling environment for attracting climate/carbon funds and creating "smart" climate services and information gathering.	Preparation of an action strategy and plan for the adaptation of the agri-food sector in accordance with the EU Green Deal; Agricultural receipts and other legislation have been adapted to reduce the costs of monitoring, reporting and verifying GHG emissions; At least 60% of farmers have access to the soil maps necessary for precision farming; climate-smart agriculture technologies (i.e. no-till or minimum tillage technologies, precision farming, organic fertilisers, etc.) will be introduced on 40% of arable land by 2030	The economic effect will be achieved by reducing the instability of agricultural production due to climate change, additional investment resources for farmers, and maintaining/expanding access to the market with increased environmental requirements	Ministry of Agrarian Policy and Food	UAH 167 billion (USD 5.6 billion).	International financial organisations		
5.11	Construction of a new transport corridor to the ports of Poland and Lithuania on the basis of a broad gauge.	The difference in Ukrainian and European rail gauges seriously limits the opportunities for exports of agricultural products via Polish and Lithuanian ports. The construction of a broad-gauge railway through the territory of Poland will make it possible to connect the Ukrainian and Baltic railways into a single network. The project is feasible in terms of diversification of logistics risks and increased exports to the EU.	Creation of a new transport corridor that makes possible unhindered transportation of at least 1 million tons of products per month by rail.	The economic effect is achieved through reducing logistics risks by diversifying exports. The additional route will enable increasing exports by 12 million tons of grain per year	Ministry of Agrarian Policy and Food Ministry of Infrastructure	Total need: UAH 15 billion (USD 500 million)	State Budget, donor aid		

5.12	Maintaining the agricultural sector in the context of the sea port blockade	The sea port blockade makes it impossible for farmers to sell their products, leaving them without funds required for the 2022 harvesting campaign and the 2022–2023 sowing campaign. It is also important to solve the issue of yield storage given the shortage of 10 million tons of grain storage capacities. Given the lack of domestic resources, it is important to establish a special fund to finance those measures.	Providing farmers with necessary resources for the completion of harvesting and sowing campaigns. Preservation of the 2022 harvest until ports are unlocked, by purchasing and/or building temporary storage facilities	The economic effect of UAH 600 billion from the 2022 yield preservation and provision for the 2022–2023 sowing campaign.	Ministry of Agrarian Policy and Food	UAH 87.4 billion (USD 2.91 billion)	International loans and the EU donor aid		
5.13	Facilitation of the implementation of key reforms under the Association Agreement and the EU-Ukraine Deep and Comprehensive Free Trade Area in terms of plant health, and improving phytosanitary control to ensure compliance with EU requirements.	Implementation of the Association Agreement and the EU-Ukraine Deep and Comprehensive Free Trade Area is a key reform aiming at unimpeded movement of agricultural products and foodstuffs within EU and in the major part of the world. To date, only 64% of the commitments made in terms of the implementation of EU *acquis* have been fulfilled	Establishing a system of requirements to, and control of, the products "from the field to the table", similar to EU requirements	The economic effect achieved through the creation of unimpeded movement of agri-food products between Ukraine and the EU, and through increasing other countries' confidence in the Ukrainian control system	Ministry of Agrarian Policy and Food	UAH 120 million (USD 4 million)	EU donor aid		
5.14	Comprehensive planning of spatial development	Transformations in the field of decentralisation, spatial development and land relations in Ukraine, provided by the laws on the land reform	Comprehensive plans for the spatial development of the territories of all 1469	Increase in the annual budget revenues of each community by at	Ministry of Agrarian Policy and Food Ministry for	UAH 5.4 billion (USD 180 million)	Local budgets, international financial organisations	Amending some land legislation as regards spatial	

	and land use in the communities	package, as adopted in recent years, should give impetus to the process of attracting investment to significantly improve living standards and improve the quality of life in the settlements, and preserve historical and natural environment, and maintain effective management of resources of territorial communities. Comprehensive plans will ensure sustainable development of territories, taking into account state's, public and private interests, and will become an effective practical tool for managing the restoration of communities, saving money and reducing the risks of corruption, and also, for attracting investment.	communities have been created	least UAH 1 million, saving money on planning work up to 30%, a significant reduction in time for the development of planning documentation, attracting investment to communities.	Communities and Territories Development State Geocadastre			planning, and amending state land cadastre	
5.15	Development of seed production: construction of factories for the production of hybrid seeds	Plant industry in Ukraine is highly dependent on imported seeds. About 40% of hybrid seed is imported, which shows the potential for localisation of seed production. The construction of new factories for the production of hybrid seeds will increase the food security of the country, reduce the logistical costs of seeds and enable the development of Ukrainian breeding	Factories with a capacity of about 4 million seed units have been built	Substitution of imports of grain seeds by 100% in the equivalent of USD 370 million.	Ministry of Agrarian Policy and Food	UAH 10.5 billion (USD 350 million)	Foreign direct investment	Amendments to the law in terms of strengthening of liability for fraud, and as regards compliance with copyright, with appropriate royalty payments	
5.16	Prompt recovery of agribusiness sector after the war	FAO experts estimate the potential direct damage to Ukraine's agricultural assets since the start of the war at USD 6.5 billion. This includes destroyed irrigation infrastructure, storage facilities, machinery and other agricultural equipment, port infrastructure, greenhouses, field crops, livestock and processing plants. In order to restore the condition of the	Restoration of working condition of ~10,500 enterprises in the agribusiness sector that had to suspend their activities because of the war.	Agribusiness sector's share in the country's GDP — 18%. Industry's foreign currency earnings — USD 27.7 billion Restoration of 150 thousand jobs lost	Ministry of Agrarian Policy and Food	UAH 195 billion (USD 6.5 billion)	State Budget, international loans and the EU donor aid		

		agricultural sector to the pre-war level, funding is needed, and first of all, for the reconstruction of the lost assets.							

4. Necessary legal framework

No.	Title of the legal and normative act for the task	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Final date of entry into force	Status of the legal and normative act
5.1	Law of Ukraine "On Amending Certain Legislative Acts As Regards Improvement of the Management System for Utility Infrastructure Facilities of State-Owned Reclamation Systems"	Modification of the ownership and operational management model for reclamation infrastructure facilities, including establishment of the institution of reclamation system operators. Those amendments will promote attraction of private investment in the reclamation system.	Ministry of Agrarian Policy and Food	Developed	31.12.2022	Under consideration of the relevant public authority
5.2	Law of Ukraine "On Amending the Legislation on Alternative Energy Sources"	Setting the minimum price per cubic metre of gas produced from biological raw materials. If the market price goes below EUR 700, the State will pay compensation to the producer.	Ministry of Agrarian Policy and Food	31.12.2022	31.12.2023	Under preparation
5.3–5.7	Law of Ukraine "On Amending the Law of Ukraine "On State Support for Agriculture in Ukraine"	Providing for the possibility of granting state support through the mechanism for advance of costs and reimbursement of funds on a competitive basis.	Ministry of Agrarian Policy and Food	31.12.2022	31.12.2023	Under preparation
5.4–5.7	Law of Ukraine "On Amending the Law of Ukraine "On State Portfolio Guarantees"	Increasing the maximum turnover of the entity eligible to obtain state portfolio guarantees.	Ministry of Economy	1.6.2023	31.12.2023	Under preparation
5.8	CMU Resolution "On approval of the State Soil Protection and Remediation Programme"	Establishing the procedure for inventory of the land affected by warfare, establishing the policy for its conservation, rehabilitation, remediation and return to the agricultural commodity circulation.	Ministry of Agrarian Policy and Food	1.6.2023	31.12.2023	Under preparation

5.9	Law of Ukraine "On the Specific Features of Construction and Reconstruction of Reclamation Systems"	Setting up mechanisms for attracting private and public investment in the construction and reconstruction of reclamation systems, including trunk canals of national significance.	Ministry of Agrarian Policy and Food	1.6.2023	1.6.2024	Under preparation
5.10	Law of Ukraine "On Amending the Regulation of Innovation Activity and the Activity of Technology Parks"	Establishing mechanisms for financing of scientific developments in the agricultural sector, regulation of the implementation of those developments based on real business models, and project scaling-up.	Ministry of Economy, Ministry of Agrarian Policy and Food	1.6.2023	31.12.2023	Under preparation
5.11	Resolution of the Cabinet of Ministers of Ukraine of 28 December 2000 No. 1921 "On approval of the Regulation on the military transport duty"	Imposing restrictions on the percentage of grain carriers and fuel transport vehicles which may be taken from an agricultural enterprise for military purposes.	Ministry of Economy, Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.12	Law of Ukraine "On State Regulation of Production and Marketing of Ethanol, Cognac and Fruit Spirits, Alcoholic Beverages, Tobacco Products, Liquids Used in Electronic Cigarettes, and Fuels"	Simplified regulation of the fuel sales, in particular cancellation of licences for fuel storage and sale for entities engaged in the agribusiness sector for the martial law period.	Ministry of Economy, Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.13	Tax Code of Ukraine and the CMU Resolution No. 1165 "On approval of the procedures for suspension of the registration of a tax invoice/ adjustment calculation in the Unified Tax Invoice Register"	Reduction of administrative burden from the Risk Assessment Criteria Monitoring System.	Ministry of Finance	1.6.2022	31.12.2022	Under preparation
5.14	Tax Code of Ukraine	On implementation of a new taxation model for agricultural cooperatives — patronage dividends	Ministry of Finance	1.6.2022	31.12.2022	Under preparation
5.15	Draft Law of Ukraine "On Amending Certain Legislative Acts of Ukraine As Regards Improvement of the Efficiency of Agricultural Land Use by Public Sector Entities"	On the effective use of lands in permanent use by state-owned enterprises.	Ministry of Agrarian Policy and Food	1.6.2022		
5.16	Draft Law of Ukraine "On Land Defragmentation"	Elimination of shortcomings of current land use. Formation of economically justified land tenures and land uses on lands of all categories.	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.17	Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine as Regards Improvement of the Mechanism of Free Privatisation of Land Plots"	Maximum reduction of free privatisation as the main source of corruption in the land sector	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2023	Under preparation
5.18	Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine as Regards	Ensuring soil fertility and agricultural production	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2023	Under preparation

	Protection of Soils and Reproduction of Their Fertility”					
5.19	Draft Law of Ukraine “On Comprehensive Reformation of the Rights to Permanent Use of Land Plots”	Transition from post-Soviet to market forms of land use.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.20	Draft Law of Ukraine “On Improving the Turnover of Agricultural Land, Including Liberalisation Through the Establishment of the Right to Buy Back Plots of Land Under Household Yards, Structures and Orchards on the Lands Owned by the State and Communities”	Determination of mechanisms for the purchase of land plots under real estate assets and perennial plantations.	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2023	Under preparation
5.21	Draft Law of Ukraine “On the Legal Status of Forestry Lands and Simplification of the Procedure for Entering Data on Those in the State Land Cadastre”	Determination of the legal regime and the procedure for the creation of private and communal forests, and entering data on those in the State Land Cadastre.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.22	Draft Law of Ukraine “On Land-Use Restrictions”	Expansion of the range of restrictions and facilities under special land tenure regime thereunder Integration of data on those with the data on other facilities in the State Land Cadastre, and in other public electronic registers.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.23	Draft Law of Ukraine “On Land Consolidation”	Optimisation of agricultural land use by forming areas convenient for agricultural production.	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2023	Under preparation
5.24	Draft Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine as Regards Ensuring Rights of Employees of State-Owned Agricultural Enterprises, Institutions, and Organisations, to Receive a Land Plots (Shares)”	A mechanism for the privatisation of current state-owned agricultural enterprises (both assets and land) is hereby established	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.25	Draft Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine as Regards Development of Area Spatial Planning, and State Land Cadastre”	The contents of the documentation on spatial planning will be adapted to the objectives of the restoration of community territories during military operations.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.26	Draft Law of Ukraine “On Amending the Tax Code of Ukraine”	The financial model of sustainable functioning and development of the State Land Cadastre and spatial planning is determined.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.27	Draft Law of Ukraine “On Amending the Budget Code of Ukraine”	The financial and budget model of sustainable functioning and development of the State Land Cadastre and spatial planning is determined.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation

5.28	Draft Law of Ukraine “On Amendments to Certain Laws of Ukraine As Regards Streamlining of the Use of Lands in the Process of Restoration”	Restrictions on the use of lands affected by the hostilities are imposed, and stimulation of the rational use, investments and reclamation of these lands is introduced.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.29	Draft Law of Ukraine “On the Registration of Land Plots by Surveying Engineers”	Granting the right to certified land surveyors to register land plots based on the implementation of the pilot project (in order to reduce corruption risks).	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.30	Resolution of the Cabinet of Ministers of Ukraine “On amendments to certain resolutions of the Cabinet of Ministers of Ukraine as regards development of the State Land Cadastre (No. 1051 et al.)	Expansion of the list of facilities and information in the State Land Cadastre.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.31	Resolution of the Cabinet of Ministers of Ukraine “On amendments to certain resolutions of the Cabinet of Ministers of Ukraine as regards development of the spatial planning (No. 926 et al.)”	Supplementing the procedure for developing documentation on spatial planning with norms regulating restoration of territories.	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.32	Resolution of the Cabinet of Ministers of Ukraine “On drawing up the list of lands in need of restoration, and the Procedure for carrying out restoration works”	Determination of lands in need of restoration as a result of hostilities, and the Procedure for carrying out works on their restoration	Ministry of Agrarian Policy and Food	1.6.2022	1.6.2023	Under preparation
5.33	Resolution of the Cabinet of Ministers of Ukraine “On the Procedure for compensation for damage and losses caused to the land fund”	Determination of the Procedure for compensation for damage and losses caused to the land fund by the hostilities	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.34	Draft Resolution of the Cabinet of Ministers of Ukraine “On amending the Procedure for Maintaining State Land Cadastre as approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1051 of 17 October 2012”	Entering information on the land reclamation network and a component part of the land reclamation network in the State Land Cadastre.	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation
5.35	Draft Law of Ukraine “On Attracting Investments in the Development of Aquaculture"	The act determines the legal and organisational principles of management of state-owned assets that may become facilities attracting investment based on a concluded agreement on investments in the development of aquaculture, with a view to creating favourable conditions for, and increasing productivity, and development of, the aquaculture industry in Ukraine.	Ministry of Agrarian Policy and Food	1.6.2022	31.12.2022	Under preparation

5.36	Draft Law of Ukraine “On Amending the Tax Code of Ukraine in Terms of setting Reduced VAT for Foodstuffs”	Sets a reduced VAT on foodstuffs.	Ministry of Agrarian Policy and Food	1.10.2022	31.12.2022	under preparation
5.37	Draft Law of Ukraine “On Protection of Plants”	Revision, updating and bringing public regulation of quarantine and plant protection in line with EU acquis.	Ministry of Agrarian Policy and Food		31.12.2022	Registered with the Verkhovna Rada
5.38	Draft Law “On Amending Certain Laws of Ukraine as Regards Foodstuffs and Other Items Subject to Sanitary Measures”	Setting requirements as regards traceability of foodstuffs, making a definition of food fraud and establishing liability for food fraud.	Ministry of Agrarian Policy and Food	1.10.2022	1.3.2023	under preparation

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Protection of children's rights and return of children temporarily displaced abroad” working group

July 2022

Introduction

Children make the future of Ukraine. We are committed to keep them all safe, and ensure their return to a safe Ukraine.

The large-scale war of the Russian Federation against Ukraine violated children's rights to safety, life and health, especially in the areas of active hostilities and on the temporarily occupied territories, and the State Policy for protecting children's rights shall address the following challenges :

- Complete loss of access or restricting children's access to basic rights to food, water, medical care, education and material support against the background of the inability of local authorities to ensure timely evacuation of the children to safe places and to ensure protection of their rights;
- Increase in number of the children who lost their parents, suffered health damage and need protection and assistance, medical treatment, rehabilitation, placement into a new family, meanwhile decrease in ability of local governments to respond in a timely manner: allocate and register affected children;
- Destruction of significant part of the material and technical base, loss of files from authorities, institutions and establishments ,authorized to register children, assist children, families, pregnant women in the territories where hostilities are / were being conducted and which were / are temporarily occupied;
- Quit/suspension of the work with children registered, loss of access to the personal files of orphans and children deprived of parental care (personal files remained in the occupied territories, or misplaced);
- Forced displacement, synch-emotional burnout of the experts who worked in children's institutions of various types.
- Impossibility to ensure the protection of children's rights on the temporarily occupied territories and in the zone of active hostilities;
- Forced displacement of children by the aggressor country from the temporarily occupied territories to Russian Federation, and granting them Russian citizenship there; Ukraine's loss of control over such children, and the inability to provide them with adequate protection;
- Loss of registration and control over the children displaced (evacuated) outside Ukraine unaccompanied by adults and, consequently, the inability of the state to provide them with adequate protection and prevent against possible offenses against children in host countries;
- Separation of families due to the relocation of women and children abroad and the mobilization of men;
- Mass emigration with the probability of non-return to Ukraine of some families (women) with children and potential parents (adoptive parents);
- Increase in demand for urgent professional psychological support / rehabilitation of children, parents and guardians affected by the war, which does not meet the capacity of the country against the background of lack of specialists with needed competences and practical skills to work with postwar traumas;
- Destruction of the infrastructure of social, educational, medical, rehabilitation and other services provided for children, families with children, future parents;
- The factors provoking the demographic crisis are deepening.

The war disclosed the vulnerability of Ukraine's child protection system in place in terms of its ability to protect children during crises and emergencies. The demand for improving the management of the child protection system has become obvious due to the lack of a single responsible state authority for child protection - the coordinating body for communication, decision-making and information exchange between all service providers for comprehensive care for children and their families, and system resource optimization.

The current state policy in the field of protection of children's rights has shortcomings related to unsystematic, fragmented family policy, which is formed without taking into account comprehensive, reliable, disaggregated data on the presence of families with children in difficult life circumstances, assessing the effectiveness of social services. Due to the lack of clear duties and responsibilities segregation between the central and local governments and related institutions, during the war time, it was not possible to fully protect the rights of every child, which is jeopardizing the demographic future of Ukraine.

Ukraine's potential EU candidate status creates both opportunities for close collaboration between Ukrainian and EU bodies in the field of children's rights, and challenges related to the likelihood of integration of Ukrainian children into the society of host countries and their non-return to Ukraine. This factor encourages the revision and modernization of the existing system of protection of children's rights in Ukraine with the help of powerful assistance and experience of EU member states. Such changes can be guided by the EU Council Recommendation of 9 June 2022 on the EU Strategy on the Rights of the Child, with a special focus on the protection of children's rights in crisis and emergency situations. These recommendations were developed in response to Russian aggression and promote Ukraine's cooperation with EU countries to protect Ukrainian children from recruitment to the armed forces, human trafficking, illegal adoption, sexual exploitation and separation from their families, emphasizing that "every child in Europe and the world must enjoy the same rights and live without any discrimination or intimidation.

The consequences of the war faced by Ukraine give impetus to the need to change the emphasis in the State Policy on the protection of children's rights, namely the transition from focusing on specific issues and groups of vulnerable children to a complex/integrated approach to child's protection that puts forward the rights and interests of the child, which should be taken into account when planning the development of the country and all speres of its activities.

Building a decent , promising future of the children in Ukraine requires interdepartmental coordination of all public authorities and local governments and the public. An integrated approach will ensure that all major actors and systems - social protection, education, health, justice, civil society, community and family - work together to prevent violence, exploitation, trafficking, neglect and other forms of violence against children. , and to protect and assist children and families in these situations. UNICEF recognizes that an integrated approach is embedded in the most defined child protection systems as a set of laws, policies, regulations and services needed in all social spheres, especially in the areas of social security, education, health, safety and justice, to preventing and responding to the risks associated with the likelihood of violations of children's rights.

With a strong political will, today, Ukraine has all chances to develop a robust, unified, integrated State Family Policy with a working effectively system for protecting children's rights , based on today's strong international support and by implementing the effective practices to support children and families developed before the war, which can be scaled, with consistent political will.

Goals, Objectives and Phases

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
Goal 1. Ensure capacity of all local communities to allocate and register/ account for children, and use the information from the databases to make decisions on ensuring and protecting the children's rights			
The goal to be achieved to solve the problem at each stage	1.1. Allocation and registration of children from the most vulnerable categories who need state assistance during the war time		
		1.2. Achieving the level of provision of territorial communities with sufficient material, technical and human resources 1.3 Development and implementation of mechanisms for cross- sectoral cooperation of all subjects of identification, registration of children and exchange of information	
Deadline	12/31/2022	12/31/2025	
Risks of achieving the goal	Organizational: different points of view with Central Executive Authorities (CEAs) as for the list of categories of children, procedures for their allocation (lack of coordination), long-time approval procedure.	Financial: insufficient funding; Organizational: different views of the CEAs on the mechanisms of information exchange (lack of coherence; resistance); Technical insolvency of subjects Lack of clear delineation of powers between different levels and areas of activity Normative: delay in the adoption of relevant legislative changes.	
KPIs	• Percentage of legal acts that are aligned with a single approach to identifying and making decisions for each child; • Percentage of registered children; • Percentage of entities that are connected to the database and use it; • Percentage of territorial communities that are able to identify and keep records • Percentage of local communities that are connected to and use the child registration information system. • SSDs have been created in all TGs • All territorial communities identify responsible persons who are active users of the Unified Information and Analytical System "Children"		
The total amount of need for financial	-	Up to UAH 30 million at the rate on 15.06.22 State budget funds, international technical assistance (ITA) funds, charitable assistance	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
resources to achieve the goal			
Communication of the goal with other areas	Governance Return of citizens Modernization of security and defence Social policy		
Goal 2. Achieve the return of every child who had to leave Ukraine back to Ukraine to a safe place to meet his or her primary needs			
The goal to be achieved to solve the problem at each stage	2.1. Movement (evacuation) to safe places of children who are in the zone of active hostilities or adjacent areas, in areas under temporary occupation		
	2.2. Providing support and protection according to the needs of children who have been relocated (evacuated) abroad		
	2.3. Providing support and protection to children displaced (evacuated) within Ukraine as needed		
	2.4. Creating conditions for the return of every child and family with children to Ukraine, taking into account their best interests and needs		
Deadline	12/31/2022	Start of implementation - two months from the date of termination of martial law	
Risks of achieving the goal	• Lack of sufficient facilities for moving (evacuation) of children; • Opposition of parents / legal representatives of children, unwillingness to leave; • Insufficient capacity of responsible authorities to evacuate children; • Limited access to children who are in areas where there is active hostilities, under temporary occupation; • Impossibility to organize humanitarian corridors for evacuation;	• Discrepancies between the legislation of Ukraine and EU countries; • Inconsistency of the procedures adopted in Ukraine with the norms of the countries where the children are; • Insufficient number of trained personnel; • Reluctance of specialists to return to the territory; • The grounds for return will arise before the conditions for safe return are created; • Self-return before the conditions for a safe return are created.	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
	• Lack of criteria for launching an evacuation plan; • Limited resources to meet the needs of the child; • Staff turnover; • Lack of sufficient trained professionals in communities; • Heavy workload in areas with large numbers of evacuated children; • Features of national legislation of individual countries, different from Ukrainian legislation and / or international standards; • Impossibility to obtain information from Russia.		
KPIs	Quantitative: • Available register: Number of children affected by military children (physically, psychologically) disaggregated by sex, age, territory and needs; • % of children who received the necessary services and assistance in accordance with the identified needs (disaggregated by gender, age, territory); • Number of children who reconnected with parents / legal representatives; • Proportion of parents / other legal representatives who are aware of the possibility of receiving services for children in the host countries; • Proportion of children (by sex, age, territories of return, by status) who returned to Ukraine (in particular, children with status); • Proportion of communities where infrastructure for safe stay of children has been created / restored; • The share of subjects of the organization of protection of the rights of children who resumed work in places of return of the child Qualitative: The level of satisfaction of children with the level of support they have at the place of their relocation in Ukraine;		
The total amount of need for financial resources to achieve the goal			
Relations to other areas	Development of regions, Infrastructure restoration, Social policy,		

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
	Digitization, Governance, Return of citizens		

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
Goal 3. Ensuring smooth effective functioning of all levels of government institutions with the purpose protect the rights of the child, taking into account his or her views and best interests			
The goal to be achieved to solve the problem at each phase	3.1. Ensuring a clear vertical of management and coordination, defined functions and powers in the system of protection of children's rights.		
		3.2. Ensuring high personnel capacity of bodies and services for children in accordance with the norms of their staffing, with the necessary knowledge and skills to perform their duties	
		3.3. Achieving consideration of family cases exclusively by family courts	
		3.4. Existence and effective functioning of clear procedures for the protection of children's rights and supervision of their observance	
Deadline	3.1 01.08.2022- 31.12.2022	3.1. 01.01.2023- 31.12.2024	3.1. 01.01.2026 - 21.12.2026
		3.2. 01.01.2023-31.12.2025	
		3.3. 01.01.2023 - 31.12.2025	3.3. 01.01.2025 - 21.12.2028
		3.4. 1.5. 01.01.2023- 31.12.2024	
Risks of achieving the goal	3.1. Organizational: delays in the establishment of the State Service for Children (SSCh) and / or the transfer of cases from the Ministry of Social Policy and the National Social Service ;	3.1. Organizational: lack of understanding by the leaders of territorial communities of the need to create SSCh and staff them with a sufficient number of employees; Low prestige of work in SSCh , including due to insufficient wages.	3.1. Organizational: opposition to bodies, in particular officials, who take care of children Insufficient competence of civil society institutions

	Difficulties with the legal solution of the issue of subordination of the State Committee to the Prime Minister of Ukraine. Personnel: lack of highly qualified employees to work in the SSCh; Risk of lawsuits from employees of the Ministry of Social Policy , the National Social Service , who may lose their jobs due to staff reductions. Economic: lack of funds for the formation and logistics of the SSCh	3.2. Personnel: lack of available qualified human resources. Financial : lack of funds in state and local budgets. 3.3. Political : lack of political will; Opposition to the judiciary regarding the next reform of the system. 3.4. Political : lack of political will; Opposition of the prosecutor's office to give them supervisory powers. Staffing : low professional training of prosecutors to participate in family matters or in cases involving children.	3.3 Political: lack of political will. Financial : lack of funds for the establishment of courts.
KPIs	• Number of communities in which the service for children with the appropriate staff has been established; • Number of administrative cases considered by courts with a decision, on appeals against actions or omissions of guardianship and trusteeship bodies; • Proportion of child-related lawsuits heard by general courts with the participation of prosecutors; • Number of court decisions on deprivation of parental rights, removal of children from parents without deprivation of parental rights, restoration of parents' parental rights; • Percentage of children who benefited from free assistance		
The total amount of need for financial resources to achieve the goal (UAH)	* 160 634.3 - total, the approximate amount of expenditures to finance the staff of the State Committee 149714.3 - consumption expenditures; 110 438.6 - wages; 7,639.7 - utilities 10,920 - development expenditures State and local budgets (in case of creation of the central office and local bodies) * The amount of expenditures is approximate, and can be calculated only after approval of the structure, staff list, determination of the building where the state body will be located	* 160 634 , 3 - total, the approximate amount of expenditures to finance the staff of the " State Children " 149,714.3 - consumption expenditures; 110 438.6 - wages; 7,639.7 - utilities 10,920 - development expenditures State and local budgets (in case of creation of the central office and local bodies) * The amount of expenditures is approximate, and can be calculated only after approval of the structure, staffing, determination of the building where the state body will be located	* 16,282,436.3 - total, the approximate amount of expenditures to finance the staff of the State Committee 15,740,766.4 - consumption expenditures; 14,184,457.6 - wages; 14,184,457.6 - utilities 158 053.4 - development expenditures 541 669.9 General and special funds of the State Budget * The amount of expenses is approximate, and can be calculated only after approval of the structure,

			staffing, determination of the building where the court will be located
Communication of the goal with other areas	Governance, Social policy, Development of regions	Justice, Protection of human rights	Governance, Social policy, Protection of human rights
	Phase 1: **June 2022 - end of 2022**	**Phase 2:** **January 2023 - December 2025**	**Phase 3:** **January 2026 - December 2032**
Goal 4. Ensuring the rights of every child by the state, creating conditions for raising children in a family or conditions close to a family, in accordance with children's needs and best interests			
The goal to be achieved to solve the problem at each stage	4.1. Providing a timely response: identifying, taking measures to ensure and protect the rights of every child in need of protection		
	4.2. Ensuring the realization of the child's rights to adoption		
	4.3. Placement of children in family forms of education and forms of education with conditions close to family is carried out taking into account their needs and in accordance with the Guidelines for Alternative Care		
Deadline	2022	2025	2032
Risks of achieving the goal	Organizational : - lack of horizontal relations in government; Procrastination in making decisions about the child; Legal : different approaches to determining the categories of children affected by the war. Legal : not in all cases it is possible to collect the documents of the child necessary for adoption. Organizational : services or courts in the regions do not work; The presence of a queue for adoption; Inconsistency of age and other characteristics of children who can be adopted with the expectations of candidates for	Organizational: fear of tarnishing the reputation of parents; Adults put their interests above the interests of the child; Children do not know who to turn to in case of violation of their rights; Concealment of violations of children's rights by adults; Complex collection of evidence; Misunderstanding of the peculiarities of the protection of children's rights. Financial : unwillingness / opposition to change the system of financing of boarding schools; Lack of funds for the information campaign. Personnel : insufficiently trained staff; Bureaucratic risk: procrastination, resistance, etc .; Stereotypes of thinking and attitude to this category of cases.	Organizational : high level of poverty; Lack of institutional vision; Existing alternative care options are not needed. Political : opposition at the central and local levels to change the child placement system. Personnel: Low understanding of the interests of the child by employees of institutions; Misunderstanding the benefits of family upbringing for a child

	adoption ; Lack of enough people who want to adopt. Personnel : lack of specialists in children's services. Financial : lack of funds in local budgets to prepare candidates for family education	Legal : there is no right of representation of the child by the prosecutor's office. Organizational : opposition to local authorities; Preference for interstate adoption; high level of corruption risk; Bureaucratic component and human factor due to unwillingness to engage in adoption in Ukraine; Corruption component. Legislative : MPs may once again not support the ratification of the Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption; Procrastination of the implementation of the norms of the convention in the national legislation. Organizational : formalization of the concept of the best interests of the child; -Lack of appropriate services; Formalizing the concept of the best interests of the child. Personnel : lack of specialists who will conduct needs assessment; Insufficient level of skills, knowledge and abilities of specialists to conduct the assessment.	
KPIs	• Proportion of children in difficult life circumstances, among those identified, who received social protection services in accordance with their needs; • Number of children who suffer from violence and abuse; • Proportion of orphans, children deprived of parental care who are brought up in family forms of education or forms of education with conditions close to family; • Number of children who are accommodated / enrolled in institutions for round-the-clock stay.		
The total amount of need for financial	* 160 634.3 - total, the approximate amount of expenditures to finance the staff of the State Committee 149,714.3 - consumption expenditures;	* 160 634.3 - total, the approximate amount of expenditures to finance the devices 149,714.3 - consumption expenditures; 110 438.6 - wages;	* 160 634.3 - total, the approximate amount of expenditures to finance the devices 149,714.3 - consumption expenditures;

resources to achieve the goal (UAH)	110 438.6 - wages; 7,639.7 - utilities 10,920 - development expenditures State and local budgets (in case of creation of the central office and local bodies) * The amount of expenditures is approximate, and can be calculated only after approval of the structure, staff list, determination of the building where the state body will be located	7,639.7 - utilities 10,920 - development expenditures Local budget (State budget is possible in case of relevant intergovernmental transfers) * The amount of expenditures is approximate, and can be calculated only after approval of the structure, staffing, determination of the building where the government will be located	110 438.6 - wages; 7,639.7 - utilities 10,920 - development expenditures Local budget (State budget is possible in case of relevant intergovernmental transfers) * The amount of expenditures is approximate, and can be calculated only after approval of the structure, staffing, determination of the building where the government will be located
Communication of the goal with other areas	Social policy, Development of regions, Justice	Social policy	Social policy

	Phase 1: **June 2022 - end of 2022**	**Phase 2:** **January 2023 - December 2025**	**Phase 3:** **January 2026 - December 2032**
Goal 5. To create favourable living conditions in Ukraine, which will allow families to have children, provide for their care and raising children within family			
The goal to be achieved to solve the problem at each phase		5.1. Introduction of mechanisms of state assistance and protection of the family, which stimulate the increase of the birth rate, development of the family's ability to provide proper care and upbringing of the child	
	5.2. Providing every child and family in the local community with access to universal services		
Deadline	*12/31/2022*	*12/31/2025*	*31.12.2026- 31.12.2032*

Risks of achieving the goal	5.1. • insufficient awareness of families about their rights and opportunities to receive services; • lack of political will to review the legislation; • ambiguous understanding in society of the terms development of the institution of the family or family values; • lack of "zero tolerance" in society to domestic violence
	5.2. • lack of resources (personnel, financial, logistical) needed to provide services; • constant change of the situation (service area, workload, provision, counting of families) due to military actions (liberation of territories, occupation, etc.); • imperfection of legal support (in particular, there is no clear list of powers of the head who will work in the field of organization of assistance to internally displaced persons / families); • limited service providers in access to the necessary resources (registers, databases, electronic systems, etc.) due to the lack of stable Internet and telephone communication; • shortage of specialists with the appropriate knowledge and skills to assess the effectiveness of service delivery according to existing standards; • lack of funds
KPIs	• Number of families who did not divorce within 5 (or 3) years after the marriage; • Number of newborns; • Number of large families; • The level of satisfaction of families with children in various aspects of life (well-being, living conditions, financial security, access to medical, educational, social services, etc.); • Number of court decisions to resolve disputes in family cases; • Number of court decisions on enforcement of child support; • The level of awareness of girls and boys, men and women about the equality of rights and responsibilities of women and men in family relations, responsible motherhood and fatherhood, the inadmissibility of domestic violence.
The total amount of need for financial resources to achieve the goal	As part of funding for the activities of authorities and local governments that implement policies to protect the rights of children

Communication of the goal with other areas	Social policy, Economic policy, Justice		
	Stage 1: **June 2022 - end of 2022**	**Stage 2:** **January 2023 - December 2025**	**Stage 3:** **January 2026 - December 2032**

Goal 6. Ensure that each child and his/her family receive the necessary services in accordance with their needs, which are aimed at ensuring the best interests of the child			
The goal to be achieved to solve the problem at each stage	6.1. Review and modernization of the content of social and other services, in accordance with the needs of children and on the basis of the principles of integration, consistency and accessibility of services		
		6.2. Ensuring the capacity of local communities to provide services to children and families with children	
	6.3. Ensuring access for every child with signs of vulnerability and / or restriction of access to services, according to their needs		
	6.4. Ensuring the ability of service providers to meet the needs of each child with services of appropriate quality through adequate human resources and professional competencies.		
Deadline	12/31/2022	12/31/2025	
Risks of achieving the goal	6.1. • limited time for working out new approaches, piloting them and harmonizing them with national practice; • insufficient number of trained specialists to provide services, especially in rural areas; • the risk of mental health medicalization , especially in the context of providing services to children affected by war.		
	6.2. • low level of knowledge of local authorities, service providers to plan the necessary services and ensure their provision; • opposition of communities regarding powers in the context of development of services for residents of the territorial community, perception of services provided by institutions at the level of the district, region, as those that meet the needs of the child; • lack of funding, logistics for the provision of services;		

	• lack of effective monitoring and quality control of service provision; • lack of desire to recognize the low level of service quality.	
	6.3. • lack of culture of receiving services at the place of residence; • low awareness of parents, lack of initiative in defending the rights of children and services for them; • lack of understanding of the content of social services, their purpose and the effect of their receipt; • lack and low professional level of specialists who provide services; • lack of sufficient funding for the development and provision of services; • low level of interdepartmental cooperation on identification, organization of necessary services; • lack of responsibility for late detection of children with vulnerabilities / life limitations; • inability to provide certain services due to the lack of specialists in the field; • lack of sufficient experience in providing educational services in an inclusive environment.	
	6.4. • lack of motivation of professionals who provide services, burnout; • lack of supervision system ; • lack of attractiveness of work in the field of providing services to children; • lack of state and regional orders for the training of specialists, in particular, speech therapists, psychologists, rehabilitation, social workers, etc.	
KPIs	• The share of territorial communities that have provided children with access to services in accordance with the lists of services defined by law; • Proportion of children covered by necessary services; • Proportion of children placed in institutions for round-the-clock stay; • Level of satisfaction with the quality of services received; • Level of satisfaction with the availability of services • Proportion of families with children who overcame SJO among families included in SJO; • Number of specialists who have improved their skills; • Level (share) of staffing in accordance with the needs of service recipients; • Proportion of pedagogical employees of special educational institutions that provide services in general secondary education institutions to children with special educational needs;	

	• Proportion of specialists who provide services to children and families with children who have mastered the skills to use the Classifier of Functioning, Restriction of Life and Health to identify needs.
The total amount of need for financial resources to achieve the goal	As part of funding for the activities of authorities and local governments that implement policies to protect the rights of children
Communication of the goal with other areas	Social policy

2.1. The relevant regulatory documents in effect:

n	Program document	Current status
1.	National Strategy for Reforming the System of Institutional Care and Upbringing of Children for 2017–2026, approved by the order of the Cabinet of Ministers of Ukraine dated 09.08.2017 № 526, and Action Plan for Implementation of Stage II of the National Strategy for Reforming the System of Institutional Care and Upbringing of Children for 2017–2026, approved by the resolution of the Cabinet of Ministers of Ukraine dated 01.06.2020 № 703.	item 11 of the Action Plan for the implementation of the first stage of the National Strategy for System Reform Institutional care and upbringing of children for 2017-2026 has been **completed** .
2.	Human Development Strategy, approved by the Decree of the President of Ukraine dated 02.06.2021 № 225, and the Action Plan for the implementation of the Human Development Strategy for 2021–2023, approved by the order of the Cabinet of Ministers of Ukraine dated 09.12.2021 № 1617	**Human development strategy** includes operational goal 4.8. *Formation of a qualitatively new system of ensuring and protecting the rights of children* , which provides for: formation and functioning of the children's service in each territorial community (*as of April 2022, 1,334 TSOs were created in 1,439 TGs*); introduction of an effective mechanism for identifying violations of children's rights and responding to them *(paragraph 158 of the Action Plan - is being implemented)* ; strengthening the responsibility of parents and other legal representatives of children for evading the responsibilities of raising children and caring for a child *(paragraph 159 of the Action Plan - is being implemented)* .
3.	The National Strategy in the Sphere of Human Rights, approved by the Decree of the President of Ukraine dated 24.03.2021 № 119, and the Action Plan for the Implementation of the National Strategy in the Sphere	**The Action Plan for the Implementation of the National Strategy in the Sphere of Human Rights for 2021–2023 provides for:**

	of Human Rights for 2021–2023, approved by the Cabinet of Ministers of Ukraine dated 23.06.2021 № 756	In order to improve the system of protection of children's rights, in particular, in the context of decentralization of power in Ukraine, the Ministry of Social Policy has developed a number of bills on child protection, which were approved by the Government and submitted to the Verkhovna Rada of Ukraine: - "On Amendments to Certain Legislative Acts of Ukraine Concerning the Promotion of the Formation of Responsible Parenthood" (Reg. № 3667 of June 16, 2020); - "On Amendments to Certain Legislative Acts of Ukraine Concerning Ensuring the Rights and Interests of Children and Persons Recognized as Incapable in the Sphere of Health Care" (Reg. № 3625 of 10.06.2020) (15.07.2020 supported by the Committee on Health) nation, health care and health insurance); - "On Amendments to Certain Legislative Acts of Ukraine Concerning the Adoption of Children" (Reg. № 5580 dated 28.05.2021); - "On Amendments to the Code of Ukraine on Administrative Offenses for the Protection of Children's Rights and Social Support of the Family" (Reg. № 5582 of 28.05.2021); - "On Amendments to Certain Legislative Acts of Ukraine Concerning the Delimitation of the Functions of Public Authorities and Local Self-Government Bodies on the Protection of Children's Rights in Connection with the Establishment of the National Social Service and Its Territorial Bodies" (Reg. № 5586 of 28.05.2021) . Since the beginning of the full-scale Russian invasion of Ukraine, the Government has adopted: Resolution of the Cabinet of Ministers of Ukraine of March 27, 2022 № 385 "Some issues of evacuation of children and persons living or enrolled in institutions of various types, forms of ownership and subordination for round-the-clock stay, under martial law", which approved the Procedure for temporary movement (evacuation) and ensuring the conditions of stay on the territory of Ukraine, where there is no hostilities, or outside Ukraine, children and persons living or enrolled in institutions of various types, forms of ownership and subordination for round-the-clock stay; - Resolution of the Cabinet of Ministers of Ukraine of 15.04.2022 № 447 "On Amendments to the Procedure for Carrying Out Activities Related to the Protection of the Rights of the Child by Guardianship Bodies", which stipulates that children who are abroad or in the temporarily occupied territory of Ukraine, if there are reliable grounds, they can be placed under the guardianship, care of persons who are in such

		family relations (including godparents) with such children, which allows such persons to take children out of the danger zone; - Resolution of the Cabinet of Ministers of Ukraine dated 10.05.2022 № 580 "On Amendments to the Procedures Approved by Resolutions of the Cabinet of Ministers of Ukraine dated 24 September 2008 № 866 and dated 27 March 2022 № 385", which aims to monitor compliance with the rights of children who are temporarily displaced (evacuated) within Ukraine or outside Ukraine during martial law, the organization of the return of such children to their place of residence (stay) after the cessation of martial law in Ukraine; - Resolution of the Cabinet of Ministers of Ukraine of 17.03.2022 № 302 established the Coordination Headquarters for the Protection of the Rights of the Child in Martial Law, one of the main tasks of which is to control the consular registration of children in the country of final stay; making operational decisions on the protection of children's rights; monitoring compliance with social standards and rights in the country of their stay, who left Ukraine and organizing their return to Ukraine.
n	**Program document**	**Current status**
1	Human Development Strategy, approved by the Decree of the President of Ukraine dated 02.06.2021 № 225	The Strategy is a comprehensive document that defines the strategic goals and main objectives in the field of demographic development, health, education and science, culture and sports, improving living standards, employment, social support, ensuring equal rights and opportunities for women and men. Among others, this Strategy provides a separate operational goal "Formation and maintenance of family values."
2	National strategy for reforming the system of institutional care and upbringing of children for 2017–2026, approved by the order of the Cabinet of Ministers of Ukraine dated 09.08.2017 № 526	The strategy aims to change the existing system of institutional care and upbringing of children, which does not meet the real needs of children and families with children, and to create conditions for the full upbringing and development of the child in the family. Preserving the family for the child is the main condition for ensuring the best interests of the child and his or her well-being. The state encourages and supports responsible parenthood.

3	National economic strategy for the period up to 2030, approved by the resolution of the Cabinet of Ministers of Ukraine dated 03.03.2021 № 179	The strategy provides for the introduction of mechanisms in the social assistance system that encourage low-income families to self-sufficiency, ensuring measures to return to the labor market long-term unemployed members of low-income families who provide financial support for economic independence; reforming the system of ensuring children's rights in the context of decentralization to ensure the protection of children's rights to health care, sufficient living standards, protection from all forms of violence, contact with parents, housing and education, entrepreneurship; association in children's and youth organizations, as well as the implementation of a program of preparation for independent living of graduates of institutions of institutional care and upbringing of children, persons from among foster children and family-type orphanages. Among others, the task of the Strategy is to introduce special conditions for lending to young families with children to purchase housing; introduction of social assistance programs, soft loans for education for families with children.
4	National strategy for reforming the justice system for children for the period up to 2023, approved by the order of the Cabinet of Ministers of Ukraine dated 18.12.2018 № 1027	The strategy is aimed at solving the main systemic problems of justice for children, overcoming gaps in the system of interdepartmental cooperation, providing preventive, social and educational work and work aimed at resocialization of juveniles who are prone to wrongdoing and delinquency, as well as strengthening protection of rights children who have suffered from offenses, including violence, and children who have witnessed offenses. One of the principles of the Strategy implementation is to support families in raising children and ensuring their full development. Among the main tasks of the Strategy implementation is to take measures to ensure the activities of social work specialists in local communities as coordinators of the organization of work to identify individuals / families in difficult life circumstances, to respond in a timely manner to the risks of offenses by children living in such families. yah
5	State Social Program for Prevention and Counteraction to Domestic Violence and Gender-Based Violence for the Period up to 2025, approved by the Resolution of the Cabinet of Ministers of Ukraine of February 24, 2021 № 145	The program provides for the introduction of an effective mechanism of interaction between entities (specially authorized bodies implementing measures in the field of prevention and combating domestic violence; other bodies and institutions entrusted with the functions of implementing measures in the field of preventing and combating domestic violence; general and specialized support services victims, citizens of Ukraine, foreigners and stateless persons who are in Ukraine legally), who take measures to prevent and combat domestic violence and gender-based violence;

		providing comprehensive assistance to victims and establishing the non-violent nature of private relations; implementation of relevant world standards and experience.

	Program document	Current status
	Action plan for the implementation of the second stage of the National Strategy for reforming the system of institutional care and upbringing of children for 2017-2026 (order of the Cabinet of Ministers of Ukraine from June 1, 2020 № 703-r)	In order to support children with special educational needs of the Ministry of Social Policy , work was carried out to introduce a social support service during inclusive education. This service involves the implementation of a set of measures aimed at ensuring the full and effective participation of the recipient of social support during inclusive education in the educational process by providing support and assistance in movement and, self-care, communication, nutrition, spatial orientation and safety. indoors, on the territory of the educational institution, or in another territory during excursions, study trips, other activities provided by the educational process. Article 17 of the Law of Ukraine "On Social Services" stipulates that social services are provided in accordance with state standards. The state standard of social support services during inclusive education was approved by the order of the Ministry of Social Policy of Ukraine dated 23.12.2022 № 718, registered in the Ministry of Justice of Ukraine on 21.01 2022 for № 72/37408, which entered into force on 04.02.2022.
	Action plan for the implementation of the Human Development Strategy for 2021-2023 (order of the Cabinet of Ministers of Ukraine of December 9, 2021 № 1617-r)	
	National strategy for the creation of https://zakon.rada.gov.ua/laws/show/366-2021-%D1%80/print - n10barrier -free https://zakon.rada.gov.ua/laws/show/366-2021-%D1%80/print - n10space in Ukraine for the period up to 2030 (order of the Cabinet of Ministers of Ukraine of April 14, 2021 № 366-r)	

2.2. Objectives and activities

n	Objectives and activities	Deadline	Dependence on other areas, spheres, problems
Goal 1. Ensure capacity of all local communities to allocate and register/ account children, and use the information from the databases to make decisions on ensuring and protecting the children's rights			

Phase1: June 2022 - end of 2022			
1.1. Identification and registration of children of the most vulnerable categories who need state protection under martial law			
1.1.1.	The legislative powers of local self-government bodies to conduct the information system "Children", the list of categories of children, the procedures for their identification and registration have been agreed and determined.	November 2022	
Phase 2: January 2023 - December 2025			
1.1.2.	A single end-to-end mechanism for exchanging information on identified and registered children and synchronizing databases of various agencies at the local, regional and central levels has been introduced.	December 2023	
1.2. Achieving the level of provision of territorial communities with sufficient material, technical and human resources			
1.2.1.	Material and technical equipment and connection of territorial communities to the information system "Children" is provided	December 2024	
1.2.2.	Provided a sufficient number of employees for accounting, training and methodological support	December 2024	
1.2.3.	Quality control of children's registration introduced in EIAS "Children"	December 2024	
Goal 2. Achieve the return of every child who had to leave Ukraine back to Ukraine, to a safe place to meet his or her primary needs			
Phase 1: June 2022 - end of 2022			
2.1 **. Movement (evacuation) to safe places of children who are in the zone of active hostilities or adjacent areas, in areas under temporary occupation**			
2.1.1.	A single mechanism has been introduced to identify, ensure the safety and basic needs of the child by entities in the field of protection of children's rights	December 2022	
2.1.2.	At the level of each oblast, a plan for evacuation of children to safe places has been adopted / updated (understanding, list of safe places, ways and persons responsible for evacuation of children, as well as actions in case parents / legal representatives are not ready to move)	June 2022	
2.1.3.	A system of information on prevention of child injury, violence, human trafficking, sexual exploitation, involvement of children in hostilities and other abuses that may occur during the war, security in such situations	November 2022	

2.2. Providing support and protection according to the needs of children who have been relocated (evacuated) abroad			
2.2.1.	Measures to prevent and respond to violations of children's rights abroad are provided	December 2022	
2.2.2.	Provides counseling support to families with children displaced (evacuated) on mechanisms and legal instruments to meet the needs and protect the rights of children during their stay abroad	December 2022	
2.2.3.	Opportunities have been created to involve children in Ukrainian educational and cultural programs in the host countries	December 2022	
2.2.4.	MTD is involved to meet the educational, medical, recreational, rehabilitation and social needs of children abroad	December 2022	
2.3. Providing support and protection to children displaced (evacuated) within Ukraine as needed			
2.3.1.	The placement of children in need of temporary placement in the family of citizens is provided	December 2022	
2.3.2.	Basic needs of each child and access to medical, psychosocial, legal assistance, social and educational services are provided	December 2022	
2.3.3.	Mechanisms for financial support of families with IDP children are provided	December 2022	
2.3.4.	Necessary human and material resources have been provided in the regions to which children have been relocated	December 2022	
2.3.5.	Coordination is provided between primary care providers for children, in particular between international technical assistance projects , volunteer organizations	December 2022	
2.4. Creating conditions for the return of every child and family with children to Ukraine, taking into account their best interests and needs			
2.4.1.	Decision-making procedures have been introduced for the return of the following groups of children to Ukraine: (i) children displaced (evacuated) from round-the-clock institutions, (ii) children who have left Ukraine accompanied by foster parents and foster parents, (iii) children, unaccompanied abroad, (iv) children illegally deported to Belarus and Russia for their best interests	December 2022	
2.4.2.	The security levels of various oblasts and settlements of Ukraine regarding readiness to accept children have been identified and regularly reviewed (ready to accept immediately, after a certain period, not ready)	December 2022	

Stage 2: January 2023 - December 2025			
2.4.3.	Appropriate conditions have been created for the return of children and families with children to Ukraine (housing, appropriate infrastructure, activities of subjects of the organization for the protection of children's rights (in particular, law enforcement agencies, courts and prosecutors) in the territories of return of children)	December 2025	
2.4.4.	Return of foster families, DBST and children from institutions in accordance with the developed individual plans is provided	December 2025	

n	Objectives	Deadline	Dependence on other areas, spheres, problems
Objective 3. Ensuring the functioning of an orderly and balanced system of government and local self-government at all levels to ensure and protect the rights of the child, taking into account his or her views and best interests			
3.1. Ensuring a clear vertical of management and coordination, defined functions and powers in the system of protection of children's rights.			
Phase 1: June 2022 - end of 2022			
3.1.1.	The Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine Concerning the Separation of Functions of State Authorities and Local Self-Government Bodies on Protection of Children's Rights in Connection with the Establishment of the State Service of Ukraine for Children (Reg. № 7087)	September 2022	
3.1.2.	The State Service for Children has been established, and the transfer of powers has been ensured	December 2022	
3.1.3.	Material, technical and personnel support of the State Service for Children has been provided, budget expenditures in 2023 for its operation have been provided.	December 2022	
Phase 2: January 2023 - December 2025			
3.1.4.	3.1.4. Analysed and brought bylaws in line with the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on the delimitation of functions of state authorities and local governments on the protection of children's rights in connection with the establishment of the State Service of Ukraine for Children (registered №7087)	December 2023	
3.1.5.	The formation and effective functioning of the system of bodies and services of children at the level of each territorial community is ensured	December 2024	

Phase 3: January 2026 - December 2032			
3.1.6.	A system of monitoring the observance of the rights and legitimate interests of the child with the involvement of civil society institutions has been introduced	December 2026	
3.1.7.	The establishment and functioning of a research institution on the problems of children and childhood has been ensured	December 2026	
3.2. Ensuring high personnel capacity of bodies and services for children in accordance with the norms of their staffing, with the necessary knowledge and skills to perform their duties			
Phase 2: January 2023 - December 2025			
3.2.1.	Training of specialists in higher education institutions for work in the field of children's rights has been introduced and a state order has been formed	December 2025	
3.2.2.	A system of advanced training of specialists in the field of protection of children's rights has been introduced	December 2024	
3.2.3.	The conditions and procedure for the activities of non-governmental organizations and independent experts to improve the skills of specialists have been determined, the activities of trainers have been standardized and state control over the quality of their work has been introduced.	December 2023	
3.2.4.	Incentive mechanisms have been introduced to attract highly qualified specialists to work, in particular in rural areas	December 2024	
3.3. Achieving consideration of family cases exclusively by family courts			
Phase 2: January 2023 - December 2025			
3.3.1.	The concept of a family court has been developed and agreed with stakeholders	December 2024	
3.3.2.	The calculation of the required amount of expenditures (financial justification) for the implementation of family courts	December 2024	
3.3.3.	An action plan to create a system of family courts has been developed	December 2025	
Phase 3: January 2026 - December 2032			
3.3.4.	been amended to establish a system of family courts, and the necessary expenditures have been provided	December 2026	
3.3.5.	The functioning of the family court system has been established and ensured	December 2028	
3.4. Existence and effective functioning of clear procedures for the protection of children's rights and supervision of their observance			
Phase 2: January 2023 - December 2025			
3.4.1.	Procedures for the participation of the prosecutor at various stages of protection of children's rights have been developed	December 2024	

3.4.2.	The practice of application of the legislation on the provision of free legal aid to children, in particular with regard to the participation of a lawyer, has been studied and proposals have been prepared to improve the provision of primary and secondary legal aid to children.	December 2023	
3.4.3.	Mechanisms / procedures for protecting the rights of the child in court have been improved	December 2024	
3.4.4.	The system of state supervision and control over the observance of the legislation on ensuring and protecting the rights of the child has been regulated	December 2024	
3.4.5.	There is a sufficient professional level of specialists who provide legal assistance to children and supervise the observance of their rights.	December 2024	
Goal 4. Ensuring the rights of every child by the state, creating conditions for raising a child in a family or conditions close to family, in accordance with its needs and best interests			
4.1. Providing a timely response: identifying, taking measures to ensure and protect the rights of every child in need of protection			
Phase 1: June 2022 - end of 2022			
4.1.1.	Legislation on children affected by war has been revised and a clear list of state benefits and support for such children has been identified.	December 2022	
4.1.2.	Procedures for detecting and responding to cases of violation of children's rights, ensuring its temporary placement in the family have been improved	December 2022	
Phase 2: January 2023 - December 2025			
4.1.3.	Raised public awareness, including children, parents and other legal representatives of the child, about the rights of the child and ways to protect them	December 2025	
4.1.4.	The legislation and practice on protection of children from abuse, neglect of its rights, exploitation are analyzed, necessary changes in the legislation are made	December 2023	
4.1.5.	A system of financing based on the principle of "money follows the child" has been introduced, regardless of the form of placement of the child	December 2024	
4.1.6.	Mechanisms and approaches to decision-making concerning the child have been improved, taking into account the child's best interests	December 2024	
4.2. Ensuring the realization of the child's rights to adoption			
Phase 1: June 2022 - end of 2022			
4.2.1.	The procedure of adoption under martial law and post-war was reviewed and the adoption of children who were displaced (evacuated) within Ukraine was resumed	December 2022	
4.2.2.	National adoption is popularized	December 2022	

Phase 2: January 2023 - December 2025			
4.2.3.	A system of training specialists in the field of adoption, testing of their knowledge and competencies has been introduced	December 2024	
4.2.4.	Control and responsibility in the field of adoption have been strengthened	December 2024	
4.2.5.	Ukraine has ratified the Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption	December 2024	
4.2.6.	National mechanisms of interstate adoption are brought in line with international standards	December 2024	
4.3. Placement of children in family forms of education and forms of education with conditions close to family is carried out taking into account their needs and in accordance with the Guidelines for Alternative Care			
Phase 1: June 2022 - end of 2022			
4.3.1.	Promotion of family forms of upbringing of orphans and children deprived of parental care and registration of candidates for family forms is provided	December 2022	
Phase 2: January 2023 - December 2025			
4.3.2.	Improved approaches to decision-making regarding the placement of a child based on an assessment of its needs and taking into account the priority of the family for the child	December 2023	
4.3.3.	Quality training, support and support of families with orphans, children deprived of parental care, children in difficult life circumstances are provided	December 2023	
4.3.4.	The legislation on its compliance with the Guidelines for Alternative Care has been revised and amended	December 2023	
4.3.5.	Forms of accommodation with conditions close to family (up to 15 children) have been developed	December 2025	
Phase 3: January 2026 - December 2032			
4.3.6.	The system of institutions of institutional care and upbringing of children has been reformed to ensure the provision of quality educational, cultural, medical, rehabilitation, social and other services to children and families with children in accordance with their needs.	December 2030	
Goal 5. To create favourable living conditions in Ukraine, which will allow families to have children, provide for their care and raising children within family			
Phase 1: June 2022 - end of 2022			
5.2. Providing every child and family in the local community with access to universal services			
5.2.1.	The analysis of damages of social infrastructure is carried out and its restoration and development taking into account principles of barrier -freeness and friendliness to the child and a family is provided	December 2022	
Phase 2: January 2023 - December 2025			

5.1. Introduction of mechanisms of state support and protection of the family, which stimulate the increase of the birth rate, development of the family's ability to provide proper care and upbringing of the child			
5.1.1.	Strategic documents on demographic and family policy of Ukraine have been developed and their implementation at the local, regional and national levels has been ensured.	December 2025	
5.1.2.	Legislation on spouses' rights and responsibilities, maintenance and upbringing of children, settlement of disputes between the child's parents has been improved (including on mandatory contractual settlement of mutual rights and obligations of spouses and formation of a register of marriage contracts)	December 2025	
5.1.3.	A system of raising awareness on equal rights and responsibilities of women and men in family relations, responsible motherhood and fatherhood, inadmissibility of domestic violence, gender-based violence has been introduced	December 2025	
5.1.4.	Medical support is provided to every pregnant woman, preparation for the birth of a child and medical and social care after the birth of a child	December 2025	
5.1.5.	Approaches to financial support for families with children have been reviewed	December 2025	
5.1.6.	Programs for employment and economic independence of families with children have been developed, including by starting their own business and social entrepreneurship, creating conditions for mothers to work with young children	December 2025	
5.2. Providing every child and family in the local community with access to universal services			
5.2.2.	The content of universal services is regulated and a model of ensuring their provision is developed, taking into account the peculiarities of the territorial community and on the basis of a family-oriented approach.	December 2025	
5.2.3.	Universal services needed by children have been developed in each territorial community	December 2025	
5.2.4.	Development of programs of formation of a healthy way of life among children, the organization of leisure, involvement of children in sports, culture, out-of-school education is provided in each territorial community	December 2025	
5.2.5.	Clear algorithms of actions of employees of the corresponding sphere are developed, which revealed the child's need for a certain service	December 2025	
Phase 3: January 2026 - December 2032			
5.1. Introduction of mechanisms of state support and protection of the family, which stimulate the increase of the birth rate, development of the family's ability to provide proper care and upbringing of the child			
5.1.7	Affordable housing programs for young families, families with children have been developed	December 2032	

Goal 6. Ensure that each child and his or her family receive the necessary services in accordance with their needs, which are aimed at ensuring the best interests of the child
Phase1: June 2022 - end of 2022

6.1. Review and modernization of the content of social and other services, in accordance with the needs of children and on the basis of the principles of integration, consistency and accessibility of services			
6.1.1.	The impact of the war on children, their needs and risk / vulnerability factors, available and necessary resources to provide support to children affected by the war are analyzed, and special services and programs for such children are identified	December 2022	
Phase 2: January 2023 - December 2025			
6.1.2.	The legislation defines the types and levels of services for children and families with children, in particular, services for vulnerable groups, services for people in need of additional support, crisis / emergency services to be provided and guaranteed, and criteria for their availability	December 2023	
6.1.3.	A single procedure for the implementation of "pilot projects" and initiatives for the development of services, evaluation of their effectiveness for decision-making, dissemination of established practices	July 2023	
6.1.4.	Improved tools for timely detection of children and families with children in the early stages of vulnerability / life disorders, assessment of their needs	September 2023	
6.1.5.	Mechanisms for financing services have been revised	December 2023	
6.1.6.	Procedures have been developed and implemented for objective monitoring and evaluation of the quality of each type of services with the involvement of external experts, representatives of civil society institutions	December 2023	
6.2. Ensuring the capacity of local communities to provide services to children and families with children			
6.2.1.	Training of local government officials on planning, provision, monitoring and evaluation of service quality is provided	July 2023	
6.2.2.	The procedure for determining the needs of children and their families in services, planning development and ensuring the provision of these services in accordance with the needs	July 2023	
6.2.3.	An effective mechanism for monitoring and evaluation and control over the provision of services in accordance with their content, quality and effectiveness has been created and implemented.	December 2024	
6.2.4.	The inclusion of service development plans for children and families with children in the strategic and program documents of territorial communities has been ensured and the necessary resources have been planned to ensure their provision taking into account the identified needs for services on the basis of family-oriented and child-cantered approaches .	December 2024	
Phase 1: June 2022 - end of 2022			

6.3. Ensuring access for every child with signs of vulnerability and / or restriction of access to services, according to their needs			
6.3.1.	Psychosocial support and other services are provided to children affected by the war	December 2022	
Phase 2: January 2023 - December 2025			
6.3.2.	Mapping and informing about available services for children and families and the algorithm for accessing them are provided	December 2023	
6.3.3.	Developed a system of services for vulnerable children and families with children at the community / district / region level, in compliance with accessibility criteria	December 2025	
6.3.4.	Sufficient suitably trained professionals are provided to provide services for children / families with vulnerabilities; those in need of additional support and crisis / emergency services	December 2025	
Phase 1: June 2022 - end of 2022			
6.4. Ensuring the ability of service providers to meet the needs of each child with services of appropriate quality through adequate human resources and professional competencies.			
6.4.1.	Training of specialists from among service providers on the organization of children's safety and features of work with children, families with children, taking into account the traumatic experience they had during the war	December 2022	
Phase 2: January 2023 - December 2025			
6.4.2.	The state order for training of specialists of service providers according to needs is provided	December 2023	
6.4.3.	Training and advanced training of specialists (including social service providers) is provided in accordance with the existing standards of service provision and algorithms of actions in identifying the child, assessing his needs, providing services	December 2025	
6.4.4.	Training programs on the application of the National Classification 030: 2022 "Classification of functioning, limitation of life and health" were developed and appropriate training was provided for specialists from among service providers	December 2024	
6.4.5.	Mechanisms have been developed to increase the prestige of the work of specialists, professionals and workers of service providers	December 2024	
6.4.6.	Training of pedagogical staff of educational institutions to provide quality educational services to children with SEN (including special education) is provided	December 2025	
Phase 3: January 2026 - December 2032			

6.4.7.	A system of supervision of specialists has been developed, regardless of the field in which they work	December 2026	

Necessary legal support

n	Name of NPA to task N from sub-clause 2.3	Contents of NPA development / changes	Public authority responsible for the development / amendment of the NPA	Development period	Deadline for entry into force
	Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Concerning the Separation of Functions of State Authorities and Local Self-Government Bodies on the Protection of Children's Rights in Connection with the Establishment of the State Service of Ukraine for Children	Formation and definition of powers, ensuring the institutional capacity of the State Service of Ukraine for Children		Registered in the Verkhovna Rada (registered № 7087)	
1.	Orders on the definition of responsible persons for entering children's information in the EIAS Children	Providing access to the children's accounting information system	interested public authorities, SSD TG	December 2022	January 2023
2.	Resolution on approval of the list of categories of children to be registered in the EIAS system Children	The list (categories) of children has been expanded, as well as the mechanism for their detection has been improved	Ministry of Social Policy State (in case of formation) National Social Service other interested government agencies	December 2022	April 2023

3.	Draft Law of Ukraine “On Social Work”	Defining the basic principles of social work. standardization of educational and methodological support for social work and provision of social services	Ministry of Social Policy	Registered in the Verkhovna Rada (registered № 6415)	
4.	Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Concerning the Introduction of Permitting Procedures and Control in the Sphere of Provision of Social Services"	Establishing requirements for the activities of economic entities that provide social services at the level of law; submission by business entities that provide social services, declarations of economic activity in the field of social services, by which the business entity informs about the compliance of the conditions of its economic activity with the requirements of the legislation; - state control over the activities of social service providers; - establishing the powers of the central executive body to implement state policy in the field of social services.	Ministry of Social Policy	Registered in the Verkhovna Rada (registered № 6419)	From January 2023
2.	Draft Law of Ukraine on Transformation of Budgetary Institutions and Introduction of Financing of Social Services on the Principle of “Money Follows People”	Establishing conditions for financial and managerial autonomy of social service providers in the public sector by transforming them into municipal non-profit enterprises, defining new mechanisms for financing social services, in particular, on the principle of "money follows the person"	Ministry of Social Policy	July 2023	From January 2025
5.	Order of the Ministry of Social Policy on amendments to the Classifier of Social Services	Addition of the list of social services / improvement of the content of social services	Ministry of Social Policy	December 2023	January 2024

3.	Draft Law of Ukraine “On Social Work”	Defining the basic principles of social work. standardization of educational and methodological support for social work and provision of social services	Ministry of Social Policy	Registered in the Verkhovna Rada (registered № 6415)	
		based on the results of determining the social profiles of social assistance recipients			

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the "Public administration" working group

July 2022

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Executive summary

Accountable and transparent public administration is an important precondition for the European integration of Ukraine. Without it, it would be impossible to build a powerful European democracy. Public administration reform is a comprehensive fundamental reform which enables the government to promote and implement all other reforms.

SIGMA Principles of Public Administration, building on the governance practices in the EU Member States and giving ground for the assessment of the public administration capacity of the EU candidate countries, are the cornerstone of the public administration reform in Ukraine. Each principle targets specific objectives and tasks that need to be addressed to modernise public administration and bring it in line with the European requirements. Implementation of the public administration reform that is expected to ensure adequate capacity and transparency of public institutions is a key milestone in the process of the European integration and a major factor of support of the post-war reconstruction and recovery.

Public administration is facing significant challenges of the wartime. Thus: 9,500 civil servants displaced abroad, 5,500 are staying in the occupied territories and in the areas of hostilities, almost 32 thousand civil servants are now idle. Funding of the civil service, including wages of civil servants, decreased by 10–15%. The situation is exacerbated by the change in the list and scope of the functions vested in civil servants due to heavy displacements of the population, restriction of their functions within the temporarily occupied territories and difficulties in accessing workplaces. Destruction of physical resources of public authorities and cyberthreats to public authorities, including public registers and personal data of citizens, add to the troubles.

Despite all that, thanks to the changes that have been introduced in this sector in the recent years, public administration remains operational now, during the wartime: most civil servants keep performing their duties, even remotely. The government keeps paying salaries to civil servants. Administrative service centres remain operational and provide services. The Verkhovna Rada of Ukraine holds meetings in the framework of the plenary session started on 24 February. In the first three months of the war, the Verkhovna Rada met 11 times and passed 112 laws. The Government continues its operation. Since the beginning of the invasion, it adopted 511 resolutions and 281 ordinances. Access to public registers that had been temporarily shut down for security reasons has been restored. People, in particular IDPs, receive e-services through Diia application.

The Recovery Plan in the area of public administration is premised on the practices and principles of the EU Member States and SIGMA and is aimed at building a capable public administration system as a basis for the resilient and efficient functioning of the state and Ukraine's integration into the EU. The purpose of the Recovery Plan in the area of public administration is:

> *Building a capable service and digital state in Ukraine with an efficient local self-government system ensuring the protection of the interests of citizens, the resilience and continuity of public authorities operation, the capacity and transparency of the implementation of activities aimed at Ukraine's recovery after the war, as well as the implementation of policies aimed at receiving the European Union membership.*

To achieve the set purpose, a set of tasks has been designed under four pillars: parliament, central executive authorities and approximation to the EU governance standards, local executive bodies and local self-government. Below are the expected effects of the Recovery Plan implementation during the recovery period in each of the areas:

parliamentary reform:

- rationalisation of legislative drafting, increasing its effectiveness and improving the quality of legislative acts adopted by the Verkhovna Rada of Ukraine;
- strengthening parliamentary control;
- shaping of procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency;
- strengthening the role of the Cabinet of Ministers of Ukraine within the law-making process;
- making the Verkhovna Rada of Ukraine more open to the public, improving public awareness of the parliamentary work;
- improving the support of activities of Ukrainian members of parliament and parliamentary activities in general.

reform of the system of central executive authorities and approximation to the EU governance standards:

- compact, result-oriented, efficient and accountable system of central executive authorities;
- transformation of the Secretariat of the Cabinet of Ministers of Ukraine into the Centre of Government providing support in coordination and management of ministries and ensuring effective management of national recovery and the EU integration programmes;
- civil service reform aimed at ensuring an efficient recruiting and hiring system, introduction of a unified remuneration system, improvement of the civil servant professional development system, strengthening the autonomy of the managerial staff and building capacity of human resources units, completion of the introduction of the information system for human resources management;
- consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof;
- introduction of a single administrative procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.

local executive bodies:

- updating the areas of work of oblasts and raion state administrations in line with the needs of the post-war time;
- establishing efficient cooperation between local executive bodies and local self-government bodies, territorial departments of central executive authorities;
- improving professional qualification of employees of local state administrations;

- defining the legal status of heads of local executive bodies;
- provision of high-quality services to people in the post-war and subsequent periods.

local self-government:

- introduction of a capable system of local self-government bodies at all levels of the administrative and territorial division of the state to properly perform the public functions vested in it, to be resilient to permanent crises and unpredictable threats, to adequately respond to challenges and enjoy trust among local communities;
- ensuring adequate funding to support the performance of public functions, reasonable distribution of powers between levels and subjects of public governance to allow for better quality of public services, efficient spending of limited funds and rapid development of territories;
- optimisation and digitalisation of civil service at the local level and making it result-oriented, and therefore aimed at achieving the key performance indicators;
- adapting the election procedures at the local level to the challenges of the post-war recovery, abolishing the size of the population as a factor determining the election system to allow for a more balanced reflection of the needs of the local population.

The public administration system in the wartime and post-war context determines the capacity of the state to efficiently respond to challenges and ensure development in various areas of recovery. Equally important is the ability to introduce changes to bring Ukraine closer to the EU standards and legislation, which is a key task in the context of Ukraine's EU candidate status and its EU integration processes. Implementation of complex measures in the area of parliamentarism, executive power and local self-government is aimed at ensuring efficient post-war development and consistent integration of all sectors in line with the EU standards and requirements.

I. Reform of the system of central executive authorities and approximation of governance to the EU standards

In general, the current system of executive authorities has ensured the implementation of its tasks in wartime – the continuous functioning of the state, decision-making, performing critical functions and providing services to citizens.

Since 2016 with the support of the EU Ukraine has been consistently implementing public administration reform. In 2021 the Government approved a new Strategy for Public Administration Reform until 2025 and an action plan for its implementation. The new Strategy is a continuation of the previous stage of public administration reform and is based on the results of the assessment of the state of public administration of Ukraine conducted by experts of the Support for Improvement in Government and Management Programme (SIGMA). Many tasks of the plan remain relevant at the moment.

Given that there is no strict acquis communautaire in the field of public administration, and there is no single model to follow in the reforms of horizontal governance structures, the SIGMA Principles are a tool for candidate countries to improve governance based on best practices of EU member states.

Therefore, taking into account the existing challenges, the main expectations for the candidate countries for EU accession, and the results of the consultations within the Working Group on Public Administration, the main directions of the reform are:

- optimization;
- efficiency;
- professionalization;
- human-centreedness;
- digitalization.

Problem description

In the context of a full-scale war, the system of executive authorities of Ukraine faced a number of challenges that exacerbated the existing ones and identified new problems in this area.

Due to the cessation of the implementation of a significant number of functions in the pre-war format and the reduction or renewal of those functions that are actually being performed, changes in workloads, there is an urgent need for appropriate redistribution/optimization of resources. The reduction in the number of employees actually involved in the performance of functions (due to dismissal, travel abroad, stay in the temporarily occupied territories, underemployment, downtime, unpaid leave, etc.), and the level of remuneration of civil servants are particularly painful issues. In this regard, there are risks

of losing the most qualified personnel, in particular those involved in policy-making, and levelling the achievements of public administration reform in this area.

Reduction of the time to complete tasks and need for quick results without losing quality has exacerbated the problem of obsolescence and bureaucratization of workflows and the need for their optimization and automation. In addition, according to the "Authorities processes efficiency: the position of civil servants" survey conducted in February 2022, there is virtually no customer orientation of the results of processes: only 4% of civil servants focus on consumer requirements, while 13% are governed by the established practice, 17% – by the instructions of the head, if such requirements are not defined by the regulatory document.

The issue of qualified personnel and efficient work processes has become especially relevant in terms of ensuring the capacity of the state apparatus to implement EU legislation.

The CEAs' lack of capacity to respond quickly to martial law challenges due to an overly complex system of subordination and approval at all levels, dispersal/duplication of functions, and responsibility for the quality of their implementation has also become obvious. Therefore, the insufficiently efficient and irrationally constructed system of CEAs, the lack of a clear division of functions and powers between CEAs, the redundant and duplicative functions remain problematic.

The ongoing process of reforming ministries to enhancing their institutional capacity to develop state policy needs to be completed. Therefore, the issue of removing the inappropriate functions from the ministries by gradually transferring them to other CEAs or entities, including in the framework of authority decentralization, is still relevant. The mechanism for directing and coordinating the CEA activities through the relevant ministers is imperfect and should be revised in the light of the principles of management accountability set out in SIGMA.

An important task is to improve the process of development and implementation of long-term decisions on state development, coordination of policy development and implementation, which are key elements of the executive branch in the system of public administration. At the same time, the planning process of the Cabinet of Ministers of Ukraine should be consistent with the long-term vision of the state development, the medium-term budget process, Ukraine's international obligations and the need to approximate the laws to the EU acquis.

There is a need to improve management accountability in accordance with European principles, taking into account the peculiarities of the public administration system of Ukraine, as well as increase the prestige of the state and its competitiveness as an employer, creating possibilities to attract and retain most qualified specialists in the civil service providing them with the opportunity for professional development in accordance with the needs and ensuring appropriate working conditions. At the same time, it is necessary to increase the capacity of civil servants in the field of European integration.

There have been positive changes caused by wartime: rapid acceleration of the government's use of modern approaches to the organization of work. This demonstrated the significant potential and professionalism of the civil service. The widespread introduction of remote work has demonstrated that it is effective in results-oriented public administration rather than public administration oriented on physical presence on the work place. Also, the use of IT tools in the preparation and processing of documents in electronic form instead of paper, is effective and convenient. Obviously, this approach must be maintained and developed in the future. After all, this is one of the ways to reduce overhead costs for the maintenance of the state apparatus.

An analysis of the European Commission's reports on the progress made in the implementation of reforms by the candidate countries for accession to the EU shows that main challenges for candidate states in public administration are:

- optimization of the organizational structure of authorities and ensuring their accountability and coordination;
- development of data and evidence-based policies through consultations with stakeholders;
- introduction of an administrative procedure and harmonization of relevant regulations;
- introduction of a merit-based and achievement-based system of selection of candidates for civil service.

Expected impact

Achieving the goals set in the Plan will contribute to the development of an effective system of public administration in Ukraine, which will provide for the implementation of other sectoral reforms and acceleration of European integration processes.

It is expected that the implementation of the goals will lead to rapid post-war recovery and development through the achievement of appropriate results, namely:

- building a stable CEA system that can ensure coherence and efficiency under such conditions that require rapid response/flexibility, high institutional capacity of CEAs which ensures the achievement of a result in accordance with the needs/requirements of consumers (citizens, institutions, etc.), using optimal resources;
- creation of a strong centre of the Government which will provide high-quality analytical and expert support and effective cooperation of CEAs in resolving cross-sectoral issues;
- consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof;
- existence of reliable, qualified, motivated civil servants who receive fair pay and increase professional competence in accordance with their professional needs, have appropriate conditions and means for work;
- interaction between the state and citizens and business entities is based on clear and common administrative procedures principles ensuring the respect for the rights of individuals and legal persons.

1. **Key issues to be solved within the framework of the Recovery Plan within the direction "Executive Reform (CEAs) and Approximation to European Standards"**

Impact of the war on the defined analysis area:	
1) Key challenges (in general, for the defined area)	Ensuring the most comfortable conditions and creating a convenient system for women and men belonging to different groups with regard to issues related to the activities of authorities or the provision of state services The need to restructure State Budget expenditures for the state apparatus Ministries and central executive authorities lack practical experience of operation under the circumstances of martial law Optimization of the number of employees actually involved in the performance of functions Cessation of the implementation of a significant number of functions in the pre-war format and the reduction or renewal of those functions that are actually being performed Revision of the structure of executive bodies in view of the war and post-war period Time allocated for work processes is reduced, the demand to perform urgent tasks without loss of quality of their performance is increased The need for maximum digitalization of the public services product and hardware processes The need to ensure the capacity of the state apparatus to implement EU legislation Incomplete reforms, which are the cause of some elements of the public administration system working inefficiently Lack of confidence and motivation of the staff due to the dissemination of information about mass redundancies, including category B and C civil servants, most of whom are women. Lack of balanced representation of women and men belonging to category A positions in CEAs.
2) Key opportunities (in general, for the defined area)	Existence of political will for change and clear awareness of the need to make public administration human-centreed and as effective as possible

	The experience gained during the war will allow for the assessment and prioritization of reforms, as well as a more thorough review of the goals, functions, tasks, conditions and form of work of ministries and CEAs. The possibility of radical change if all interested parties reach a consensus
3) Key restrictions (in general, for the defined area)	Impossibility to change the Constitution of Ukraine before the end of martial law Rigid cost savings given the urgent need to secure protected budget items Lack of time to prepare quality decisions at all levels of government and, as a consequence, reduced quality of the adopted regulations and individual acts Impossibility of medium- and long-term planning The CEAs' lack of capacity to respond quickly to problems due to a complex system of subordination and approval at all levels Restrictions on the performance of functions in the temporarily occupied territories Mass internal movement of workers and outflow of professional staff Impossibility to ensure a quality selection of employees due to the simplified competitive procedure Danger associated with working in administrative buildings.

2. Goals, tasks and stages of the Recovery Plan within the direction "Executive Reform (CEAs) and Approximation to European Standards" for specific fields:

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
OPTIMIZATION			
Problem 1: Shortage of financial resources call for optimization of the organizational and functional structure of the central executive authorities system. Fiscal conditions of wartime determine the need for public administration to work with significantly less resources. It is also likely that limited funding will remain an issue even after the war. This will be dictated by the need to direct all available resources to solve social, economic and other problems. The existing structure of public administration is the result of: - irregular functional audits and analyses of expenditures in institutions, lack of incentives for their performance;			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
- lack of instructions and rules on what to do and at what level. As a result, there is no principle of functional subsidiarity, the system is too centralized; - all institutions, large or small, spend resources to perform the same support functions, the economy of scale through consolidation is not used; - managers do not have incentives to analyse and restructure work processes and make them *lean* (thrifty, optimized); - a significant number of civil servants are involved in providing information to citizens upon their requests and consideration of appeals; - the fact that many territorial units of central executive bodies still operate as legal entities, which increases costs; - the existence of various internal control systems with questionable benefits and effectiveness; - too many institutions still do not belong to the system of line ministries and report directly to the Cabinet of Ministers of Ukraine.			
Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities. The system of central executive bodies is becoming more compact, while its institutions are actively cooperating to effectively achieve the goals of Ukraine's recovery and EU integration. A new governance model is developed and implemented for each type of executive body (ministries and other CEAs, collegial CEAs and CEAs with special status, including national regulators). The model should promote results-oriented management, combining operational autonomy with strong accountability for results, gender-based governance, internal control system and audit. In addition, a system and culture of decentralized management using delegation is being created.			
Goal to be achieved to solve the issue during each stage	**Model a compact, accountable, result-oriented and rationally built system of central executive authorities.** Ensure continuous and efficient performance of state functions by each CEA in the process of optimization. Audit the functions and form proposals for optimizing the CEA functions based on the results of such audit. Prepare an updated model of institutional and organizational support for implementation of the EU acquis in accordance with EU recommendations.	**Introduce a culture of continuous improvement in government agencies** Carry out a comprehensive assessment of the public administration system and develop a plan for its approximation to the standards set by the OECD/SIGMA Introduce an updated model of institutional and organizational support for implementation of the EU acquis.	Make CEAs focus exclusively on their core activities, including EU integration.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Deadline within the stage	12/2022	12/2025	
Risks related to the goal achievement	Extension of martial law. Lack of practical experience of CEAs operation under the circumstances of martial law. Lack of strong political leadership to coordinate the process of CEAs system optimization	Lack of political consensus on constitutional changes	
Measurable goal achievement indicator	**A new model of the institutional structure of the executive power at the central level and a step-by-step plan for its implementation have been prepared.** **A step-by-step plan to reduce the maximum number of CEAs employees is prepared.** **Control and supervisory functions are consolidated within a single body.** An audit of the functions of the CEAs was conducted, an optimized model of the institutional structure of the executive branch was formed using: - optimization and digitization of functions - consolidation and liquidation of CEAs A mechanism/procedure is developed to ensure a quality policy-making process	**CEAs regularly analyse and improve the processes of their activities.** **A new model of the institutional structure of the executive power at the central level has been gradually implemented.** **The number of ministries is reduced to approximately 12-16.** **The general salary fund was reduced by approximately 30% due to a reduction in the number of employees.** The number of CEAs (apart from ministries) whose activities are directed and coordinated directly by the Cabinet of Ministers is reduced. A result-oriented mechanism for directing and coordinating the CEAs activities through the relevant ministers is introduced.	CEAs system fully corresponds to the defined model of the institutional structure. 100% of adopted legislation complies with the EU acquis 100% of legislation is approximated to the EU acquis (% of implementation) At least 50% of draft laws adopted by the Verkhovna Rada have been drafted by the Cabinet of Ministers

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	and meeting deadlines at all stages of the process. Amendments to the legislation on the conceptual vision of the planning and reporting system have been made. The procedure for coordinating European integration at the ministry level is developed and approved. Proposals for the use of international experience in creating a laboratory of innovation policy have been prepared. Proposals regarding the use of IT tools for policy making based on inventory findings have been prepared. Normative changes have been made to check the quality of draft acts of the Cabinet of Ministers.	Territorial bodies of the CEAs which functioned as legal entities were terminated by being reorganized into structural subdivisions of the CEAs apparatus. The directorate of the ministry responsible for each policy area is appointed. Proposals have been developed to improve the procedure for the formation and termination of CEAs. A system for exercise of the delegation is introduced. The processes of consideration of citizens' appeals have been optimized. Amendments to the legislation on consolidation of the policy areas for ministries have been made. 100% of policy documents are prepared in compliance with all policy analysis requirements. IT systems for the preparation and passing of acts are introduced and used, which includes, in particular, interdepartmental consultations and consultations with the public during policy making General guidelines for periodic policy reviews have been developed to determine the effectiveness of adopted legislation in specific areas.	

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Total funding requirement for the goal achievement		Reduction costs – approximately 100 thousand per 1 person, up to 10 billion UAH in total (compensation for unused leave, severance pay, unemployment benefits after dismissal, grants, retraining, etc.)	
Links between the goal and other directions			

Problem 2: Institutional fragmentation is not compensated by a strong management centre.

The implementation of the reconstruction and recovery agenda, as well as European integration, will require effective leadership and coordination of all central executive bodies at all levels, from policy making to the achievement of expected outcomes. In addition to the political aspect of such a system, the support of the Prime Minister requires an institution with a strong mandate for strategic leadership, coordination and quality control. Although elements of such an institutional structure are present, it still needs to be developed in terms of authority and capacity.

All CEAs are considered separate legal persons under public law but due to the lack of clearly defined legal status of a legal person under public law CEAs act as legal persons under private law, resulting in fragmentation of the system and attempts to resolve conflicts between CEAs in ways suitable for legal persons in private, in particular using lawsuits;

Accession to the EU will require Ukraine to fulfil a wide range of legislative, organizational and institutional tasks. Effective, efficient and fast implementation of European integration tasks is impossible without proper planning and coordination. Therefore, a fast and efficient (according to Ukraine's interests) accession process requires a strong and efficient coordinating administrative level body at the centre of the government. Unfortunately, the Government Office for the Coordination of European and Euro-Atlantic Integration has gaps in its capacity compared to its role and mission. This capacity needs to be strengthened, starting with additional staff (industry lawyers capable of working with EU law), strengthening the role of the Office, making it monitoring the compliance with EU law relevant, binding and heard by decision-makers. More than 130,000 pages of the EU acquis need to be enshrined in Ukrainian law. In addition, the EU acquis will need to be translated into Ukrainian and new will need to be terminology developed.

Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	**Develop a regulatory and technical framework for the centralization of support functions** **Strengthen the strategic functions of the government centre:** - **preparation of draft laws,** - **preparation of consolidated strategies, plans and action programmes of the government** - **legal and strategic examination of draft legal and normative acts**	**Centralize the main functions related to supporting CEAs activities** **Prepare legal support for the creation of a single legal entity – the Cabinet of Ministers of Ukraine** **Implement an efficiency management system.** Ensure the efficient performance of the functions of the Government Centre by SCMU: 1) support of the Prime Minister/Deputy Prime Minister(s) in the planning, management and coordination of ministries, including those related to the EU integration; 2) control the quality of materials/proposals to the agenda of government committees, take part in the meetings of the Cabinet of Ministers; 3) ensure effective cooperation of CEAs in resolving cross-sectoral issues; 4) systematically monitor and assess the consequences of the implementation of state policy 5) become the centre of development of key draft laws, strategic and program documents	**Centralize the vast majority of CEAs support functions** **Increase the efficiency of ministries by depriving them of the status of a legal entity and creating a single legal entity – the Cabinet of Ministers.** The SCMU is transformed into a Government Centre, which has the appropriate status and high reputation for ministries and other central executive bodies.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		6) provide effective guidance to category A officials.	
Deadline within the stage	12/2022	12/2025	12/2032
Risks related to the goal achievement	Lack of political leadership and political will to change	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
Measurable goal achievement indicator	**The regulatory framework for centralization of functions ministries' provision is prepared** **The normative and technical (IT products) framework for centralization of provision functions is prepared.** **Amendments to the legislation on granting the appropriate status and powers to the CMU Secretariat is prepared.** The concept of the Government Centre and its implementation plan have been approved, which in particular envisages the development of the capacity of the unit responsible for coordinating EU integration and ensuring quality control in matters related to compliance with the EU acquis. A draft of the new structure of the CMU Secretariat is prepared. The function of examination of draft legal and normative acts by SCMU is strengthened.	**The main functions related to ensuring that CEAs' activities are consolidated in one institution (personnel, IT, business support, accounting, security) are centralized.** **SCMU has implemented the function of "talent management" – selection, professional development of category A personnel.** **An efficiency management system is introduced in the Cabinet of Ministers of Ukraine** SCMU was reorganized in accordance with the approved concept and implementation plan. A system for monitoring the implementation of state policy using quantitative and qualitative methods of data collection, processing and dissemination is created and functioning.	**The vast majority of the functions related to ensuring the CEAs activity in one institution have been centralized and the corresponding costs have been reduced due to this.** **Ministries were deprived of the status of legal entities and consolidated into a single legal entity.** A culture of continuous improvement is introduced in the SMU. Information on monitoring key aspects of reconstruction and integration in the EU is prepared regularly and at regular intervals.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Total funding requirement for the goal achievement			
Links between the goal and other directions		Digitalisation European integration	Digitalisation European integration
EFFICIENCY			
Problem 3: Inefficient management of state-owned enterprises and state-owned property There are more than 3,000 state-owned enterprises under CEAs management. A significant proportion of them are unprofitable or do not function. Corporate governance standards are not implemented in most enterprises. The assets of government agencies (buildings, etc.) are managed in a decentralized manner, and economies of scale are not used. Property management takes CEAs resources from their core functions.			
Goal 3: Consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof Create a single management centre for state-owned enterprises. Privatize or liquidate non-core and non-performing assets. Introduce centralized property management that ensures transparency and efficiency.			
Goal to be achieved to solve the issue during each stage	**Optimize the management system of state-owned enterprises and state-owned property.** **Establish an asset management company in accordance with OECD requirements** **Create a Real Estate Management Agency for centralized real estate management**	**Ensure rapid privatization of surplus property** **Liquidate unprofitable and "dead" enterprises**	
Deadline within the stage	12/2022	12/2025	
Risks related to the goal achievement			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Measurable goal achievement indicator	**The list of enterprises that should remain and which should be privatized or liquidated is prepared.** **An asset management company is established in accordance with OECD requirements** **The Real Estate Management Agency is established** **Management of state-owned enterprises and state-owned property is no longer a function of CEAs** **Amendments to the legislation On Management of State Property Assets are introduced (draft law 5593-d)**	**Enterprises and surplus property have been privatized, enterprises that have no prospects have been liquidated or declared bankrupt** **Corporate governance of state-owned enterprises based on best international practices is introduced**	
Total funding requirement for the goal achievement		Budget expenditures for the an asset management company: 40 mln per year Budget expenditures for the Real Estate Management Agency: 40 mln per year	Budget expenditures for the an asset management company: 40 mln per year Budget expenditures for the Real Estate Management Agency: 40 mln per year
Links between the goal and other directions	digitalisation	digitalisation	digitalisation
PROFESSIONALISM			
Problem 4: The civil service is not unified which hinders common efforts for the country's rebuilding and recovery.			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
The civil service is not unified, even if it operates under the same laws and procedures. In fact, the civil service reflects the current structure of the central executive authorities where ministries are independent and act almost as legal entities under private law. Senior civil servants are not managed or developed as a single team. There is no institution that has full authority to do so. Although the resolution of the Cabinet of Ministers of Ukraine establishes a single framework for basic salaries of civil servants, and the Law "On Civil Service" provides for several other standard requirements, the remuneration system is currently unbalanced. The solvency of institutions does not depend on the wage system, but on other, less formal factors. Executive bodies compete with each other when it comes to better salaries for potential employees. Also, various specialized laws fragmented the civil service even further.			
Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy, accountability and unified system of remuneration			
Goal to be achieved to solve the issue during each stage	Addressing conceptual and practical bottlenecks for the introduction of the main pillars of unification in the civil service. Civil servants are instructed on the main aspects of wartime work.	All civil servants work within the same legal framework that ensures internal mobility. The following general systems apply to all institutions: 1) unification, digitization and exchange, monitoring, reporting and analysis of civil service data; **2) reform of the system of remuneration in the civil service;** 3) pre-selection, selection and development of senior officials as a group; 4) placement of advertisements for competitions for civil service positions on a single web portal of vacancies career.gov.ua; 5) formation of civil service branding, creation of an attractive image of the state as an employer	Civil service legislation and its application are well balanced between centrally established general systems, rules and guidelines on the one hand, and managerial autonomy and accountability in their application in each institution on the other. Professional groups within the civil service (specialists in law, finance, personnel management, political analysts, etc.) develop their own networks and cooperate. An effective system of communication with civil servants is fully operational, creating a sense of community among civil servants.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Deadline within the stage			
Risks related to the goal achievement	Extension of martial law. Lack of political leadership and political will to change.	Extension of martial law. Lack of political leadership and political will to change.	Lack of political leadership and political will to change.
Measurable goal achievement indicator	Legal and normative acts necessary for the formation of a balanced system of public administration (human resources management system, new remuneration system, independent competitive selection, personnel reserve) have been developed and approved.	**a new system of remuneration for the civil service based on best international practices is introduced;** a unified personnel reserve system was created. The official NACS portal provides an opportunity for civil servants to promptly receive information on the main aspects of their activities and leave information on problematic issues related to the organization of their work (NACS Communication Centre)	HRMIS human resources management system allows tracking and analysing information on vacancies, salaries, specialists in various fields, etc. in all government agencies; remuneration in the civil service is clear (the size of all components is known), transparent (low influence of the head on the size of the head's salary) and fair (same work is remunerated equally); - all state bodies have access to the personnel reserve system and have the opportunity to find the necessary specialist in accordance with their requirements. The system of exchanging information with civil servants through the official NACS portal allows civil servants to address any issues related to the civil service.
Total funding requirement for the goal achievement			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Links between the goal and other directions	digitalisation	digitalisation	digitalisation
Problem 5: Insufficient ability to attract highly qualified professionals and specialists to the public service. The state is one of the largest employers in Ukraine. Before the war total expenditures for civil service increased every year while the actual number of employees decreased. Therefore, it creates significant potential for the civil service to become an attractive and competitive employment opportunity. However, there is a strong opinion that the civil service does not attract a sufficient number of highly qualified professionals and talented specialists. There is also a view that existing competition procedures are a bureaucratic and inefficient obstacle. Therefore, there is a suggestion to simplify competition procedures. At the same time, the civil service is one of the few employment opportunities that is non-transparent regarding the expected level of wages and other employment conditions for potential employees. In the absence of a unified approach, each institution seeks to create its own employer brand.			
Goal 5. Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.			
Goal to be achieved to solve the issue during each stage	Resume competitions for civil service positions as soon as security conditions allow.	Introduce a new system of selection and recruitment for the civil service based on the concept of "paths to civil service positions", at the same time ensuring the appropriate ratio: 1) centralized and decentralized recruitment and selection; 2) common rules and autonomy in case of a decentralized approach. 3) gender balance.	The system of selection and recruitment for the civil service is reliable and is based on the assessment of the professional suitability of candidates and equal rights and opportunities for women and men, not on the selection based on loyalty. As a result, the number of candidates for one vacancy is on a par with the high-reputation positions in the private sector.
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Extension of martial law. Lack of political leadership and political will to change Recruitment of a large number of persons to civil service without proper verification	Extension of martial law. Lack of political leadership and political will to change The procedure for amending the legislation provides for conciliation	Lack of political leadership and political will to change Not all civil service positions can be fully compared to private sector

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	of their professional competencies in the event of prolonged martial law.	procedures between interested parties. Finding a compromise solution can delay the adoption of the necessary laws and regulations.	positions, so there is a risk that using a private sector-oriented selection system will not have the expected outcome.
Measurable goal achievement indicator	Competitions held or announced for positions that have been filled under the simplified procedure. The characteristics of the competition to ensure the maximum safety of candidates, members of competition commissions and administrators in a state of emergency or martial law have been approved.	Legislation and regulations have been amended to ensure independent, transparent, fair selection of the most effective candidates for all job categories by automating the selection process, increasing the number of centrally assessed competency requirements, and technically improving the Single Civil Service Vacancy Portal.	The number of candidates for one civil service vacancy is not less than the average number of candidates for a similar position in the private sector.
Total funding requirement for the goal achievement			
Links between the goal and other directions	European integration (digitalisation)	European integration (digitalisation)	European integration
Problem 6: Low quality of personnel management in government agencies Nowadays most managers of state bodies think of the role of the personnel management service exclusively as personnel records management. There is no practice of preparing strategies for staff development, talent management in government agencies, for forming the internal culture within institutions. There is a formal approach to the use of such personnel management tools as selection, adaptation of newly appointed employees, annual evaluation, development of a motivation system, etc. The future major transformation of public administration and civil service will require an active and capable personnel management service which will become the support for senior management in each central executive body not only in making decisions on proper staffing but also in organizational development of the public body. Over the last few years the National Agency of Ukraine for Civil Service has supported the development of HR functions, however currently the role of personnel management services in public administration institutions remains insufficiently important compared to the private sector.			
Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	The personnel management function in central government institutions is primarily focused on facilitating the transformation of the civil service as a result of recovery planning.	The function of the civil service is being transformed with the introduction of a shared service centre and HRMIS. This means reorienting organizational personnel management services to performing tasks with higher added value.	The function of personnel management in the civil service is changing completely from personnel administration to modern personnel management based on non-discrimination and gender equality principles employed by large and successful private sector companies.
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Extension of martial law. Lack of political leadership and political will to change	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
Measurable goal achievement indicator	Personnel record keeping, preparation of reporting documents take up to 50% of the working time of employees of the personnel management service.	Personnel record keeping, preparation of reporting documents take up to 30% of the working time of employees of the personnel management service. Public authorities have their own HR strategies and use HR analytics in their work.	The human resources management service efficiently uses the advanced methods and tools of personnel management for the proper organisational development of the public authority, taking into account its strategic objectives and tasks. Personnel record keeping and preparation of reporting and accounting documents are automated to the greatest possible extent.
Total funding requirement for the goal achievement			
Links between the goal and other directions	digitalisation	digitalisation	digitalisation

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem 7: The system of professional training of public servants is not effective enough. Continuous professional development of employees is part of every successful organization. Before the war training of civil servants within the framework of the educational and professional training master's programme "Public Policy and Management" in higher education institutions, as well as advanced training of civil servants in the Ukrainian School of Governance and other institutions providing educational services was financed from the state budget. At the same time, the system has a number of shortcomings: the civil service does not have a comprehensive profile of general and position-specific competencies necessary for planning and managing the professional training of civil servants, etc .; professional training of senior officials is not systemic; training programs do not cover all priorities of public administration reform despite the annual review of vocational training needs; some executive bodies provide neither regular training of employees nor funding of such training at the expense of funds within the approved budget allocations; there is no system of regular involvement of civil servants as trainers for trainings; the performance evaluation system of civil servants is excessively focused on achieving the "production" KPI but does not pay enough attention to the development of professional and personal competencies. In general, the transformation of tasks and functions of civil servants during the war has weakened the relationship between the real needs of civil servants for training, training content and public administration practices, which negatively affects the formation and development of professional competencies of civil servants as well as their ability to perform their duties in the new circumstances.			
Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service			
Goal to be achieved to solve the issue during each stage	Reliable and effective connection between the needs for advanced training of public servants, the content of advanced training programs and the level of application of acquired / improved professional competencies in practice (in the official capacity) during the martial law period	The system of advanced training of civil servants has changed so that their training at the expense of the state budget covers areas (topics) related to horizontal needs/gaps in management skills in general (e.g. law-making, EU integration, etc.), and the issue of adaptation of newly appointed civil servants of various categories. Public bodies provide additional training to their staff based on the results of performance evaluation of civil servants	Civil servants not only have access to professional training of appropriate quality, but also pro-actively participate in such training. Vocational training is financed from the state and local budgets, expenditures of state bodies and local self-government bodies.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
		and professional development plans at the expense of their own expenditures.	
Deadline within the stage	December 2022	December 2025	December 2032
Risks related to the goal achievement	Extension of martial law. Lack of political leadership and political will to change Limited resources	Extension of martial law. Lack of political leadership and political will to change Limited funding.	Lack of political leadership and political will to change Limited funding.
Measurable goal achievement indicator	100% of civil servants have improved their skills based on the state order	The share of expenditures of state bodies allocated for advanced training of civil servants is 2% of the salary fund	70% of civil servants have improved their skills
Total funding requirement for the goal achievement	-	-	-
Links between the goal and other directions	-	-	-
HUMAN-CENTEREDNESS			
Problem 8: Excessive number of administrative procedures related to interaction between citizens and the state. The relations of citizens and business entities with the state, when the latter determines the rights and responsibilities of the former, are regulated by several hundred laws and numerous other legal acts. There is no single set of principles which all citizens could use in all cases of interaction with the state. This creates space for abuse of regulations and even corruption. Ukraine is one of the few countries in the entire European administrative space where there is no single administrative procedure established by law. Such a system is not optimal in terms of efficiency, as each institution invents its own rules of interaction with citizens and businesses. The issue of administrative procedures as well as improving the efficiency of administrative services to meet the needs of citizens using convenient and clear procedures are the most relevant to the daily needs of citizens related to public service administration. The adoption of the Law of Ukraine "On Administrative Procedure" requires a set of measures to be implemented so that for the citizens could actually use the opportunities and government officials comply with them.		
Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	-	The Law "On Administrative Procedure" is in force and the necessary measures for its implementation have been taken to ensure the full functioning of the law after the end of the transition period.	Interaction between the state and citizens and business entities is based on clear and common administrative procedures principles ensuring the respect for the rights of individuals and legal persons.
Deadline within the stage	-	December 2025	December 2030
Risks related to the goal achievement	-	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
Measurable goal achievement indicator	-	50% of laws comply with the basic principles set out by the administrative procedure	100% of laws comply with the basic principles set out by the administrative procedure
Total funding requirement for the goal achievement	-	?	?
Links between the goal and other directions	-	European integration	European integration

DIGITALIZATION

Problem 9:

There are no tools for unification and digitalization of functions and work processes in ministries, CEAs and other government bodies.

The policy of consultations with stakeholders regarding the development of rules and regulations requires an appropriate digital tool that will directly affect the quality of preparation and approval of draft legal and normative acts. The lack of ability to effectively monitor the process of drafting legal and normative acts has a negative impact on the quality and compliance with deadlines. Fragmentation of the digitalization of legal and normative acts drafting by the executive authorities does not ensure compliance with the paperless principle at all stages — from the idea (task) regarding the development to publishing an adopted government act or transfer to the entity that adopts the act.

Ensuring data-driven policy development requires creating a data management system within the authorities. At present, the authorities have data on the development and implementation of policy (reporting and statistical information) is stored on non-consolidated media, including paper, the availability of which is limited to their owners, although the vast majority of information has no characteristics of data with limited access. The vast majority of reports are collected in forms that provide for their further manual processing.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
The lack of a unified personnel data system makes operational management and civil service development planning impossible. Much of the data needed to develop personnel policy is collected manually and is not completely accurate.			
Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.			
Goal to be achieved to solve the issue during each stage	Development of a model of unified digitalization of the draft legal and normative acts preparation by executive bodies providing for a single platform for consultations with stakeholders. Ensuring the capacity of National Agency for Civil Service (NACS) to implement the HRMIS system and preparation of HRMIS components according to the measured indicators.	Development and implementation of IT support in accordance with the model of unified digitalization of the draft legal and normative acts preparation by executive bodies. Development and implementation of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies. Ensuring the operation and implementation of HRMIS in accordance with the measured indicators.	Ensuring the functionality of the model of unified digitalization of the draft legal and normative acts preparation by executive bodies. Ensuring the functionality of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies. Ensuring the operation and implementation of HRMIS in accordance with the measured indicators.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Deadline within the stage	12/2022	12/2025	12/2032
Risks related to the goal achievement	Lack of funding; limited resources; martial law.	Lack of funding; limited resources; resistance from government agencies.	Lack of funding; limited resources; resistance from government agencies.
Measurable goal achievement indicator	A single system of training and control of knowledge of working in HRMIS is approved. The concept for contact centre operation is approved.	at least 50% of draft legal and normative acts (except those with restricted access) undergo a full cycle of development and implementation using the IT system. Time for drafting legal and normative acts is reduced. CEAs' statistics on policy development and implementation are consolidated on a single platform accessible to employees of all CEAs. Reporting information is collected by filling out electronic forms and is processed (summarized) automatically. The expert team for HRMIS implementation, administration and support consists of a certain number of specialists indicated in the Terms of Reference. A single system of training and control of knowledge of working in HRMIS is in place. The HRMIS contact centre is fully operational. HRMIS is fully operational and used as the main HRM IT system in at least: 50% of CEAs — 12/2023. 65% of CEAs — 12/2024. 80% of CEAs — 12/2025.	100% of draft legal and normative acts are developed following a paperless principle. The number of requests from one executive body to another regarding the provision of statistical information is reduced. Time for collecting and processing reporting and statistical information is reduced. The number of timely and high-quality implemented program documents, policies, strategies, measures, tasks is growing exponentially. Reporting on programme documents takes place as scheduled to demonstrate the progress (%) and give an update on expenditures, and passes efficiency verification. State budget funds are spent in the period planned and for the objectives set The expert team for HRMIS implementation, administration and support consists of a certain number of specialists indicated in the Terms of Reference.

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
			A single system of training and control of knowledge of working in HRMIS is in place. The HRMIS contact centre is fully operational. HRMIS is fully operational and used as the main HRM IT system.
Total funding requirement for the goal achievement	Need for state budget funds to ensure NACS capacity in accordance with Ukraine's commitments to maintain a team of specialists responsible for implementation, administration and support of HRMIS	Need for state budget funds or funding from other sources for technical support, maintenance and updating of HRMIS related to changes in legislation: 2023 — UAH 32 744 thousand 2024 — UAH 26 390 thousand 2025 — UAH 22 866 thousand	TBD
Links between the goal and other directions	European integration (digitalisation)	European integration (digitalisation)	European integration (digitalisation)

3. Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area:

No.	Title of the programme document	Current situation
1.	Public Administration Reform Strategy for 2022–2025 and action plan for its implementation approved by the resolution of the Cabinet of Ministers No. 831-r of 21 July 2021 "Some issues of public administration reform in Ukraine"	Public administration reform is being implemented in accordance with the Public Administration Reform Strategy adopted in June 2016 and updated at the end of 2018 in accordance with short-term recommendations formulated by the SIGMA based on the results of the public administration system assessment in Ukraine. SIGMA's principles of public administration have been fundamental to the Strategy since its adoption in 2016. They are not just technical guidelines. Each principle is aimed at specific objectives and tasks that need to be addressed to modernise public administration and bring it in line with the European requirements. The Action Plan for the implementation of the Strategy contains

		69 measures, 60 of which (87%) have been implemented by the end of 2021. The Strategy also contains 21 performance indicators which have targets for each year of the Strategy implementation. Targets for 2021 were achieved for 12 indicators (57%). In July 2021 the Government approved a new Public Administration Reform Strategy of Ukraine for 2022–2025. The preparation and development of this document was the result of a broad discussion involving the maximum number of interested parties' representatives, including civil society and European partners.
2.	Concept of optimization of the system of central executive bodies approved by the CMU Regulation 1013-r of 27 December 2017	The action plan for the implementation of the Concept was not approved by the Government as the goals of the Concept were achieved within the framework of the action plan for the implementation of the Public Administration Reform Strategy of Ukraine. In particular, the reforms of ministries launched in the basis of the results of the pilot project with the participation of individual ministries. However in 2020-2021 this process was slowed down by restrictive measures put in place to prevent the spread of COVID-19 (restrictions on reform funding and the suspension of competitions affected the process of completing and staffing directorates in ministries).
3.	The concept of introducing the positions of reform specialists, approved by the Ordinance of the CMU No. 905-r of 11 November 2016	As of 31 December 2021, 74 directorates were established in 16 ministries, employing 722 reform specialists. Taking into account the positions of category A reform specialists, which include State Secretaries of Ministries, the Office of the President of Ukraine, the Secretariat of the Cabinet of Ministers of Ukraine and NACS, as of 31 December 2021 a total of 758 civil servants worked as reform specialists. In 2022 the number of directorates decreased slightly and as of 31 May there were 66 directorates where 702 civil servants worked as reform specialists. Taking into account the positions of category A reform specialists a total of 740 civil servants worked in these positions.
4	The concept of implementation of human resources information management system within the public authorities and the Action Plan	According to the Public Portal (https://public.nads.gov.ua/) as of 09.06.2022:

	for its implementation approved by the Ordinance of the CMU No. 844-r of 1 December 2017	– 87 state bodies (ministries, other central executive bodies and their territorial bodies / subdivisions) are connected to HRMIS. Among them 29 are CEAs, which is 36% of the total number of CEAs (according to the single web portal of the executive authorities of Ukraine (https://www.kmu.gov.ua/catalog), there are 80 CEAs in total); – information on 21,931 identity cards of civil servants and employees of state bodies is entered into HRMIS
5.	The concept of reforming the system of remuneration of civil servants, approved by the order of the Cabinet of Ministers No. 622-r of 27 May 2020	The reform of the remuneration system has been underway since 2020 which includes the classification of civil service positions, the development of a grading system and the approximation of the level of remuneration to the market level in order to attract highly qualified specialists to civil service. The main problems related to renumeration are: the imbalance of the system, the disparity in the wages for similar positions, the unevenness and non-transparency of wages, unreasonable incentive payments, etc. According to the preliminary plan for the reform implementation, starting from 2023 all civil servants had to switch to a new system of remuneration. In January-February 2022 the classification of civil service positions began, in particular, classification committees were set up in state bodies, and more than 10,000 civil servants received the relevant training. As of February 24 the classification process has been temporarily suspended due to hostilities on the territory of Ukraine. During the martial law the order and forms of work of state bodies changed. However, civil servants continue to perform their duties. A significant part of the total salary of civil servants are incentive payments, which, in accordance with the Law of Ukraine “On Civil Service” are applicable until 31 December 2022. Taking into account the reduction of expenditures, including wages, and the fact that the optimization of structures is being considered, there is a risk that in 2023 civil servants’ wages may remain at the level of salary, rank and

		seniority allowances. This will reduce the institutional capacity of public authorities, cause the outflow of staff and increase corruption risks.

4. Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
		Stage 1: June 2022 – end of 2022		
1.	**Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.**	Develop a methodology for performance-based functional audits, including crash tests (what happens if the result is no longer produced), a public interest test (what public benefit does this result help provide), delivery options/subsidiarity test (decentralisation/ deconcentration, outsourcing, consulting, delegation, transfer to the judiciary and agencification or production by ministries/CEAs)	09/2022	
2.		Develop a state program for support during the transition period (reorientation, retraining, social support, etc.) of the employees of state institutions during the optimization of their numbers.	12/2022	
3.		Develop a concept of institutional audit that will provide for an inventory of existing and described functions, hierarchical dependence, decision-making chains and interacting processes throughout the structure, including subordinate and subsidiary bodies and enterprises, based on international experience.	11/2022	
4.		Develop the vision (map) of the institutional system (according to policy areas) of the central executive authority	12/2022	
5.		Agree on the concept of the modernised organizational structure of ministries and prepare a legal basis for transformation.	12/2022	
6.		Improve the mechanism for directing and coordinating the CEAs activities through the relevant ministers, providing for a result-oriented relationship between the Minister and the CEAs and giving the heads of CEAs greater managerial autonomy	12/2022	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
7.		Prepare a vision, institutional and functional model, legal framework for centralisation of work with citizens' appeals and requests in order to reduce the burden on government bodies.	12/2022	
8.		Develop a regulatory framework for the implementation of decentralised management through delegation	12/2022	
9.		Carry out a comparative analysis of the administrative structures recommended by the EU for the implementation of the EU acquis as well as the relevant organization of such structures in Ukraine; prepare proposals for updating the model of institutional and organisational support for the implementation of the EU acquis.	12/2022	
10.	**Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes**	Prepare and agree on the areas of competence of the SCMU as the main "centre of government" within the structure of the transformed central executive bodies. Prepare the implementation plan that will also include areas in need of capacity development.	12/2022	
11.		Identify areas where joint services related to the performance of CEA provision functions will be introduced. Develop an institutional model and plan to secure resources for it. Develop regulatory and technical framework (IT tools) to centralize support functions	12/2022	
12.		Create a capacity development plan for the SCMU unit responsible for coordinating EU integration and ensuring quality control in compliance with the EU acquis. Strengthen the role of this SCMU function in legal and normative acts.	12/2022	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
13.	**Goal 3: Consolidation of management of state-owned enterprises and state-owned property**	Establish an asset management company in accordance with OECD requirements for effective strategic property management	12/2022	
14.		Create a Real Estate Management Agency for centralized real estate management	12/2022	
15.		Complete the audit of property and SoEs and determine the list of property and enterprises that will remain and those that are to be privatized, liquidated. Audit the premises used by central executive bodies	12/2022	
16.		Prepare amendments to the legislation on state property management to ensure the implementation of a centralized management model, in particular related to screening criteria, simplified privatization procedures, revision of moratoriums, etc.	12/2022	
17.	**Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy, accountability and unified system of remuneration**	Develop and agree on the concept of a new, modern, user-friendly (through user engagement) vacancy portal with a data protection system, subscription and application tracking system.	12/2022	
18.		Agree on the parameters of the new remuneration system and the plan for its implementation, taking into account the transformation of the central executive bodies system and the civil service. Develop a remuneration system based on international standards set by the ILO, in particular	12/2022	
19.		Develop the concept of the Centre for the Selection and Development of Senior Civil Servants using the EU and OECD best practices.	12/2022	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
20.		Provide easy-to-understand information and advice on key issues related to employment in the civil/public service during wartime to all civil servants	12/2022	
21.		Develop and agree on a proposal to include each civil servant to the common communication channel of the civil service.	12/2022	
22.	**Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.**	Simplify selection procedures, if necessary, so that they can fully take place online.	12/2022	
23.		Develop a concept of "paths to civil service" which includes different ways of filling vacancies: internal relocation and promotion (within one institution), internal relocation, promotion and competition (within the civil service), as well as open competition for external candidates, including candidates from the reserve list, personnel reserve, etc.	12/2022	
24.		Establish data and reporting needs as part of the preparation of a new single vacancy portal.	12/2022	
25.	**Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.**	Carry out an informational and explanatory campaign on the functions and tasks of the personnel management service in the state body. Update regulations on personnel management services in state bodies.	12/2022	
26.		Develop methodology and ensure self-assessment of the capacity of personnel management services and of the time spent on keeping personnel records.	12/2022	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
27.	**Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service**	Update the priority areas for advanced training and the content of advanced training programs for civil servants during the martial law period and the post-war period. Prepare and adopt the necessary legal framework.	12/2022	
28.	**Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.**	Ensure the development of regulations to the Law of Ukraine "On Administrative Procedure".	12/2022	
29.	**Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.**	Audit the automation level of all stages of CEAs' legal and normative acts preparation and develop proposals on the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2022	
30.		Develop and approve the Concept of the system of training and control of knowledge of working in HRMIS and the plan of measures for its implementation.	12/2022	
31.		Develop and approve the concept of HRMIS contact centre.	12/2022	
		Stage 2: January 2023 – December 2025		

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
1.	**Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.**	Introduce annual Workflow Optimization and Efficiency Projects as a key performance indicator for all senior civil servants. Link the variable component of heads' salary with productivity.	12/2023	
2.		Reform the territorial bodies of the CEAs which function as legal persons into structural subdivisions of the CEAs' apparatus.	12/2023	
5.		Improve the procedure for the creation and termination of CEAs (strengthening the requirements for the creation of new CEAs, simplification of the procedure for termination of CEAs).	12/2023	
3.		Introduce (through reorganisation) a new institutional map of the central executive authority — policy areas, ministerial portfolios and institutional systems (ministries, types of executive bodies).	12/2023	
4.		Ensure that the transformation of ministries and ministerial portfolios is consistent with the agreed model of senior ministry structure.	12/2023	
5.		Gradually implement and improve the updated mechanism for directing and coordinating the CEAs activities through the relevant ministers which facilitates results-oriented management, combining the operational autonomy of accountable bodies with clear monitoring of their results. This applies to, but is not limited to, the selection, rating, evaluation, promotion and dismissal of staff, budget implementation, structural changes, delegation rules, etc.	12/2023	
6.		Introduce a European system of internal audit and control in institutions.	12/2025	
7.		Reduce the functions of ministerial portfolios and individual institutions after functional audits thereof	12/2025	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
8.		Conduct a gender audit of CEAs on a permanent basis.	12/2025	
9.		Organize the interaction of the state with citizens and businesses by conducting functional audits of customer-oriented functions of institutions.	12/2025	
10.		Develop criteria and methods for evaluating the effectiveness of executive bodies, taking into account gender approaches, best practices and experience of EU member states.	06/2023	
11.		Ensure the phased implementation of performance evaluations of the executive authorities in general and senior management in particular in order to achieve the stated political and strategic goals and improve the system of executive authorities.	12/2025	
12.		Develop general guidelines for policy-based reviews. Identify areas that need to be reviewed on an annual basis.	12/2023	
13.		Institutionalise / conduct regular policy reviews to determine the effectiveness of adopted legislation.	12/2025	
14.		Carry out a comprehensive assessment of the public administration system for compliance with SIGMA standards. Develop a plan to bring the public administration system closer to SIGMA standards	12/2023	
15.		Centralise and digitalise the systems of appeals and inquiries of citizens. Create an analytical function to identify appeal templates and formulate proposals for improving public administration.	12/2023	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
16.		Develop and amend the regulatory framework, take measures to provide resources and organisational support for updating the model of institutional and organizational support for the implementation of the EU acquis.	12/2023	
17.	**Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes**	Develop a regulatory framework for the creation of a single legal entity — the Cabinet of Ministers of Ukraine.	12/2025	
18.		Reorganize the SCMU in accordance with the concept and develop the potential in the areas of competence.	12/2025	
19.		Create a centre of common services and gradually transfer the functions related to the support of CEAs and other central executive authorities of all levels to it.	12/2025	
20.		Create an easy-to-use digital mechanism for tracking the progress of European integration and adaptation of the legislation.	12/2025	
21.		Form an integral and effective system of monitoring and quality control of government decisions, implementation of laws, implementation of acts of the President of Ukraine (ensuring a quality result of management decisions with a high degree of compliance with the stated goal)	12/2025	
22.		Introduce a “talent management” function in the SCMU for the professional development of managers belonging to category A	12/2025	
23.	**Goal 3: Consolidation of management of state-**	Privatise/liquidate surplus property and enterprises. Transfer the management of office premises and other property of the Centre to the Real Estate Management Agency	12/2025	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
24.	**owned enterprises and state-owned property**	Introduce corporate governance of state-owned enterprises based on best international practices is introduced, in particular, using the gender quota system	12/2025	
25.	**Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy, accountability and unified system of remuneration**	Implement a unified remuneration system based on the best international practices which reflects the qualification of the person, his/her systematic work productivity, the complexity and responsibility of the tasks performed.		
26.		Create a Centre for the Selection and Development of Senior Civil Servants responsible for determination of the structure of leadership competencies (for the civil service in general and for specific positions in particular), pre-selection, evaluation and selection of (shortlisted) candidates for senior positions in the civil service (involving relevant branch specialists, if necessary), organisation of regular performance evaluations as well as of training and self-education for senior management independently and in collaboration with the private sector.		
27.		*Introduce a senior civil servant position (such as a central government secretary of state) to manage the development of senior civil service leaders who must work as a team to achieve our nation's strategic goals.*		
28.		Disseminate information about the mission and values of public authorities and civil servants, strengthen the brand of the state as an employer, strengthen positive public opinion and form a positive image of public service.		
29.		Promote the search, involvement and capacity development of professional and motivated young people to work in the public service.		
30.		Develop and create a *Bank of talents and experts* of the civil service (consisting of former civil servants, students and graduates of universities, independent		

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
		experts, etc.), as one of the sources of both applicants for civil service vacancies and the experts for outsourced work.		
31.		Provide easy-to-understand information and advice on key issues related to employment in the civil/public service during post-war period to all civil servants.		
32.	**Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.**	Develop a new version of the Single Civil Service Vacancy Portal, taking into account the possibilities of its transformation into the Single Public Service Vacancy Portal (if draft law No. 6504 is adopted).		
33.		Implement a new recruitment and selection system, in particular: 1) establishing criteria for choosing ways of acting in a specific situation; 2) introducing requirements and instructions for filling various types of vacant civil service positions; 3) introducing transparency and integrity requirements.		
34.		Regularly publish comparative statistics using data disaggregated by gender and other gender-sensitive indicators regarding the recruitment, selection and appointment of civil servants (vacancies by institution, type of position, vacancy announcement period, candidates for vacancies, candidates at the competition stage, etc.)		
35.		ensure the existence of favourable working conditions to combine professional and personal life.		

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
36.		Provide leadership, training, and exchange best practices related to recruitment and selection of personnel for central executive bodies.		
37.		Create modern and user-friendly templates for job descriptions and job announcements to be used by institutions (compatible with a single job portal and HRMIS).		
38.		Ensure the possibility of involving experienced companies in the search for managers and evaluation during selection, exchange of experience between public administration institutions regarding the competition stage.		
39.	**Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.**	Analyse legal and normative acts with regard to the possibility of optimizing personnel management processes and their digitalization. Ensure the development and implementation of the relevant amendments.	12/2025	
40.		Ensure that informational and explanatory measures are taken regarding the use of HR-analytics tools in the work of personnel management services of state authorities.	12/2025	
41.		Ensure that best practices of personnel management are collected and analysed, adapted with the possibility of being used in the work of state authorities. Ensure the development of relevant legal and normative acts, methodologies and recommendations, if necessary.	12/2025	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
42.		Create a methodology for the development and implementation of HR strategy in state bodies. Conduct an information campaign regarding the implementation of strategic management of human resources in state authorities.	12/2025	
43.		Create a platform for the exchange of best practices and innovations in the field of personnel management not only between public authorities, but also between private sector organizations. *(HR Workshop)*	12/2025	
44.		Strengthen the role of NACS as a competence centre responsible for establishing principles, providing recommendations to personnel management services, and disseminating best practices.	12/2025	
45.	**Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service**	Create a high school of public administration and its regional branches by reorganising the Ukrainian School of Governance Its functions are determined (upgrading the qualifications of: persons holding political positions; persons belonging to the personnel reserve of the high-level civil service positions; persons planning to join the civil service, members of local councils).	12/2025	
46.		Introduce a system of professional development in which training in the higher school of public administration at the expense of state budget is only possible for priority areas (topics) which are determined on an annual basis and are based mainly on the strategies of public administration reform, public finance management and the EU integration, as well as topics related to the adaptation of newly appointed civil servants.	12/2025	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
47.		Create a pool of internal (in the civil service) and external trainers in key areas of public administration (based on groups of positions). Provide an opportunity for public servants to participate in training events (as trainers) during working hours and on a paid basis — outside of working hours at their main place of work.	12/2025	
48.		Ensure that the task of organizing the training of civil servants is included in the KPI of top managers and officials responsible for personnel management.	12/2023	
49.		Ensure the creation and training of a pool of experts from among public servants of Ukraine, the preparation of training programs and the organisation of appropriate training (within the Natolin4CapacityBuilding, Association4U and other projects) for analytical support of the EU membership process.	12/2025	
50.		Provide sufficient number of personnel and ensure their professional training to the level necessary for effective management of the EU accession process (including negotiations).	12/2025	
51.	**Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure**	Ensure that 50% of the current legislative acts are in line with the Law of Ukraine “On Administrative Procedure”	12/2025	
52.		Conduct training of civil servants and other public sector officials, including local self-government officials, on the application of the Law “On Administrative Procedure”.	12/2025	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
53.	**human rights and freedoms.**	Hold an information campaign to increase citizens' awareness of new rights and obligations acquired as a result of the adoption of the Law of Ukraine "On Administrative Procedure".	12/2024	
54.	**Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.**	Ensure the development of IT components of the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2023	
55.		Implement a model of the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2025	
56.		Ensure the development of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.	12/2023	
57.		Implement a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.	12/2025	
58.		All personnel management operations (for civil servants and other employees) are fully digital and are implemented within a unified HRMIS system, which also provides analytical reports to the heads of the civil service.		
59.		Ensure implementation bodies are connected to HRMIS, public authorities receive support in the process of HRMIS operation and HRMIS administration.	12/2025	
60.		Create a system of continuous training of HRMIS users.	12/2025	
61.		Launch the operation of a fully functional contact centre (consultations, support, technical support).	12/2023	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
62.		Improve the variety and quality of analytical reports and introduce additional modules/functions as needed.		
63.		Link the HRMIS with the job posting portal and the platform for communicating with civil servants.		
64.		Introduce a mobile application for HRMIS.		
65.		Establish a common system of communication with each civil servant (PC/mobile application with authorization through DIIA, linked to HRMIS).		
		Stage 3: January 2026 – December 2032		
1.	**Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.**	Limit the creation of new subjects within the central government system. Entrusting new functions to the existing institutional units (where possible). Reach a political consensus on limiting large-scale reorganizations.	2026	
2.		Continue to implement EU recommendations on internal audit and control.	2032	
3.		Introduce regular functional audits and cost analysis as part of the multi-year budget process.	2026	
4.		Institutionalize “customer feedback” in performance management and senior management evaluation.	2026	
5.		Introduce the practice of regular assessments of the effectiveness of executive authorities and take it into account during the annual assessment of the work of senior management, as well as in the process of planning the state budget.	2026	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
6.		Promote policy reviews and the inclusion of results of such reviews in the policy-making process.	2027	
7.		Provide regular analysis of work results of administrative structures and prepare proposals for improving the model of institutional and organisational support for the EU acquis implementation process, if necessary.	2032	
8.	**Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes**	Deprive ministries of the status of a legal persons and make them function within the framework of the single legal personality of the CMU.	2032	
9.		Continue to develop SCMU functions and the scope of services provided by other executive authorities.	2032	
10.		Ensure effective coordination of the EU integration process and approximation of legislation, including by ensuring the qualitative verification of draft legal and normative acts of Ukraine for compliance with the EU acquis.	2026	
11.		Regularly provide decision-makers with accessible, high-quality information on monitoring key aspects of recovery and EU integration.	2026	
12.	**Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy,**	Integrate the Single Civil (Public) Service Vacancy Portal with other job posting platforms. Ensure the use of artificial intelligence by the Portal to actively identify and notify potential candidates for specific vacancies, generate analytical data to inform the civil service in its capacity as an employer about trends, etc.		
13.		*The renumeration system encourages senior managers to pursue organizational efficiency rather than budget maximization strategy, as was the case in the past.*		

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
14.	**accountability and unified system of remuneration**	Create a Centre for the Selection and Development of Senior Civil Servants as a reliable recruiter that can attract high-level professionals to the highest civil service positions following the gender balance principle.		
15.		Prepare senior civil service managers for work in a team of professionals with common values.		
16.		Continue regular branding projects and announcement of civil service vacancies in accordance with the competitive position in the labour market.		
17.		Ensure further development of the Bank of talents and civil service experts. Launch a centralised internship program for university graduates.		
18.		Provide regular updates to public servants on issues related to employment in the public service, ensure the opportunity to provide feedback and ask questions through digital means. Take into account the information received from civil servants during such communication in the development of personnel policy.		
19.	**Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.**	Ensure the Single Civil (Public) Service Vacancy Portal is updated in accordance with needs.		
20.		Improve the methodology of collecting statistical data on the candidates disaggregated by gender and other gender-sensitive indicators. Ensure that selection and hiring procedures are updated taking into account the situation on the labour market.		
21.		Ensure that existing recruitment and selection methods are updated and the new ones are implemented based on monitoring, feedback and analysis of data obtained during competitive selection taking into account SIGMA principles.		

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
22.		Provide continuous training on recruitment and selection best practices according to updated guidelines and methodologies.		
23.	**Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.**	Provide opportunities for continuous professional development of employees of personnel management services.		
24.		Continue to introduce innovations in HR and share best practices between institutions and the private sector.		
25.	**Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service**	Continue to provide advanced training of public servants at the expense of the state budget, budgetary appointments of state bodies, LSGB and organisations subject to the Laws of Ukraine "On Civil Service" and "On Service in Local Self-Government Bodies" according to public administration priority areas.		
26.		Continue engaging public servants as trainers and encouraging them to become trainers for professional development.		
27.		Continue to promote the professional and personal development of public servants as key element of public service productivity.		
28.	**Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure**	Complete the bringing the legal and normative acts regulating the relations between the state, citizens and business in line with the basic principles of the Law of Ukraine "On Administrative Procedure".	12/2030	

No.	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
29.	**human rights and freedoms.**	Improve the legislation based on the practice of implementing the Law of Ukraine "On Administrative Procedure", in particular, the implementation of the procedure for appealing against negative decisions of subjects of authority.		
30.		Provide a system of continuous training of civil servants and other public sector officials, including local self-government officials, on the application of the Law of Ukraine "On Administrative Procedure".		
31.	**Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.**	Ensure that all draft legal and normative acts at all stages are prepared by the executive authorities in accordance with the model of full unified digitalization.	12/2026	
32.		Ensure the collection, processing and exchange of reporting and statistical data of the executive authorities through a single platform.	12/2026	
33.		High-quality analytical reports across the civil service are available through HRMIS.		
34.		The number of personnel management departments are reviewed as a result of the implementation and expansion of the common services centre and the HRMIS system.		

5. List of national projects aimed at the completion of the task from paragraph 2.3 (for the corresponding task)

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
1.	**The project for the optimisation of the system and organisational structure of central executive authorities**	Insufficiently effective CEAs system, lack of clear division of functions and policy areas, imperfect mechanism of direction and coordination of the CEAs.	An assessment (audit) of the current structure of the CEAs system was carried out. A new model of the institutional structure of the CEAs system is developed. The system of CEAs corresponds to the defined model of the institutional structure. Directorates of ministries ensure policy development in all area	Reduction of state budget expenditures for CEAs maintenance by optimizing their number and functions, streamlining the structure, and reducing the number of employees	Minister of the CMU ministries, other CEBs SCMU	10 billion (expenses for reducing the number of civil servants)	State Budget/ITA	Laws of Ukraine "On Cabinet of Ministers of Ukraine", "On Central Executive Bodies", resolutions of the CMU No. 179 of 12.03.2005 and No. 442 of 10.09.2014	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
2.	Project of institutional/ functional audit and re-engineering of work processes	Need to optimize functions (elimination of redundant/duplicated functions/ transfer of the functions to other entities, etc.) and create legal basis for their resource support. Performance of functions related to management of the executive authorities' productivity. The need to optimize outdated, bureaucratized processes	Reasonable reduction of the number of civil servants (other resources), authorities. Simplified, unified/automated processes oriented on the consumer's requests	Decreased State Budget expenditures for the state apparatus, in particular the expenses for the maintenance of executive bodies which are unjustified compared with the results of their activities	Minister of the CMU, SCMU, NACS, ministries, other CEAs		State Budget/ITA	To be developed	
3.	Project for the support of civil servants, dismissed as a result of a layoffs	A significant number of civil servants who may be dismissed as a result of optimization	Help with reorientation/finding new employment provided. Impact of layoffs on the loss of personnel potential is reduced. The most qualified civil servants who have been dismissed	Reduction of the number of unemployed as a result of optimization of the CEAs system	NACS Ministry of Social Policy Ministry of Economy State Employment Service		State Budget/ITA		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			have been transferred to vacant positions in other public authorities.						
4.	**Centralization of support functions project**	A significant part of the CEAs' resources is spent on performing similar support functions.	Saving 25% of resources used for supporting functions; creation of a common services centre (personnel, IT, business support, accounting, security); centralisation of some support functions of CEAs in the ministries (documents flow, mass media and public relations)	Decreased State Budget expenditures for the state apparatus	Minister of the CMU ministries, other CEBs SCMU		State Budget/ITA	To be developed	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
5.	Project on citizens' electronic appeals (a single electronic personal account for sending and receiving responses)	Creation of a single window for receiving appeals and providing answers in electronic form using the Government contact centre Launching an information campaign regarding new opportunities for citizens to receive answers to all appeals using a single personal account	Simplification of the process of submitting electronic appeals by citizens and receiving answers in a single electronic personal account within the prescribed period. Shortening the terms of receiving answers.	Reduction of costs for processing the appeals of citizens	SCMU Government contact centre		State Budget/ITA	Law "On Appeals of Citizens", Resolution of the CMU No. 976 of 27 November 2019 "Certain Issues of the Single System for Processing Appeals"	
6.	**Project related to the centralisation of the management of state-owned enterprises, institutions, organizations, property, office premises**	The need to audit the property and the policy of use, reconstruction, privatisation, etc.	Typology of SeEs, centralisation of their management, privatisation, liquidation was developed	Improved results of the economic activity of SoEs. More efficient use of property	State Property Fund, Ministry of Economy	UAH 80 million annually starting from 2023. (National Recovery Foundation and Property Managem	State Budget/International technical assistance/Proceeds from privatization		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
						ent Agency)			
7.	Informatisation and digitalisation project to support policy development	The need for a Unified Information System for preparation and coordination o draft legal and normative acts, consultations with stakeholders. Need for digitization and data management in public authorities	All draft legal and normative acts are developed with the use of the IT system. Productivity and quality of data-driven policy development is improved	Time for the development of legal and normative acts is reduced and the cooperation efficiency during their preparation is improved Reducing the time to collect data necessary for policy development	MDT, Minister of the CMU, SCMU		State Budget/ITA	to be developed	
8.	Performance Organization Management Project (to design a simple and integrated planning and reporting	For effective planning and quality monitoring of policy development and legislative and strategic planning. Need to ensure high-	Reporting on programme documents takes place as scheduled to demonstrate the progress (%) and give an update on	State budget funds are spent in the period planned and for the objectives set	Minister of the CMU SCMU		State Budget/ITA		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
	system)	quality implementation of plans	expenditures, and passes efficiency verification. The number of 100% timely and high-quality implemented program documents, policies, strategies, measures, tasks is growing exponentially.						
9.	**SCMU reform project**	Need to strengthen the role of the SCMU as the centre of the Government to support the Prime Minister in coordinating strategic planning and policy-making processes, European integration.	Transformation of the SCMU into the centre of the Government capable of qualitatively implementing its new powers which has the appropriate status and high reputation among the ministries and other central	Promoting the effective activity of the CMU, improving the quality of government decisions aimed at the country's recovery, its economic development.	Minister of the CMU SCMU		State Budget/ITA	Law of Ukraine "On the Cabinet of Ministers of Ukraine", Regulations on the Secretariat of the Cabinet of Ministers of Ukraine, other acts of the CMU on the	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			executive authorities.					activities of the SCMU.	
10.	Project on strengthening the capacity to coordinate EU integration	EU integration process requires the appropriate CEAs' capacity and strong coordination	An effective institutional component of European integration policy is created.		Government Office for European Integration of the SCMU, NACS.	TBD	ITA	Resolution of the CMU No. 759 of 4 October 2017; Resolution of the CMU No. 179 of 12 March 2005	
11.	**"Talent Management" project — development of high-ranking civil servants**	Formation of an effective team of managers in category A positions	Improvement of performance indicators of managers Centralised assessment of professional competences of applicants for category A positions (certified HR specialists of	Increasing the degree of achievement of state policy goals	NACS, SCMU	UAH 2.2 million annually starting from 2023.	International technical assistance/State Budget		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			the NACS Assessment Centre conduct structured interviews to assess soft skills)						
12.	**The project of reforming the remuneration system**	Need to introduce a transparent system of remuneration of civil servants which takes into account the complexity and responsibility of work in the relevant position.	The salary is 70% permanent, 30% variable.	Positive influence, promoting the preservation of personnel potential in Ukraine	NACS	UAH 38.5 million annually starting from 2023.	State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2015; CMU Resolution No. 15 of 18 January 2017	
13.	Personnel and candidate reserve project	Increasing citizens' confidence in the procedure of selection for civil service positions and the civil service system as a whole, faster and more efficient filling of vacancies.	Maintaining communication with the best candidates, the possibility to actively search for the most professional and motivated	Saving resources while filing new vacant civil service positions.	NACS		State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2015.	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			candidates for civil service positions.						
14.	Project of creating a higher school of public administration and its regional branches	Creation of a modern and integrated system of professional development of public servants with a developed infrastructure and effective management	Citizens who plan to be employed in public bodies and LSGB, as well as public servants, have equal access to high-quality professional development services, including at the regional level	Positive influence, promotion of employment and gaining new professional knowledge	NACS	To be determined (material and technical, personnel and other resource support)	State and local budgets /International technical assistance	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021, and the plan for its implementation	
15.	Human Resources Management Department transformation	Development of effective management of human resources	The human resources management service efficiently uses the advanced	More efficient use of resources in the performance of tasks and	NACS	UAH 5.0 million annually starting	State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
	project		methods and tools of personnel management for the proper organisational development of the public authority, taking into account its strategic objectives and tasks. Personnel record keeping and preparation of reporting and accounting documents are automated to the greatest possible extent.	functions of the state.		from 2023.		015 and other regulations.	
16.	Development of public service management services (HR Workshop) project	Creation of a platform for the exchange of best practices and innovations in the field of personnel management not only between public	A professional community of HR specialists from public authorities is formed. Constant communication and interaction is	More efficient use of resources in the performance of tasks and functions of the state. Saving	NACS	UAH 0.5 million annually starting from 2023.	State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		authorities, but also between private sector organizations.	supported, international experience is used. Best practices of HR analytics are implemented. HR Workshop community forms trends in the development of personnel management in the public service and acts as an originator of the introduction of new personnel management tools to public authorities.	time and resources needed to search for effective and efficient personnel management tools				015 and other regulations.	
17.	"Youth for the country of the future" project	Search, involvement and capacity development of professional and motivated young people to work in the	Increasing the number of young people working in public authorities. Strengthening the	Promotion of youth employment and their service to their country	NACS, Ministry of Education and Science, Ministry of Youth and	UAH 5.0 million annually starting from	State Budget/ITA	Law of Ukraine "On Basic Principles of Youth Policy" of 27 April	European Union Youth Strategy 2019-2027

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		public service. Creation of conditions for for self-actualisation and development of youth potential for the development of Ukraine.	interest and involvement of youth in the development of state policy. Young people are well informed about the activities of public authorities and actively participate in the implementation of new ideas for the development of the state.		Sports	2023.		2021 No. 1414-IX, Law of Ukraine "On Civil Service"	
18.	"Communication Centre of the Civil Service" project	Creating an effective system of communication and receiving feedback for civil servants	Civil servants have the opportunity to receive feedback and information on current civil service issues.		NACS	TBD	ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2 015. Resolution No. 500 of 1	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
								October 2015 "On Approval of the Resolution On the National Agency of Ukraine on Civil Service"	
19.	Draft effective recruitment and selection procedure for civil service positions (Single vacancy portal, competent and fair selection)	Developing an efficient and effective procedure for conducting a competition for public service positions which allows selecting the best candidates based on the meritocratic principle.	Objective, transparent, fair selection of the best candidates for civil service positions, creation of equal conditions and opportunities during the competition, automation of the selection process, increase in the number of competency requirements that are assessed centrally, creation of conditions for	Selection of the most effective candidates for all categories of civil service positions	NACS	UAH 15.25 million	State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2015; Resolution of the CMU No. 246 of 25 March 2016 "On Approval of Procedure for Conducting a Competition for Public	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			candidates to receive comprehensive information about the competition, promotion the increased public trust in public service.					Service Positions"	
20.	Project on implementation of administrative procedure in Ukraine	Preparation of regulatory framework and ensuring the compliance of current legislation. Training of public servants and other public sector officials on the application of the Law of Ukraine "On Administrative Procedure". Increasing citizens' awareness of new rights and obligations acquired as a result of the adoption of the Law of Ukraine "On	Establishment of transparent rules of interaction between state, citizens and business in the implementation of public management functions	The number of appeals to the court regarding negative decisions of public authorities is reduced. Expenses for court proceedings are reduced.	Ministry of Justice		State Budget/ITA	Law of Ukraine "On Administrative Procedure"	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		Administrative Procedure".							
21.	HRMIS Project	Creation of a single balanced system of public service as a collective, unified, digital data exchange system for personnel management	A single system of training and control of knowledge of working in HRMIS is approved. HRMIS is fully operational and used as the main HRM IT system in at least 90% of public authorities.	Positive impact, optimisation of expenses due to digitalisation of personnel management processes	NACS	2023 — 32.744 UAH million 2024 — 26.39 UAH million 2025 — 22.866 UAH million	State Budget/ITA	CMU resolution No. 1343 of 28 December 2020 "On Approving the Regulation on Human Resources Management System Within the Public Authorities"	

6. Necessary legal framework

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
1.	Law of Ukraine “On Civil Service”	Changes to the system and approaches to the regulation of wages in the field of public service by introducing a transparent system of wages for civil servants based on the classification of civil service positions, strengthening the role of salary and ending excessive unjustified payments, introducing a system of grades. Clarification of the terminology of the law, as well as the inclusion of basic provisions regarding the use of the human resources information management system within the public authorities.	NACS	Developed	
2.	Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Catalogue of Typical Civil Service Positions and the Criteria of Such Positions”	Determining the list and description of families and levels of civil service positions for the purpose of classification of civil service positions and assignment of their classification codes, taking into account the jurisdiction and type of public body.	NACS	Developed	
3.	Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Concept of Reforming the System of Remuneration of Civil Servants and Approval of the Plan for its Implementation”	Needs clarification of the terms of implementation of the Plan of measures for the implementation of the Concept of reforming the system of remuneration of civil servants.	NACS		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
4.	Resolution of the Cabinet of Ministers of Ukraine "On Conducting Functional Audit of Executive Authorities"	On conducting functional audit of executive authorities	NACS		
5.	Strategy for the development of the system of professional training of public servants until 2027.	Determining strategic directions, mechanisms and tools for ensuring the development of the professional training system until 2027.	NACS	12/2023	
6.	Amending the Regulation on the Regional Training Centre, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1681 of 16 December 2004.	Optimising the organisational foundation of the functioning of regional training centres.	NACS	12/2023	
7.	Amending the Regulation on the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, officials of local self-government and members of local councils, approved by Resolution of the Cabinet of Ministers of Ukraine No. 106 of 6 February 2019.	Update issues regarding the content and implementation of training programs for public servants.	NACS	12/2023	
8.	Order "On Approval of the Functional Audit Methodology" approved by the Ministry of Justice	On approval of the Methodology for conducting a functional audit of executive authorities under martial law	NACS		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
9.	Law of Ukraine "On Amending the Law of Ukraine "On Central Executive Bodies"	Improving the mechanism for directing and coordinating the CEAs activities through the relevant ministers	Minister of the Cabinet of Ministers of Ukraine, SCMU		
10.	Law of Ukraine "On Amending the Law of Ukraine "On the Cabinet of Ministers of Ukraine"	Granting the status and updating the powers of the Secretariat of the CMU as the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		
11.	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"	Balancing the complexity of the legislative procedure for all bodies the amendment is relevant for	Verkhovna Rada of Ukraine		
12.	Resolution of the CMU "On Amending the Regulations of the CMU"	Balancing the complexity of the legislative procedure; Improving the Government's work planning system and monitoring and control of the implementation of the Government's decisions; Strengthening examination of compliance with the EU acquis	Minister of the Cabinet of Ministers of Ukraine, SCMU		
13.	Resolution of the CMU "On Approval of the Regulation on the Secretariat of the Cabinet of Ministers of Ukraine"	Recast of the Regulation on the SCMU in accordance with the concept of the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		
14.	Resolution of the CMU "On Amending Certain Resolutions of the CMU on Issues of the Secretariat of the Cabinet of Ministers of Ukraine"	Updating the maximum number of employees and structure of the SCMU in accordance with the concept of the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
15.	Resolution of the CMU "On Optimisation of Work Processes in Executive Bodies"	Approval of the Procedure for Optimising Work Processes in Executive Authorities	Minister of the Cabinet of Ministers of Ukraine, SCMU		
16.	Resolution of the CMU "On Amending CMU Resolution No. 179 of 12.03.2005 "On Streamlining the Structure of the Apparatus of Central Executive Bodies, Their Territorial Units and Local State Administrations"	Regulating the number of deputy heads of all levels, reduction of hierarchy levels within the structure			
17.	Resolution of the CMU "On Expanding the Delegation Possibilities"				
18.	Resolution of the CMU "On Amending CMU Resolution No. 442 of 10 September 2014 "On Optimising the System of Central Executive Bodies"				
19.	Law of Ukraine "On Amending the Law of Ukraine "On Appeals of Citizens"	Regulate a new institutional and functional model for the centralisation of work with citizens' appeals			
20.	Resolution of the Cabinet of Ministers of Ukraine "On Amending the Resolution of the Cabinet of Ministers	Settlement of organizational issues arising during the implementation of the human resources information management system within the public	NACS	draft developed	9/2022

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
	of Ukraine No. 1343 of 28 December 2020"	authorities.			
21.	Order of the NACS "Procedure for working with the human resources information management system within the public authorities"	Determining the methodology of system implementation and management.	NACS	12/2022	12/2022
22.	Amendments to legal and normative acts regulating the issue of archival storage of documents and documentation on management activities	Settling the issue of not making a paper copy of documents compiled in electronic form, including the issue of archival storage of electronic documents.	Ministry of Justice, State Archive Service NACS	12/2023	12/2023
23.	Acts of the CMU "On institutional audit", "On functional audits"	Regulation of institutional and functional audits	NACS, Minister of the Cabinet of Ministers of Ukraine, SCMU	12/2023	12/2023
24	Legislative acts regarding the implementation of the Law of Ukraine "On Administrative Procedure"	Bringing administrative decision-making procedures in line with the principles enshrined in the Law of Ukraine "On Administrative Procedure	Ministry of Justice, SCMU	06/2023	01/2024

II. Parliamentary Reform

The armed aggression and the imposition of martial law in Ukraine have significantly changed conditions of the state functioning. Public authorities work in the circumstances of the wartime, and the priorities of their activities are different now. Currently, to win against the aggressor and to fully de-occupy the territory of Ukraine are common priorities. This task raises the necessity to responsively make a significant number of management and legislative decisions.

Under the conditions of the war, the activities of all public authorities, including the parliament, are related to high risks. Hazard level depends on the course of military actions, but these risks will remain extant until the end of the war. Under such circumstances, it is important that the Verkhovna Rada of Ukraine continue working in Kyiv City and hold meetings in the parliamentary premises.

Despite the emergency circumstances, the Verkhovna Rada of Ukraine, in addition to fulfilling its legislative function, is active in enhancing the organisation of its activities. In this context, planning and taking actions which, in general, should ensure successful parliamentary reform in Ukraine are topical issues.

Description and characteristics of problems to be resolved

Emergency circumstance caused by the armed aggression and the imposition of marital law have resulted in new challenges triggering new problems in the work of the Verkhovna Rada of Ukraine and aggravating and increasing the actuality of existing problems. The work of the parliament is significantly affected by such factors as complicated movement within Ukraine, danger in holding long-lasting meetings where a significant number of people participates, impossibility of using traditional forms of communication between the People's Deputies of Ukraine and the electorate, and, in general, between the parliament and citizens. It has become evident that it is necessary to make certain legislative decisions, especially those related to defence and aid to people who have suffered from the military actions. The parliamentary reform which was recommended before, in peacetime, by our international partners, has become more topical under the imposed marital law.

Key problems resolution of which constitutes the parliamentary reform:

- low quality and excessive amount of legislative initiatives, which result in ineffective usage of parliamentary resources;
- discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges;
- low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine;

• problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by the inconsistency between the parliamentary law and the Constitution of Ukraine;

• inadequate parliamentary control level;

• defects of the constitutional structure of the authority triangle;

• necessity to enhance parliamentary procedures for increasing the quality of decisions;

Low quality and excessive amount of legislative initiatives submitted for consideration to the Verkhovna Rada of Ukraine is not a new problem. High amount of conceptually ill-considered, poorly structured and unreasoned draft laws makes the Verkhovna Rada of Ukraine, its bodies and services of the Apparatus of the Verkhovna Rada (hereinafter referred to as the Apparatus) waste a lot of time, efforts and funds to duly consider initiatives which, in the view of their content, have no potential to become laws. The majority of such draft laws are never considered by the end of the convocation. Therefore, the existing practice of submitting legislative initiatives results in ineffective use of parliamentary resources. It is worth noting that they are the People's Deputies of Ukraine who, in most cases, submit poorly drafted acts. These persons subject to the law of legislative initiative submit the highest amount of draft laws (compared to other persons) which exceeds the parliamentary capacity for considering them.

In order to resolve these problems, it is necessary to ensure higher quality of draft laws (including by determining clear and more regulated requirements for their content and structure and for content of supporting documents), lower number of legislative initiatives submitted by the People's Deputies of Ukraine by setting special requirements (collective initiatives or mandatory fraction support and etc.) and conditions under which the Cabinet of Ministers of Ukraine will be a key "supplier" of draft laws.

Discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges. Ensuring the work of the Verkhovna Rada of Ukraine is a key function of the Apparatus, thus in order to resolve the problem, it is primarily needed to improve the structure of the Apparatus and the work of its employees. It is, *inter alia*, needed to ensure the institutional independence of the Apparatus (as its dependence on decisions of executive authorities significantly complicates the process), to increase its hardware and software level and, in future, to align the structure of the Apparatus with modern needs and practices of the parliamentary work.

To replace, in the meeting room of the Verkhovna Rada of Ukraine, the obsolete electronic voting system "Rada-3" (produced in 2002) with a completely digital platform, in other words to create a new-generation electronic voting system ("Rada Tsyfrova" ("Digital Rada") to ensure that plenary meetings of the Verkhovna Rada of Ukraine be held on site (directly in the meeting room) and remotely (with video conference means) is a vital and strategic priority in ensuring uninterruptable parliamentary work. A new system will ensure adequate computer-based workplaces for the People's Deputies of Ukraine in the meeting room with 100% personal voting and paperless technologies of paperwork.

Low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine is an important factor which influences the public opinion on the parliament, its work and results of its work. This problem also prevents from implementing legislative measures efficiently as citizens are not informed.

In order to resolve this problem, it is necessary to improve existing forms, means and channels of communication with citizens and establish new ones, to increase citizens' participation in the parliamentary work by submitting electronic petitions, participation in public discussions, public consultations and etc.

Problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by inconsistency between the parliamentary law and the Constitution of Ukraine appeared in February 2014 when the 2004 version of the Constitution of Ukraine was renewed. The parliamentary law and the constitutional provisions have not been aligned yet. Therefore, to draft and adopt a law which will bring the provisions of the parliamentary law into compliance with the provisions of the Constitution of Ukraine is a task of immediate relevance.

Inadequate parliamentary control level is another important issue. A need to expand and strengthen parliamentary control over the activities of the Cabinet of Ministers of Ukraine and the entire system of executive authorities, the activities of law-enforcement bodies, the processes of forming and implementing the State Budget of Ukraine end etc. has been existing for a long period of time. Measures defined by the Plan intend to increase possibilities of parliamentary control, but some of them require making changes and amendments to the Constitution of Ukraine.

Defects of the constitutional structure of the authority triangle, in other words, power distribution and relations of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of Ministers of Ukraine is also a problem impacting the efficiency of the work of the Verkhovna Rada of Ukraine. In the existing structure of the authority triangle, it is challenging for the Cabinet of Ministers of Ukraine to play more active role in shaping the agenda and, thus, in influencing the pace and content of the initiated reforms.

It is also proposed to reduce the constitutional composition of the Verkhovna Rada of Ukraine to 300 People's Deputies of Ukraine.

In order to ensure the sustainability of the legal system in the Constitution of Ukraine, it is necessary to classify laws as constitutional laws (the Law "On Amending the Constitution"), organic laws, ordinary laws and laws on treaty ratification determining the procedure for adopting the laws. A quorum which is required to hold a parliamentary meeting and should constitute a majority of its constitutional composition, should, inter alia, be defined. It is proposed to set different amounts of votes of the People's Deputies in order to adopt different types of laws.

Meanwhile, it is worth stressing that it is possible to redistribute power, change relations within the authority triangle and implement the mentioned proposals by making essential changes and amendments to the Constitution of Ukraine only.

Under the conditions of marital law, such a problem as a *necessity to enhance parliamentary procedures to increase the quality of decisions* has become evident and more acute. The provisions of the legislation, *inter alia*, stipulate for quite a complicated and long procedure for considering legislative initiatives by the Verkhovna Rada of Ukraine though a significant number of legislative decisions should be made in a very speedy manner. Meanwhile, thorough realisation of parliamentary procedures may result in late adoption of urgent decisions which would harm the interests of the state and society.

However, this problem is not limited to a necessity to define peculiarities of the realisation of parliamentary procedures under the conditions of marital law. Parliamentary procedures provided by the law should be comprehensively reviewed. Hence, some legislative acts, particularly the Rules of Procedure of

the Verkhovna Rada of Ukraine, require making changes so that parliamentary procedures be rationalised, their immediacy and efficiency be increased, possibilities for blocking or delaying parliamentary decisions be eliminated.

Expected impact of the implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform

The implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform will have positive effect in the form of the improved parliamentary work and ensure, *inter alia*:

- rationalised law drafting activities, higher efficiency of law drafting activities, higher quality of legislative acts adopted by the Verkhovna Rada of Ukraine;
- stronger parliamentary control;
- available procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency;
- a stronger role of the Cabinet of Ministers of Ukraine in the law-making process;
- improved openness of the Verkhovna Rada of Ukraine to society, higher citizens' awareness of the parliamentary work;
- better support for activities of the People's Deputies of Ukraine and parliamentary activities in general.

Point of view on future development of parliamentarism in Ukraine

Ukraine has always been and will always be a state where the parliament as a single legislative authority is extremely important. As parliamentarism is one of outstanding manifestations of democracy and freedom, the parliamentary reform should contribute to preserving and increasing the role of the parliament in the public life of Ukraine.

The parliamentary reform should ensure higher level of citizens' trust in the Verkhovna Rada of Ukraine. We have all reasons to expect that the reform will result in the increased work efficiency of and strong public support for the parliament. In addition, the parliamentary reform will, in future, contribute to higher level of political and legal culture of People's Deputies and society in general.

The proposed measures of the parliamentary reform will significantly align the work of the Ukrainian parliament with the standards of the best parliamentary practices in European countries.

Analysis area (of a specific component) within the direction:	Parliamentary reform	

1	**Key issues to be solved within the framework of the Recovery Plan within the direction**		
	Impact of the war on the defined analysis area:	Steadily functioning democratic parliament — a body which shapes and expresses people's will as regards issues of social and state interest, is absolutely trusted by the people and actively maintains social connections with the people — is one of the main features of the harmonious development of a society and state. The war and the imposition of martial law in Ukraine have significantly changed conditions of the functioning of a single Ukrainian law-making authority. Nowadays, to win against the aggressor and de-occupy the Ukrainian territories are the main priorities. This condition raises the necessity to responsively make a significant number of legislative and management decisions. Meanwhile, in view of unpredictable development of military actions, there is a risk that the Verkhovna Rada of Ukraine may hardly have or may have no opportunity to gather together to fulfil its constitutional functions. Despite emergency circumstances, the parliament must take actions to enhance its activities. In this context, planning and taking actions which, in general, should ensure successful parliamentary reform aiming to strengthen democracy development in Ukraine, increase the institutional capacity of the Verkhovna Rada of Ukraine and guarantee continuous law-making process, are topical issues. Recovery and European integration of Ukraine are not possible if the parliament does not work consistently and efficiently.
1.1	Key challenges (in general, for the defined area):	The work of the parliament is significantly affected by such factors as complicated movement within Ukraine, danger in holding long-lasting meetings where a significant number of people participates, impossibility of using traditional forms of communication between the People's Deputies of Ukraine and the electorate, and, in general, between the parliament and citizens. It has become evident that it is necessary to make certain legislative decisions, especially those related to defence and aid to people who have suffered from the military actions. The Verkhovna Rada of Ukraine has faced the following key challenges: 1) to ensure continuous law-making process under marital law;

		2) to establish and maintain high-quality communication channels between the Verkhovna Rada of Ukraine and citizens; 3) to ensure that the work of the parliament be planned and predictable; 4) to strengthen the role of the parliamentary control; 5) to ensure the institutional capacity of the Verkhovna Rada of Ukraine
1.2	Key opportunities (in general, for the defined area):	The implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform will open opportunities of: 1) shaping procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency; 2) strengthening the role of the Cabinet of Ministers of Ukraine within the law-making process; 3) improving the efficiency of expert and analytical assessment of draft laws; 4) strengthening parliamentary control; 5) expanding mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine and establishing new high-quality communication channels with citizens
1.3	Key restrictions (in general, for the defined area):	The key obstacles for the parliamentary reform to be realised are as follows: 1) the ongoing armed aggression of the Russian Federation against Ukraine; 2) lack of political consensus to make necessary changes; 3) a long process of amending the Constitution of Ukraine; 4) the possibility of implementing certain measures of the parliamentary reform only after the end of the war and termination of the marital law

2	**Goals, tasks and stages of the Recovery Plan within the direction**	
2.1	**Description of issue 1 to be solved in the defined analysis area:**	***1. Low quality and excessive amount of legislative initiatives, which result in ineffective use of parliamentary resources***

2.1.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.1.2	Goal to be achieved to solve the issue during each stage:		1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine (preparatory measures in 2022)	1.2. Reducing the number of legislative initiatives of the People's Deputies of Ukraine 1.3. Ensuring the dominant role of the Cabinet of Ministers of Ukraine in the law-making process	1.4. Improving the efficiency of expert and analytical assessment of the draft laws
2.1.3	Deadline within the stage:	12/2022	12/2023	12/2025	12/2032
2.1.4	Risks related to the goal achievement:		Lack of political consensus to implement relevant decisions Well-established parliamentary practice	Lack of political consensus to implement relevant decisions Well-established parliamentary practice	Lack of political consensus to implement relevant decisions Well-established parliamentary practice
2.1.5	Measurable goal achievement indicator		Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 20% compared to an average value per convocation (the 8th–9th convocation)	Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 30% compared to an average value per convocation (the 8th–9th convocation) Higher percentage of governmental draft laws adopted by the Verkhovna Rada of Ukraine, including	Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 40% compared to an average value per convocation (8th–9th convocation)

				those initiated by the Cabinet of Ministers of Ukraine and those submitted in general Higher number of proposals and amendments made by the Cabinet of Ministers of Ukraine to draft laws being prepared for the second reading	
2.1.6	Total funding requirement for the goal achievement:				
2.1.7	Links between the goal and other directions:				
2.2	**Description of issue 2 to be solved in the defined analysis area:**	***2. Discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges***			
2.2.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.2.2	Goal to be achieved to solve the issue during each stage:	2.1. Ensuring sustainable development of the human resources capacity of the Apparatus	2.2. Ensuring the institutional independence of the Apparatus 2.3. Establishing an innovative digital parliament (preparatory measures in 2022)	2.4. Ensuring a consistently high professional level of the Apparatus personnel (preparatory measures in 2022) 2.5. Adapting the organisational structure of the Apparatus to the current	

				needs and operation practices of the Verkhovna Rada of Ukraine and its bodies 2.6. Filling vacancies at the Apparatus by following the Human Resources Developing Strategy of the Apparatus and its new structure	
2.2.3	Deadline within the stage:	12/2022	12/2023	12/2025	12.2032
2.2.4	Risks related to the goal achievement:	Competitive selection, special anti-corruption inspection, submission of declarations of persons authorised to fulfil function of the state or a local self-government, submission of state language level certificates are suspended for the effective period of the marital law that can affect the quality of human resources, including those employed by the Apparatus.	Lack of political consensus to implement relevant decisions Possibility of exerting political influence over the civil servants of the Apparatus	Low interest of target audience Loss of institutional memory	
2.2.5	Measurable goal achievement indicator	Approval of the Strategy for Human Resources Development in the Apparatus	High-level independence of the Apparatus (based on the results of a survey held among the employees of	Consistently high results of the annual assessment of the official service results of the civil servants of the	

			the Apparatus) High assessment score for digital services in the Verkhovna Rada of Ukraine (based on the results of a survey held among the People's Deputies of Ukraine, the employees of the Apparatus and citizens)	Apparatus Approval of a new structure of the Apparatus Vacant positions in the Apparatus not exceeding 5% of its personnel number limit	
2.2.6	Total funding requirement for the goal achievement:				
2.2.7	Links between the goal and other directions:				
2.3	**Description of issue 3 to be solved in the defined analysis area:**	***3. Low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine***			
2.3.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.3.2	Goal to be achieved to solve the issue during each stage:		3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens (preparatory measures in 2022) 3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine		
2.3.3	Deadline within the stage:		12/2023	12/2025	

2.3.4	Risks related to the goal achievement:		Inadequate reach to politically active target audience Low participation of committees of the Verkhovna Rada of Ukraine in establishing communication with the electorate	Low citizens' interest and competence in participation in the law-making process	
2.3.5	Measurable goal achievement indicator		Increased level of citizens' awareness of the work of the Verkhovna Rada of Ukraine by 15% compared to a basic indicator measured when starting a new stage of the parliamentary reform (2022) Basic measurement of the indicator at the initial stage. Increased number of citizens' visits to the Verkhovna Rada of Ukraine by 10% compared to the number of visits within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation Events for pupils and	Increased total number of citizens' comments for draft laws proposed for public discussion by 10% compared to the number of comments received within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation	

			students to be systematically held by committees and the Educational Centre of the Verkhovna Rada of Ukraine		
2.3.6	Total funding requirement for the goal achievement:				
2.3.7	Links between the goal and other directions:				
2.4	**Description of issue 4 to be solved in the defined analysis area:**	***4. Problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by inconsistency between the parliamentary law and the Constitution of Ukraine***			
2.4.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.4.2	Goal to be achieved to solve the issue during each stage:		4.1. Bringing the parliamentary law into compliance with the Constitution of Ukraine		
2.4.3	Deadline within the stage:		12/2023		
2.4.4	Risks related to the goal achievement:		Lack of political consensus to make relevant decisions		
2.4.5	Measurable goal achievement indicator		Adoption of relevant legislative acts		

2.4.6	Total funding requirement for the goal achievement:				
2.4.7	Links between the goal and other directions:				
2.5	**Description of issue 5 to be solved in the defined analysis area:**	***5. Inadequate parliamentary control level***			
2.5.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.5.2	Goal to be achieved to solve the issue during each stage:	5.1. Improving the performance of the Accounting Chamber as an operationally, functionally and financially independent authority, including in terms of control over the formation of state budget revenues	5.2. Ensuring the implementation of control powers at the level of committees of the Verkhovna Rada of Ukraine	5.3. Formalizing at the constitutional level the control function of committees of the Verkhovna Rada of Ukraine, the committee responsible for ensuring control over the activities of the security and defence sector bodies and other control committees (hereinafter referred to as special control committees)	5.4. Increasing the efficiency of the parliamentary control in public finances by establishing the Budget Office of the Verkhovna Rada of Ukraine
2.5.3	Deadline within the stage:	12/2022	12/2023	12/2025	
2.5.4	Risks related to the goal achievement:	Lack of political consensus to implement relevant decisions	Lack of human resources in secretariats of committees in the Verkhovna Rada of Ukraine	Difficulties in forming professional teams of	Lack of political consensus to implement relevant decisions

			Established practice in prioritising draft law work	special control committees and secretariats thereof	
2.5.5	Measurable goal achievement indicator	Listening to reports of the Accounting Chamber on a regular basis and taking them into account in the work of the Verkhovna Rada of Ukraine, including in budget planning	Increased number of issues related to the fulfillment of control functions among the total number of issues considered by the committees of the Verkhovna Rada of Ukraine by 15% compared to the number of such issues within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation	Established special control committee at the start of the work of the Verkhovna Rada of Ukraine of the 10th convocation Changes to the Constitution of Ukraine as regards the work of special control committees	Reduced number of registered legislative initiatives without adequate financial and economic rationale by 10% compared to the number within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation
2.5.6	Total funding requirement for the goal achievement:				
2.5.7	Links between the goal and other directions:				
2.6	**Description of issue 6 to be solved in the defined analysis area:**	***6. Defects of the constitutional structure of the authority triangle***			
2.6.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.6.2	Goal to be achieved to solve the issue during each stage:				6.1. Revising the authority of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of

					Ministers of Ukraine with the aim of creating an efficient checks and balances system
2.6.3	Deadline within the stage:				12/2032
2.6.4	Risks related to the goal achievement:				Lack of political consensus to implement relevant decisions
2.6.5	Measurable goal achievement indicator				Affirming the effectiveness of the enhanced checks and balances system (based on the results of surveys held among experts in the area of parliamentarism and constitutionalism)
2.6.6	Total funding requirement for the goal achievement:				
2.6.7	Links between the goal and other directions:				
2.7	**Description of issue 7 to be solved in the defined analysis area:**	***7. Necessity to enhance parliamentary procedures for increasing the quality of decisions***			
2.7.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	

2.7.2	Goal to be achieved to solve the issue during each stage:	7.1. Ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	7.2. Auditing the procedural rules, developing the relevant road map and preparing comprehensive amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine 7.3. Ensuring that the work of the parliament be planned and predictable		
2.7.3	Deadline within the stage:	12/2022	12/2023		
2.7.4	Risks related to the goal achievement:	Possibility that crisis situations threatening the continuous work of the Verkhovna Rada of Ukraine and the Apparatus arise	Limited resources for comprehensive analysis		
2.7.5	Measurable goal achievement indicator	Approved parliamentary internal executive acts as regards ensuring the continuous work, relevant material and technical support, necessary changes and amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	Conceptual update of the Rules of Procedure of the Verkhovna Rada of Ukraine Higher planned development and predictability of the work of the Verkhovna Rada of Ukraine (based on the results of surveys held among the People's Deputies of Ukraine,		

			members of the Cabinet of Ministers of Ukraine, the employees of the Apparatus and field-specific civil society organisation)		
2.7.6	Total funding requirement for the goal achievement:				
2.7.7	Links between the goal and other directions:				

3	**Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area**		
3.1	**Programme document**	**Implementation progress**	**Participant of a working group who has provided information**
3.1.1.	Recommendations of the Mission of the European Parliament on Internal Reform and Capacity-Building for the Verkhovna Rada of Ukraine specified in the Annex to the Resolution No. 1035-VIII of the Verkhovna Rada of Ukraine dated 17 March 2016	The recommendations of the Mission of the European Parliament are partially taken into account. Other topical recommendations will be realised within the implementation of the parliamentary reform.	
3.1.2.	Communication Strategy of the Verkhovna Rada of Ukraine for 2017–2021	The Communication Strategy of the Verkhovna Rada of Ukraine for 2017–2021 is almost fully implemented The Communication Strategy of the Verkhovna Rada of	

		Ukraine for 2023–2026 is being drafted and is planned to be approved by June 2023.	
3.1.3.	Electronic Parlamentarism Strategy for 2018–2020	The Electronic Parlamentarism Strategy for 2018–2020 is implemented, excluding the development of a new-generation electronic voting system in the meeting room of the Verkhovna Rada of Ukraine. The Strategy for Forming Innovative Digital Parliament for 2023–2026 is being drafted and is planned to be approved by the end of 2022.	
3.1.4.	Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022	The Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022 is at its final implementation stage.	

4	**Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)**			
	Goal (from paragraph 2)	**Description of the tasks for the achievement of the goal**	**Deadline for the task**	**Dependence of the task on the tasks within other directions, areas and issues**
4.1	Stage 1: 06/2022–12/2022			

4.1.1	1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine	Task 1.1.1. Establishing the Research Service: 1.1.1.1. Preparing and approving the concept of the Research Service 1.1.1.2. Developing and approving the Regulations of the Research Service 1.1.1.3. Establishing the Research Service and providing material and technical support to the Research Service 1.1.1.4. Ensuring adequate staffing based on the results of competitive selection 1.1.1.5. Creating a digital expert and analytical research platform integrated into the databases of the Inter-Parliamentary Union		
4.1.2	2.1. Ensuring sustainable development of the human resources capacity of the Apparatus	Task 2.1.1. Implementing the Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022 in full		
		Task 2.1.2. Developing and approving the Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2027		
4.1.3	2.3. Forming an innovative digital parliament	Task 2.3.1. Developing and approving the Strategy for Forming Innovative Digital Parliament for 2023–2026		
4.1.4	2.4. Ensuring a consistently high professional level of the Apparatus personnel	Task 2.4.1. Developing and approving the development concept for the Training Centre as a department of the Research Service of the Verkhovna Rada of Ukraine based on the assessment of the needs of the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus		
		Task 2.4.2. Starting implementing the development concept for the Training Centre		
4.1.5	3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens	Task 3.1.1. Developing the Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks		
		Task 3.1.2. Developing the Comprehensive Programme for Parliamentary Enlightenment		

		Task 3.1.3. Developing the Brand Strategy of the Verkhovna Rada of Ukraine		
4.1.6	5.1. Improving the performance of the Accounting Chamber as an operationally, functionally and financially independent authority, including in terms of control over the formation of state budget revenues	Task 5.1.1. Developing the concept for increasing the efficiency of the Accounting Chamber in accordance with the best world practices		
		Task 5.1.2. Updating, based on the developed concept, relevant legislative acts in order to ensure operational, functional and financial independence of the Accounting Chamber and auditor occupational activity guarantees		
4.1.7	7.1. Ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	Task 7.1.1. Ensuring, in a technical and regulatory way, the continuous work of the Verkhovna Rada of Ukraine (at the level of the Apparatus): developing protocols of actions for various types of external threats and ensuring continuous management of affairs (reserving and preserving information, determining and maintaining vital elements in the parliament functioning system, maintaining alternative premises, updating evacuation plans and etc.)		
		Task 7.1.2. Ensuring procedures, software and technologies for remote voting of the People's Deputies of Ukraine: adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine as regards meetings of the Verkhovna Rada of Ukraine to be held in the remote mode"		
4.2	Stage 2: 01/2023–12/2023			
4.2.1	1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine	Task 1.1.2. Establishing the Legislative Drafting Office: 1.1.2.1. Preparing and approving the concept of the Legislative Drafting Office 1.1.2.2. Developing and approving the Regulation of the Legislative Drafting Office 1.1.2.3. Establishing the Legislative Drafting Office and providing material and		

		technical support for the Legislative Drafting Office 1.1.2.4. Ensuring adequate staffing based on the results of competitive selection		
		Task 1.1.3. Improving the requirements for drafting the explanatory notes and other supporting documents to draft laws, in particular those related to: 1) financial and economic rationale 2) special requirements to European integration-related draft laws 3) impact assessment 4) gender analysis 5) preparation of a post-legislative scrutiny plan 6) set of the list of secondary legal acts required to implement the law as well as organisational, technical and other measures required to implement the law		
		Task 1.1.4. Enhancing preregistration review of supporting documents		
4.2.2	2.2. Ensuring the institutional independence of the Apparatus	Task 2.2.1. Adopting the law of Ukraine on the parliamentary service which would regulate the status of parliamentary servants and set guarantees for the independence of the parliamentary service		
4.2.3	2.3. Forming an innovative digital parliament	Task 2.3.2. Implementing the Strategy for Forming Innovative Digital Parliament for 2023–2026		
		Task 2.3.3. Increasing the number of IT specialists in the Apparatus Introducing the best world practices in the implementation of innovative technologies in the field of electronic parliamentarism and cybersecurity to the employees of the Apparatus responsible for forming an innovative digital parliament		
		Task 2.3.4. Creating a new-generation electronic voting system (“Rada Tsyfrova”) to ensure the informational support for and automation of the law-making process during plenary meetings of the Verkhovna Rada of Ukraine held on site (directly in the meeting room) and remotely		

		Task 2.3.5. Developing modules for the software package “Technological Database of Normative and Legal Information — Zakonodavstvo (Law)”		
		Task 2.3.6. Developing modules and installing automation systems for the reporting of meetings of committees of the Verkhovna Rada of Ukraine based on technologies for recognizing continuous speech		
		Task 2.3.7. Procuring server hardware and software		
		Task 2.3.8. Procuring equipment to expand Wi-Fi 6 coverage		
		Task 2.3.9. Creating the detailed design of the system “Tsyfrovii comitet” (“Digital Committee”) for meeting rooms of committees of the Verkhovna Rada of Ukraine and other premises of parliamentary administrative buildings		
4.2.4	3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens	Task 3.1.4. Developing and approving the Communication Strategy of the Verkhovna Rada of Ukraine for 2023–2026		
		Task 3.1.5. Approving and implementing the Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks		
		Task 3.1.6. Approving and implementing the Comprehensive Programme for Parliamentary Enlightenment		
		Task 3.1.7. Approving and implementing the Brand Strategy of the Verkhovna Rada of Ukraine		
		Task 3.1.8.Creating an international congress hall to make an open space for the work of People’s Deputies with the electorate, for the activities in the field of parliamentary enlightenment and etc.		
		Task 3.1.9. Comprehensive (material, methodical, meaningful) support for developing “Rada”, the parliamentary TV channel		

		Task 3.1.10. Comprehensive (material, resources-related, methodical) support for developing the Educational Centre of the Verkhovna Rada of Ukraine		
		Task 3.1.11. Enhancing the operation of “Holos Ukrayiny” newspaper office which, as stipulated by the law, officially publishes laws of Ukraine and other legal acts for them to become effective		
		Task 3.1.12. Developing and promoting the Verkhovna Rada of Ukraine mobile application for the purposes of enlightenment and citizens’ feedback		
		Task 3.1.13. Comprehensive (material, resources-related, methodical) support for developing accounts of the Verkhovna Rada of Ukraine in social networks		
		Task 3.1.14. Material and technical support for the transparency of the work of committees of the Verkhovna Rada of Ukraine		
4.2.5	3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine	Task 3.2.1. Adopting the Law of Ukraine “On Public Procurement”		
4.2.6	4.1. Bringing the parliamentary law into compliance with the Constitution of Ukraine	Task 4.1.1. Bringing as follows into compliance with the Constitution of Ukraine: 1) the Rules of Procedure of the Verkhovna Rada of Ukraine (especially in terms of fraction structuring and standardisation of the work of fraction coalition, parliamentary opposition and etc.); 2) the Law of Ukraine “On Committees of the Verkhovna Rada of Ukraine”; 3) the Law of Ukraine “On the Status of the People's Deputy of Ukraine"; 4) other legislative acts		
4.2.7	5.2. Ensuring the implementation of control powers at the level of committees of the Verkhovna Rada of Ukraine	Task 5.2.1. Staffing secretariats of committees of the Verkhovna Rada of Ukraine taking into account their competences and average workload		

		Task 5.2.2. Ensuring, in a methodical way, the fulfilment of the control function (especially in the terms of post-legislative scrutiny and etc.)		
		Task 5.2.3. Training the People's Deputies of Ukraine and employees in secretariats of committees of the Verkhovna Rada of Ukraine in methods of the parliamentary control and communication with the representatives of executive authorities for these purposes.		
4.2.8	7.2. Auditing the procedural rules, developing the relevant road map and preparing comprehensive amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	Task 7.2.1. Auditing the procedural rules to determine topical and obsolete provisions		
		Task 7.2.2. Developing a road map for making comprehensive changes and amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine		
		Task 7.2.3. Drafting and adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"		
4.2.9	7.3. Ensuring that the work of the Verkhovna Rada of Ukraine be planned and predictable	Task 7.3.1. Adopting a systematic law of Ukraine on law-making activity		
		Task 7.3.2. Adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine as regards the Special Procedure for Considering Draft Laws at the Second Reading"		
		Task 7.3.3. Adopting the Law of Ukraine "On Amending Certain Laws of Ukraine to Improve the Process of Planning Law Drafting Activities of the Verkhovna Rada of Ukraine"		
	Stage 2: 01/2024–12/2025			

4.2.10	1.2. Reducing the number of legislative initiatives of the People's Deputies of Ukraine	Task 1.2.1. Setting special requirements to legislative initiatives of the People's Deputies of Ukraine (collective initiatives, mandatory fraction support and etc.)		
		Task 1.2.2. Ensuring that legislative initiatives of the People's Deputies of Ukraine be formulated in accordance with the requirements of legislative drafting techniques by establishing a legislative proposal institute (along with the launch of the Legislative Drafting Office)		
4.2.11	1.3. Ensuring the dominant role of the Cabinet of Ministers of Ukraine in the law-making process	Task 1.3.1. Prioritising European integration-related legislative initiatives submitted by the Cabinet of Ministers of Ukraine for the consideration of the Verkhovna Rada of Ukraine		
		Task 1.3.2. Resuming and establishing the practice of shaping a thematic agenda taking into account the priority of the consideration of draft laws submitted by the Cabinet of Ministers of Ukraine		
		Task 1.3.3. Conferring rights to define certain draft laws as urgent on the Cabinet of Ministers of Ukraine as a holder of the right of legislative initiative		
4.2.12	2.4. Ensuring a consistently high professional level of the Apparatus personnel	Task 2.4.3. Developing educational programmes on the enhancement and development of skills and knowledge, including digitals skills and knowledge, which the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus need to fulfil their duties and professional tasks		
		Task 2.4.4. Involving, as a priority, the employees of the Apparatus and apparatuses of foreign parliaments in trainings and education activities, taking into account experts' subspecialties		
		Task 2.4.5. Making short training visits to parliaments of the EU Member-States and other democratic states for sharing the best parliamentary experience		
4.2.13	2.5. Adapting the organisational structure of the Apparatus to the current needs and operation	Task 2.5.1. Carrying out the qualitative functional analysis of the activities of the Apparatus taking into account current challenges		

	practices of the Verkhovna Rada of Ukraine and its bodies			
		Task 2.5.2. Developing the concept for reforming the Apparatus and a step-by-step concept implementation strategy		
		Task 2.5.3. Forming a new structure of the Apparatus		
4.2.14	2.6. Filling vacancies at the Apparatus by following the Human Resources Developing Strategy of the Apparatus and its new structure	Task 2.6.1. Organising and holding completive selection to fill vacancies at the Apparatus by following the Law on the Parliamentary Service, the Human Resources Developing Strategy of the Apparatus and its new structure		
4.2.15	3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine	Task 3.2.2. Improving organisational and legal aspects of the operation of the electronic resource “Public Discussion of Draft Laws” on the official website of the Verkhovna Rada of Ukraine		
4.2.16	5.3. Formalizing at the constitutional level the control function of committees of the Verkhovna Rada of Ukraine, the committee responsible for ensuring control over the activities of the security and defence sector bodies and other control committees (hereinafter referred to as special control committees)	Task 5.3.1. Making amendments to the Constitution of Ukraine on the standardisation of the procedure for implementing the control powers of the Verkhovna Rada of Ukraine.		
4.3	Stage 3: 01/2026–12/2032			
4.3.1	1.4. Improving the efficiency of expert and analytical assessment of the draft laws	Task 1.4.1. Establishing practice where the Cabinet of Ministers of Ukraine submits the White Book — an analytical document defining governmental actions in a certain area of the state policy — to the Verkhovna Rada of Ukraine		

		Task 1.4.2. Introducing preregistration budget, anti-corruption, European-integration review of draft laws, including draft laws recommended by committees to be adopted as a whole		
		Task 1.4.3. Improving the procedure for the European-integration review of draft laws by enhancing resources support for a steering committee and taking into account conclusions of the governmental European-integration reviews in its work		
4.3.2	5.4. Increasing the efficiency of the parliamentary control in public finances by establishing the Budget Office of the Verkhovna Rada of Ukraine	Task 5.4.1. Preparing and approving the concept of the Budget Office of the Verkhovna Rada of Ukraine		
		Task 5.4.2. Preparing and approving the Regulation of the Budget Office of the Verkhovna Rada of Ukraine		
		Task 5.4.3. Establishing the Budget Office of the Verkhovna Rada of Ukraine and providing material and technical support to the Budget Office		
		Task 5.4.4. Ensuring human resources for the Budget Office of the Verkhovna Rada of Ukraine		
4.3.3	6.1. Revising the authority of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of Ministers of Ukraine with the aim of creating an efficient checks and balances system	Task 6.1.1. Elaborating the concept of changes and amendments to the Constitution of Ukraine in terms of the constituent and legislative function, especially as regards forming the government-centric model of the law-making process		
		Task 6.1.2. Developing and making changes and amendments to the Constitution of Ukraine and laws of Ukraine as regards forming the		

		government-centric model of the law-making process and creating an efficient checks and balances system		
		Task 6.1.3. Making changes and amendments to the Constitution of Ukraine as regards revising the number of the People's Deputies of Ukraine and related constitutional provisions		
		Task 6.1.4. Introducing ordinary and constitutional (organic and nominal) laws at the constitutional level		

5	List of national projects aimed at the completion of tasks from paragraph 4 (provided by Goal 2.3. Forming an innovative digital parliament)										
	Project description for task No. from paragraph 4	**Project rationale**	**Qualitative indicators of the project implementation**	**Economic effects (impact on the GDP, budget, employment, etc.)**	**Main responsible public authority**	**Estimated funding requirement (UAH million)**	**Proposed sources of funding**	**Necessary legal framework**	**Related areas of the EU law (general comment)**	**Surname and name of the person who submitted the proposal**	**Project status in the Group**
5.1	Developing and implementing a new-generation electronic voting system "Rada Tsyfrova" in the meeting room of	In order to hold plenary meetings of the Verkhovna Rada of Ukraine on a completely digital platform (on site and in the remote mode)		Implementation of the Project in 2023. The development, supply and implementation of the system will allow to replace the existing information and	Apparatus of the Verkhovna Rada of Ukraine	329.156	State Budget of Ukraine Possible				

	the Verkhovna Rada of Ukraine	replacing an obsolete system — “Rada-3”		telecommunication infrastructure of the meeting room in the Verkhovna Rada of Ukraine, the service life of which has expired, and to refuse from using paper documents at meetings of the Verkhovna Rada of Ukraine.			support from international donors				
5.2	Creating an international congress hall on 6–8 Bankova Street (by reconstructing a cinema hall and installing a multimedia congress system and a reserve Data Processing Centre of the Verkhovna Rada of Ukraine) for the People’s Deputies of Ukraine to communicate with their electorate, to organise and hold	Purpose of the facility: the congress hall is to be created as a multifunctional hall with 300 workplaces for the needs of the Verkhovna Rada of Ukraine, equipped with sound-amplifying, sound-recording, conferencing and simultaneous translation systems, a live TV system and video displays. The Committee of the Verkhovna Rada on Rules of Procedure, Parliamentary Ethics and Administration of Verkhovna Rada’s Work approved the		Implementation of the Project in 2023. Purpose of the Project: 1. Creating an open space within the work of the People’s Deputies of Ukraine with the electorate 2. Holding research, research-to-practice, educative events and conferences involving the People’s Deputies of Ukraine and citizens 3. Holding bilateral and trilateral meetings at the international level, forums and congresses 4. Holding extended meetings of committees	Apparatus of the Verkhovna Rada of Ukraine	350	State Budget of Ukraine Possible support from international donors				

	international events within the inter-parliament cooperation, to hold parliamentary and governmental events, to create an open space within the work of the People's Deputies of Ukraine with the electorate and a parliamentary enlightenment centre	performance of the abovementioned works in 2008 (Letter No. 04-32/7-461 dated 20.06.2008).		of the Verkhovna Rada of Ukraine and committee hearings, temporary special commissions of the Verkhovna Rada of Ukraine 5. Holding meetings of people's deputy fractions and groups, temporary commissions of investigation, temporary special commissions of the Verkhovna Rada of Ukraine 6. Holding sessions of inter-parliamentary assemblies (the NATO Parliamentary Assembly, the OSCE Parliamentary Assembly, the PACE, the PABSEC) 7. Holding ceremonial events and meetings 8. Holding meetings of the trade union committee 9. Screening educative films on the activities of the Verkhovna Rada of Ukraine							

				10. Holding seminars and trainings for the People's Deputies of Ukraine and the employees of the Apparatus 11. Holding symposiums, councils, presentations and etc. Events can, when needed, be held through live-stream video conferences							
5.3	Establishing the Budget Office of the Verkhovna Rada of Ukraine 1. Providing the Budget Office of the Verkhovna Rada of Ukraine with the State Budget Modelling System 2. Providing the Budget Office of the Verkhovna Rada of Ukraine with the Annual Budget Compliance	Establishing the Budget Office of the Verkhovna Rada of Ukraine and providing it with the State Budget Modelling System will allow ensure the assessment of the current budgetary policy and its effects in the mid-term perspective. Providing the Budget Office of the Verkhovna Rada of Ukraine with the Annual Budget Compliance Control System will allow to		Increasing the quality of assessment of the state budget revenue and expenses within the parliamentary supervision over the budget process. Shaping a high-quality budgetary policy aiming to increase the efficiency of expenses Increasing the efficiency and quality of financial and economic legislation drafted and adopted by the Verkhovna Rada of Ukraine, and expanding the usage of financial	Apparatus of the Verkhovna Rada of Ukraine	229.156	State Budget of Ukraine Possible support from international donors				

	Control System 3. Providing the Budget Office with the System of Financial and Economic Assessment of Programmes and Projects	increase the quality of the parliamentary supervision over the execution of the state budget The European-integration vector of the Ukrainian development and application of the international financial reporting standards require higher-quality assessment of budget programmes and projects. The comprehensive assessment of the implementation of budget programmes allows to get an idea of to what extent budget programmes and projects satisfy the conditions and needs of the social and economic development of the state, and to what extent budget programme management is efficient, reasonable		and economic information which is available in Ukraine for the purposes of efficient supervision and analysis. The implementation of the project in 2026 will allow to use budgetary funds as efficiently as possible if money allocation and actual results of money usage based on the defined development priorities are directly interconnected							

		and economically rational. The systematic assessment of budget programmes is an important tool to define the efficiency of the implementation of the state policy in a specific field of governmental activities									
5.4	Developing modules for the software package "Technological Database of Normative and Legal Information — Zakonodavstvo", changing the architecture of the Zakonodavstvo Database off-line	Developing and modernising the modules for "Technological Database of Normative and Legal Information — Zakonodavstvo" will ensure that a new system of the preparation, maintenance and editing of documents of primary and secondary legislation be created through the PostgreSQL database management system and using web-oriented database formation technologies, submitting documents in HTML/XML		Improving the technical condition. 2023: Stage 1: To develop modules for the system of the preparation, maintenance and editing of documents of primary and secondary legislation 2024: Stage 2: To develop modules for the system of the preparation, maintenance and editing of documents of primary and secondary legislation, to create protocols for changes in the software package databases 2024–2025: Stage 3: To modernise	Apparatus of the Verkhovna Rada of Ukraine	4.5	State Budget of Ukraine Possible support from international donors				

		formats and employing many years of experience in forming databases of normative and legal information in the Verkhovna Rada of Ukraine, modernising the Zaknodavsto system off-line in terms of changes in its own database and recovery system		the Zaknodavsto system off-line, to replace databases and an updating technology							
5.5	Developing the Planning Legislative Drafting Activities subsystem: 1) a technical specification for modernising the automated system "Electronic Draft Law" to make and monitor the implementation of the Legislative Drafting Activities Plan and its elements; 2) developing a	Introducing the Legislative Drafting Activities Plan of the Verkhovna Rada of Ukraine in 2019 by amending the Rules of Procedure of the Verkhovna Rada of Ukraine, and approving the Legislative Drafting Activities Plan of the Verkhovna Rada of Ukraine for 2020 were important steps for improving the then situation with legislative drafting activities planning. In order to fulfil the function of monitoring		Implementation in 2022–2023	Apparatus of the Verkhovna Rada of Ukraine	3.65	State Budget of Ukraine Possible support from international donors				

	software to modernise the automated system "Electronic Draft Law"	the progress in drafting/preparing proposals included in the Plan, it is necessary to modernise the current version of the automated system "Electronic Draft Law" and the respective sections of the official website of the Verkhovna Rada of Ukraine that will facilitate the achievement of the following key goals: 1) for the law-making process participants and interested parties to monitor the implementation of the Plan at all stages 2) to increase the openness and transparency of the planning process									
5.6	Mobile workplace of People's Deputies (a tablet/a laptop)	To ensure the People's Deputies of Ukraine with possibilities of exercising their powers in a single protected digital office within plenary meetings,		Implementation of the Project in 2024. Improving the technical condition. Quantity: 450 pieces	Apparatus of the Verkhovna Rada of Ukraine	12.15	State Budget of Ukraine Possible support from				

		meetings of committees and other bodies of the Verkhovna Rada of Ukraine, work with their electorate and work trips					international donors				
5.7	Powerful desktop PSc for the employees of the Apparatus	Scheduled replacement of the obsolete computer equipment of the Apparatus (the current equipment manufactured in 2015)		Implementation of the Project in 2025. Improving the technical condition. Quantity: 1000 pieces	Apparatus of the Verkhovna Rada of Ukraine	23	State Budget of Ukraine Possible support from international donors				
5.8	Modules with the installed automation system for the reporting of meetings of committees of the Verkhovna Rada of Ukraine (including those via video conference) based on technologies for recognizing continuous speech	The package will ensure that meetings of committees of the Verkhovna Rada of Ukraine be reported based on technologies for recognizing continuous speech directly in Ukrainian, English and Russian during the meetings (live reporting) Possibility of deploying the package in new facilities within three working days		Implementation of the Project in 2023. Automating computer-assisted reporting of all types of meetings of the Verkhovna Rada of Ukraine Informing the public of the activities of committees of the Verkhovna Rada of Ukraine including by publishing the reports of committee meetings and hearings	Apparatus of the Verkhovna Rada of Ukraine	4.9	State Budget of Ukraine Possible support from international donors				

5.9	Developing the automated system “Human Resources Management in the Apparatus of the Verkhovna Rada of Ukraine”	To ensure the creation of a single digital platform for arranging human resources for the Apparatus: additional recruitment, appointment, transfer, assessment, training, advanced training, incentives, penalties, network cooperation between the units of the Apparatus		Implementation of the Project in 2025. Automating means aiming to arrange and coordinate human resources in the Apparatus, including the structure and manning table, the civil service positions, individual files of civil servants	Apparatus of the Verkhovna Rada of Ukraine	12.75	State Budget of Ukraine Possible support from international donors				
5.10	Procuring productive network equipment to ensure failure resistance of the Verkhovna Rada of Ukraine	Replacing physically depreciated and obsolete equipment with its period of use exceeding 10 years in 2023. Increasing the reliability, intensity and responsiveness of the work of the People’s Deputies of Ukraine, their consulting assistants, the employees of the Apparatus and the Internet users with the services of the network of the Verkhovna Rada of Ukraine		Implementation of the Project in 2023. Updating network equipment by replacing physically depreciated and obsolete equipment in order to increase the connection speed of the Internet and internal uplinks of the network of the Verkhovna Rada of Ukraine It is required to maintain failure-free operation at the respective level	Apparatus of the Verkhovna Rada of Ukraine	21	State Budget of Ukraine Possible support from international donors				

5.11	Equipment for new-generation wireless network Wi-Fi 6	Increasing the coverage of the wireless network of the Verkhovna Rada of Ukraine in order to ensure higher-level mobility of the People's Deputies of Ukraine, their consulting assistants, the employees of the Apparatus and to ensure access to the services of the network of the Verkhovna Rada of Ukraine from any place of stay		Implementation of the Project in 2023. Increasing the coverage of the wireless network of the Verkhovna Rada of Ukraine by procuring net network equipment because of inadequate coverage density of the existing network	Apparatus of the Verkhovna Rada of Ukraine	8.505	State Budget of Ukraine Possible support from international donors				
5.12	Procuring modern server hardware for the data processing centre	Procuring server hardware in order to replace obsolete equipment and to fulfil tasks on ensuring reliable, fast and high-quality access to the services of the network of the Verkhovna Rada of Ukraine, which directly influence the quality of the law-making process and the use of automated systems by the People's Deputies of Ukraine, their		Implementation of the Project in 2023. Making access to the services of the network of the Verkhovna Rada of Ukraine for the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus more reliable, more qualitative and faster	Apparatus of the Verkhovna Rada of Ukraine	18.55	State Budget of Ukraine Possible support from international donors				

		consulting assistants and the employees of the Apparatus. Servers which have been constantly used since 2014 have exhausted their resources, their maintenance period ended in 2019. Nowadays, 4 of 8 servers are in a critical condition and cannot be further used under load. Modern versions of the virtual system hypervisor are not supported.									
5.13	The detailed design of the system "Tsyfroviy Komitet" ("Digital Commettee") for meeting room No. 1034 of the Committee of the Verkhovna Rada of Ukraine on Digital Transformation in the	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings in the meeting room of the committee; control over the presence of the People's Deputies of Ukraine and the		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine Possible support from international donors				

	administrative building on 3-A Sadova Str.	registration procedure at the meeting of the committee; accurate reproduction of the voting process and results of voting by raising hands at the meeting of the committee; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high-quality online broadcasting of meetings on the website of the committee; automation of generation of meeting minutes and elimination of any possibility of information distortion; possibility of simultaneous		for the system "Tsyfroviy Komitet" ("Digital Commettee") for the meeting room of the Committee of the Verkhovna Rada of Ukraine on Digital Transformation							

		interpretation during the speech; remote connection of participants using video conferencing software									
5.14	The detailed design of the system "Tsyfroviy Komitet" for meeting room No. 11 in the administrative building on 18/2 Mykhailo Hrushevskyi Street	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People's Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items;		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system "Tsyfroviy Komitet" for meeting room No. 11	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine Possible support from international donors				

		refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software									
5.15	The detailed design of the system "Tsyfroviy Komitet" for meeting room No. 12 in the administrative house on 18/2 Mykhailo Hrushevskyi Street	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People's Deputies of Ukraine and the registration procedure; accurate reproduction		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine Possible support from international donors				

		of the voting process and results by raising hands; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software		"Tsyfroviy Komitet" for meeting room No. 12							
5.16	The detailed design of the system "Tsyfroviy	Project implementation is a primary objective on the way of further development of a		Implementation of the Project in 2023. It is expected that it will result in obtaining	Apparatus of the Verkhovna	0.150	State Budget of Ukraine				

	Komitet" for meeting room No. 416 in the administrative building on 3-A Sadova Str.	system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People's Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of		a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system "Tsyfroviy Komitet" for meeting room No. 416	Rada of Ukraine		Possible support from international donors				

		information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software									
5.17	The detailed design of the system "Tsyfroviy Komitet" for meeting room No. 727 in the administrative building on 3-A Sadova Str.	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People's Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items;		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system "Tsyfroviy Komitet" for meeting room No. 727	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine Possible support from international donors				

		compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software									
5.18	The detailed design of the system "Tsyfroviy Zal" ("Digital Hall") for the conference hall in the building of the Verkhovna Rada of Ukraine (5 Mykhailo Hrushevskyi Street) for	The implementation of the design will allow to build a system that will manage data collection, processing and access processes by automating the processes of data inserting, keeping, processing and reproduction. As set by the design for this purpose, the system		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine Possible support from				

	holding meetings of the Conciliation Council of Deputy Factions (Deputy Groups) and meetings of committees of the Verkhovna Rada of Ukraine	will ensure: preparation of meetings by shaping an agenda in an electronic form; identification and registration of the People's Deputies of Ukraine; the work of the People's Deputies of Ukraine with the agenda and necessary documents in an electronic form at their workplaces in a conference hall; electronic voting when considering agenda issues; formulation of issues to be voted; automated vote count during voting; recording and demonstration of voting results; speech sound amplification; compliance with speech time limits; speech time limit control; multimedia support for		specification, the cost of the design realisation for the system "Tsyfroviy Zal" for the conference hall of the Verkhovna Rada of Ukraine			international donors				

		meetings; demonstration of presentations at workplaces and on a display in the room; remote connection of participants by using video conferencing software; possibility of simultaneous interpretation during the speech; video and audio recording of meetings; streaming of meetings on video hosting services and posting on the website of the committee; automation of generation of meeting minutes in an electronic form with possibilities of reviewing reports, video and audio records.									
5.19	Establishing the Expert and Analytical Platform on English Translations of	The Expert and Analytical Platform on English Translations of Legislative Acts of Ukraine composed of the employees of the		The roadmap for establishing the Expert and Analytical Platform on English Translations of Legislative Acts of Ukraine:		21.5	State Budget of Ukraine Possible support from				

	Legislative Acts of Ukraine	Apparatus, the Secretariat of the Cabinet of Ministers of Ukraine, scientists of the Institute of International Relations, Taras Shevchenko National University of Kyiv, the experts of the European Parliament and the European Union: 1) makes the list of priority legislative act of Ukraine to be translated into English; 2) organises linguistic and legal expertise of the English translations made; 3) coordinates the development of a glossary for each legislative act, a Ukrainian — English vocabulary of legal terms; 4) approves the publication of translations made on the official website of the Verkhovna Rada of Ukraine, the Open Data		in 2022, the platform functions through the support of the USAID Program RADA: Next Generation and the Apparatus; in 2023, the platform can take the form of an independent international project through the support of the USAID, EU and other international donors; in 2024, the platform can take the form of a legislative translation bureau which will be controlled by the Apparatus and the Secretariat of the Cabinet of Ministers of Ukraine. In order to ensure its activities, it is proposed to introduce the Legal Translation speciality in the Institute of International Relations, Taras Shevchenko National University of Kyiv, in 2023–2024			international donors				

		Portal of the Verkhovna Rada of Ukraine, the official website of the Inter-Parliamentary Union; 5) coordinates the development of the parallel Ukrainian and English text corpus of legislative acts; 6) ensures that translations be updated after changes and amendments are made; 7) drafts proposals on the creation of a legislative act machine translation system in the Verkhovna Rada of Ukraine; 8) interacts with legislative translation agencies of the European Parliament and national parliaments, cooperates with the eTranslation platform and the Terminology Bureau of the European Union									

6	Necessary legal framework					
Subparagraph No. of paragraph 4	**Title of the legal and normative act for the task from paragraph 4**	**Contents of the development of/ amendments to the legal and normative act**	**Public authority responsible for the development of/ amendments to the legal and normative act**	**Deadline for development**	**Final date of entry into force**	**Status of the legal and normative act**
4.1.1	Regulation on the Research Service of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Research Service of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	07/2022	12/2022	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.1.7	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"	Standardising the remote participation of the People's Deputies of Ukraine in plenary meetings of the Verkhovna Rada of Ukraine and remote forms of the work of the Verkhovna Rada of Ukraine and its bodies in the context of marital law or state of emergency	Verkhovna Rada of Ukraine	09/2022	12/2022	Law of Ukraine
4.1.7	The Ordinance of the Chairman of the Verkhovna Rada of Ukraine on some issues on ensuring the work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	Standardising internal organisational issues related to the work of the Verkhovna Rada of Ukraine and its bodies, documenting and recording, in an electronic way, the results of such work	Verkhovna Rada of Ukraine	09/2022	12/2022	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.1.6	Law of Ukraine "On Accounting Chamber"	Enhancing the mechanisms of the work of the Accounting Chamber	The Verkhovna Rada of Ukraine	09/2022	12/2022	Law of Ukraine

			the Accounting Chamber			
4.1.2	Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2027	Defining priority areas in the development of organisational, legal, scientific, documentary, information, expert and analytical, material and technical support for the activities of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	07/2022	12/2022	Ordinance of the Head of the Apparatus of the Verkhovna Rada of Ukraine
4.2.4	Communication Strategy of the Verkhovna Rada of Ukraine for 2023–2026	Defining priority areas in the development of interaction between the parliament and civil society	Verkhovna Rada of Ukraine	03/2023	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Brand Strategy of the Verkhovna Rada of Ukraine	Building citizens' trust in the parliament as an institution	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks	Transparency and openness of public authorities Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Comprehensive Programme for Parliamentary Enlightenment	Raising awareness of parliamentary activities among citizens, especially pupils, students and adults	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.6	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna	Bringing the parliamentary law into compliance with the Constitution of Ukraine. Improving the requirements for drafting the explanatory notes and	Verkhovna Rada of Ukraine	02/2023	06/2023	Law of Ukraine

	Rada of Ukraine / other acts of the parliamentary law”	other supporting documents to draft laws, in particular those related to: 1) financial and economic rationale; 2) special requirements to European integration-related draft laws; 3) impact assessment; 4) gender analysis; 5) preparation of a post-legislative scrutiny plan; 6) setting of the list of secondary legal acts required to implement the law as well as organisational, technical and other measures required to implement the law. Introduction of the respective preregistration review of draft laws. Improving the second reading procedure (transposition to the comprehensive update of the Rules of Procedure of the Verkhovna Rada of Ukraine). Improving the process for planning legislative drafting activities of the Verkhovna Rada of Ukraine				
4.2.8	Road Map for Comprehensive Amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	The context will be based on the results of parliamentary law procedure audit	Verkhovna Rada of Ukraine	01/2023	06/2023	Resolution of the Verkhovna Rada of Ukraine

4.2.8	Revised Rules of Procedure of the Verkhovna Rada of Ukraine	The context will be based on the results of parliamentary law procedure audit. It is, *inter alia*, expected to, phase by phase: 1) set special requirements to legislative initiatives of the People's Deputies of Ukraine (collective initiatives, mandatory fraction support and etc.); 2) ensure that legislative initiatives of the People's Deputies of Ukraine be formulated in accordance with the requirements of legislative drafting techniques by establishing a legislative proposal institute; 3) prioritise European integration-related legislative initiatives submitted by the Cabinet of Ministers of Ukraine for the consideration of the Verkhovna Rada of Ukraine 4) establish the practice of shaping a thematic agenda taking into account the priority of the consideration of draft laws submitted by the Cabinet of Ministers of Ukraine; 5) confer a right to define certain draft laws as urgent on the Cabinet of Ministers of Ukraine as a holder of the right of legislative initiative; 6) introduce the practice of submitting the White Books; 7) to introduce preregistration budget, anti-corruption, European-integration	Verkhovna Rada of Ukraine	01/2024	Start of work for the Verkhovna Rada of Ukraine of the 10th convocation	Law of Ukraine

		review of draft laws, including draft laws recommended by committees to be adopted as a whole				
4.2.9	Law of Ukraine "On Law-Making Activity"	Standardising the law-making procedure, the system of legislative acts, their characteristics and requirements to them	Verkhovna Rada of Ukraine	01/2023	06/2023	Law of Ukraine
4.2.5	Law of Ukraine "On Public Consultations"	Improving the procedure for the public discussion of draft laws	Verkhovna Rada of Ukraine	06/2023	12/2023	Law of Ukraine
4.2.2	Law of Ukraine "On the Parliamentary Service"	Addressing the peculiarities of civil service in the Apparatus of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	06/2023	12/2023	Law of Ukraine
4.1.3	Strategy for Forming Innovative Digital Parliament in the Verkhovna Rada of Ukraine for 2023–2026	Defining key principles of digital parliament development	Verkhovna Rada of Ukraine	12/2022	01/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.1	Concept of the Development of the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Setting key requirements on formulating legislative initiatives in compliance with legislative drafting techniques	Verkhovna Rada of Ukraine	06/2023	12/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.1	Regulation on the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	06/2023	12/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.13	The Concept for Reforming the Apparatus of the Verkhovna Rada of Ukraine	The context will be based on the results of functional analysis	Verkhovna Rada of Ukraine	12/2023	01/2024–12/2025	Ordinance of the Head of the Apparatus of the

	and the Step-by-Step Strategy for the Implementation of the Concept for Reforming the Apparatus of the Verkhovna Rada of Ukraine					Verkhovna Rada of Ukraine
4.2.14	Resolution on the Structure of the Apparatus of the Verkhovna Rada of Ukraine	Structure of the Apparatus of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2024	12/2025	Resolution of the Verkhovna Rada of Ukraine
4.3.2	Concept of the Budget Office of the Verkhovna Rada of Ukraine	Defining key principles of the Budget Office development Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2026	06/2026	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.3.2	Regulation on the Budget Office of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Budget Office of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2026	06/2026	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.3.3	Law of Ukraine “On Amending the Constitution of Ukraine”	Creating an efficient checks and balances system, in particular: 1) forming the government-centric model of the law-making process; 2) introducing ordinary and constitutional (organic and nominal) laws; 3) reducing the number of members of the Verkhovna Rada of Ukraine; 4) standardising the control function of committees and activities of special control committees	Verkhovna Rada of Ukraine	01/2024	01/2027	Law of Ukraine

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III. The local self-government bodies reform

Local self-government in Ukraine has been significantly reconsidered in Ukraine for the last 8 years. In 2020, Ukraine got a current administrative and territorial division, according to which more than 11,000 village, township, and city councils were substituted on the basic level with 1,470 competent territorial communities; and 136 districts were established on the subregional level based on the 490 optimized districts. Local self-government gained considerable powers, adopted responsibility, and increased financial resources in order to effectively address issues of local importance: local services are eventually closer to people, local self-government bodies became more accountable and democratic, intensive local development and wellbeing of population turned out to be our key priorities.

Such approach is based on the best European practices, and from now on, local self-governance framework in Ukraine will correspond to philosophy of the European Charter of Local Self-government. In February 2022, the European Parliament recognised decentralization reform as one of the best reforms in Ukraine. Along with that, local government reform has not been yet completed as of June 2022.

Despite a great progress, the system still has long-lasting problems that hinder its intensive development on the ground. What is more, some territorial communities and districts, as well as their configurations, were a result of the political compromise as an integral component of the political process. At that time, it was a completely right decision as benefits from a comprehensive optimization of the system far outweighed disadvantages caused by incorrectness of some configurations. At the same time, full-scale armed aggression against Ukraine has significantly exacerbated those problems that have existed in local self-government for years, and highlighted those structural flaws that were factitiously preserved in 2020.

Thus, 4 key directions were identified under the National Recovery Plan. Their implementation directly depends on completion and adoption of already developed legislation, as well as on the well coordinated work of all levels and branches of the government in order to effectively fulfill tasks at hand.

Description of problems

1. Insufficient capacity of some territorial communities and districts has exacerbated as a result of the full-scale war, in particular due to the large-scale internal displacement within the state, accompanied by significant destruction or damage of critical, social, and commercial infrastructure, critical level of migration to neighbouring countries, and relocation of businesses.

In order to address this problem, the administrative and territorial division of our state should be reviewed in view of the current challenges that local self-government and executive bodies face under conditions of martial law, as well as a real-time interactive information and analytical system should be introduced to monitor statistical and administrative indicators of the functioning of territorial communities, districts, and regions.

The mentioned scope of work partially intersects with the regional development issues, operations of local executive bodies, and issues of the legal regulation under land legislation.

2. Ill-defined division of powers between the local self-government bodies and the state, as well as lack of adequate financial resources, is a recurrent problem which has been prevailing at the operational system of state public authorities since the reclaiming of our independence.

For more than 20 years, the experts, officials of different levels, parliamentarians of different convocations, local elites, and donor organizations engaged into self-government issues have been of one mind regarding the need to ensure quality, comprehensive, and exhaustive division of powers between local self-government bodies at all levels of administrative and territorial structure, as well as between local self-government and executive bodies, providing sufficient funding for their implementation.

Lack of division of such powers and their vagueness along with their duplication amid local self-government bodies at different levels, as well as between local executive and self-government bodies, contribute to the misunderstanding of the very nature of "delegation" of such powers, their true "value" and expediency to properly fund such powers given the limited public funds. In its turn, it negatively impacts on quality of public service provision and leads to conflicts of competences between public authorities and inefficiency in exercise of powers.

Therefore, the working group suggests to identify by their nature an exhaustive list of powers, to divide them properly between public authorities, to approve state standards (requirements) and norms in a descriptive and cost way for each power per a statistically average administrative and territorial unit, as well as to carry out a range of activities aimed at descent funding of delegated powers (to improve a financial equalization formula, to change a crediting principle to local budgets for the personal income tax etc.).

3. Insufficient level of professional expertise on the ground, low attractiveness of civil service along with lack of citizens' trust in local self-government employees significantly impacts on capacity and development of a territorial community. Moreover, the pay scale is imperfect, including intense political nature and subjectivity of this process, and local self-government officials, as well as civil servants, primarily focus on a process rather than on outcomes, which should have been interrelated with incentives and motivation allowances/ All this exacerbates imbalances in the functioning system of local self-government bodies and worsen quality of the services provided to population, which affects both the attractiveness of the civil service and the credibility of a power institution as a whole.

Within the subgroup, it is suggested to gradually change system of professional development for local self-government employees, to introduce an effective and flexible system of personnel training and promotion (advanced training), to create attractive and favourable working conditions for civil servants, and to revive its prestige and trust. It could be achieved through introduction of the advanced personnel management tools into the system of local self-government employees, development of the open and fair competition procedure, creation of the flexible professional development system, formation of an enabling employer's brand for a local self-government body, and eventually to transfer to the concept of a public servant (that s to the seamless combination of public service and service in local self-government bodies).

Within this direction, activities directly intersect with the reform of central executive authorities and measures aimed at improving legal principles of the civil service functioning.

4. Although the electoral legislation in Ukraine (adoption of the Electoral Code) has been relatively recently drastically reviewed and first local elections were held throughout Ukraine at the end of 2020 based on a new territorial principle, an exercise of the election process shows imperfections in the legal regulation of local elections, which all the more aggravated given the war time challenges.

The mentioned challenges intersect in particular with increasing areas of the temporarily occupied territories of Ukraine, including many those with active hostilities, and massive displacement of population, which affects the socio-demographic characteristics of territorial communities; with underrepresentation of the remote areas (settlements) residents in representative bodies; with the discrepancies between certain electoral norms and post-war recovery conditions, in particular regarding the holding of early or mid-term local elections and digitalization of the electoral process as a whole.

Subsequently, it is planned to improve the electoral system of local elections, inter alia, in the following areas: grounds of failure to hold elections due to lack of a proper security level, procedures for calling early local elections, mechanisms for participation of Ukrainian citizens in local elections, improvement of the electoral system during local elections. It will ensure balanced representativity of all territories of a territorial community, systemic professional development and depoliticization of election commissions' members etc.

Moreover, the history of Ukrainian democracy is characterized by a negative practice of changing rules of the "game" (an electoral process) shortly before the election date. On the local level, this problem is aggravated by the following: people usually pay less attention to the local elections and are less familiar with nuances of the electoral system on the ground, while local authorities actually address major part of the routine issues and problems of population and satisfy their key (daily) needs.

In view of it and for the first time ever in the history of independent Ukraine, it is proposed to carry out improvement of the electoral system on the local level in advance: well ahead of the scheduled regular elections in 2025 in order to have time for proper preparations by all subjects of the electoral process, to conduct raising awareness campaigns for population, and to enhance proficiency of the election commissions' members at all levels.

Expected outcome

Introduction of a capable system of local self-government bodies at all levels of the administrative and territorial division of the state that properly fulfils the public functions vested in it, is resilient to permanent crises and unpredictable threats, adequately responds to challenges and enjoys trust among local communities.

Performance of the public functions is ensured with adequate funding, reasonable distribution of powers between levels and subjects of public governance to allow for better quality of public services, efficient spending of limited funds and rapid development of territories.

Public service at the local level is optimized, digitalized, and result-oriented, and therefore aimed at achieving the key performance indicators in the fastest way using the least possible scope of public resources.

The election procedures at the local level are adopted to the challenges of the post-war recovery, abolishing the size of the population as a factor determining the election system to allow for a more targeted and balanced reflection of the needs of the local population, including those from far-located areas, and members of the election commissions are professionals. In total, it allows to ensure high quality of local elections and prevalence of local democracy according to the best international standards.

1. Key issues to be solved within the framework of the Recovery Plan within the Local Self-Government direction

Key problems and objectives:

1) Problem: Insufficient capacities of some territorial communities and raions, made worse by the full-scale war
Goal: To review the administrative and territorial division given the current challenges faced by local self-government and executive bodies under conditions of martial law.

2) Problem: Ill-defined delineation of powers of the local self-government bodies and the state and lack of adequate financial resources

Goal: Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation.

3) Problem: Insufficient level of professional expertise on the ground, low attractiveness of public service, and lack of citizens' trust in local self-government employees

Goal: Introducing an effective and flexible system of personnel training and promotion (advanced training), creating attractive and favourable working conditions for civil servants, and boosting its prestige.

4) Problem: Shortcomings of the electoral process at the local level in a time of perpetual crisises.

Goal: Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)

Impact of the war on the defined analysis area:

All over Ukraine, local self-government has been unprecedentedly impacted by war and its aftermath: both in hostilities areas, under temporal occupation, in besieged settlements, and through accommodation of internally displaced persons, relocation of enterprises, destruction and renewal of infrastructure, construction of new logistical hubs and routes etc.

Regarding direct losses, one can pay attention to the revenue decrease of local government budgets (for the first quarter of 2022 compared to the first quarter of 2021), in particular in terms of land fees (land tax, tenancy) with the rate of -38%, or UAH 1.1 billion (land fee constitutes about 12% of the

local budgets (general fund) receipts); in terms of excise duty, the aggregated (tobacco, alcohol, fuel) figure is -32.2% or UAH -0.8 billion (including the fuel excise duty (UAH -0.6 billion), which generated about UAH 7.8 billion per year for local budgets).	
Key challenges (in general, for the defined area)	Partial imperfection of the administrative and territorial division (low level of capacity of some local self-government bodies at the basic level to ensure the implementation of statutory powers, non-compliance of certain subregional administrative and territorial units with the NUTS-3 criteria) Duplication of powers of local self-government bodies at different levels of administrative and territorial division with those of local executive bodies, as well as failure to ensure proper funds for the exercise of delegated powers by local self-government bodies. Insufficient efficiency and quality of public servants' work in the local self-government system, in particular their focus on processes rather than results, formal approach to implementation of the principle of political impartiality and low level of public trust in the local self-government servants. Shortcomings of the electoral system at the local level (failure to hold elections in areas close to hostilities (security criteria), the need to update the electoral system given the massive displacement of population, large-scale damage of critical infrastructure, insufficient consideration of interests of citizens from far-located settlement spread across big territories)
2) Key possibilities (in general, for the defined area)	To accumulate territory management experience in the crisis conditions along with practices of swift administrative decision-making in different security situations and at various governance levels. To scale-up the IT usage in community and region management, including remote management Opening of a "window of opportunity" for swift passing of difficult and "unpopular" decisions, which would require significant time and political compromises in time of peace. To decrease the political component share in a decision-making process and during development of acts at the regional and national levels. The need to clearly define responsibilities of all public authorities and local self-government bodies in order to ensure quality and efficiency of public functions exercise, as well as timeliness and quality of the public services provided to population To develop the quality pool of public servants at the local level, who are motivated, result-oriented, initiative, and virtuous.
3) Key limitations (in general, for the defined area)	Austerity in public funds given the need to ensure protected budget expense lines (social sphere and support of community-functioning) Reduced quality of the adopted regulations and individual acts at all levels of public governance

	Rapid deterioration of the demographic situation in the state Large-scale internal displacement of population (failure to understand communities' final configurations and demography, as well as the IDP numbers) A gap between the capacities and development of different territorial communities and regions depending on the threats caused by active hostilities Reduced economic activity of population AN abrupt increase in the burden on the social protection system, including budget expenditures for social purposes, in particular on IDP allowances An outflow of professional personnel, staff turnover within the system of local self-government bodies

2. Goals, tasks and stages of the Recovery Plan within the direction "Local Self-government" for specific fields

2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
1) Problem: Insufficient capacities of some territorial communities and raions, made worse by the full-scale war Goal: Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self-government bodies and local executive authorities			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	To approve the updated capacity criteria for territorial communities (given the challenges caused by the armed aggression and emergency situations, in particular post-war recovery, changes in the separate approaches to regional development in terms of targeted support to the depressive and challenging conflict-affected territories, refusal from excessive resource concentration on these territories)	To ensure the development of territorial communities based on the updated capacity criteria for the functioning of local self-government bodies (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule) To introduce changes to the list of districts according to the measurable criteria for functioning efficiency of central executive authorities (CEA) and local state administrations (LSA)	To define the actual boundaries of administrative and territorial units of Ukraine To introduce an automated information and analysis system to monitor the statistical and administrative indicators of territorial communities, districts, and regions
Deadline within the stage	December 2022	December 2023	2030
Risks related to the goal achievement	Lack of similar operating experience of local self-government and state authorities on the ground under conditions of the full-scale armed aggression. An increasing gap between territorial communities in terms	Reluctance of local elites who have already settled on the ground within the “new” 2020 community configuration, split areas of their responsibility and will resist any changes. At the central and local levels, there is a misunderstanding of role and importance of the subregional	Lack of unity within the expert community regarding the monitoring “criteria” False information provided by local authorities

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	of their infrastructure, resource, and manpower potential.	level within the public governance system.	
Measurable goal achievement indicator	Adoption of the Draft law No. 4664. Document approved by the Ministry for Communities and Territories Development of Ukraine.	Lack of enclaves at district level Minimum number of inhabitants: 150 thousand per district (NUTS-3) Approved acts on changes of territories and administrative centres of territorial communities, as well as dissolution of districts.	Addressed issues of shaping land plots through which boundaries of communities, districts, and regions go. In the Diia, there was a possibility introduced for any resident to keep track of monitoring over the functioning efficiency of communities, districts, and regions.
Total funding requirement for the goal achievement			
Links between the goal and other directions	Criteria should correlate with matters of regional development	The goal correlates with the matters of state building on the ground (LSA and Central executive authorities)	Defining of the actual boundaries of regions, districts, and territorial communities is related to the issues of land legislation
2) Problem: Ill-defined delineation of powers of the local self-government bodies and the state and lack of adequate financial resources Goal: Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation			
Goal to be achieved to solve the issue during each stage	Developing criteria and methodology for delimitation of powers and identifying inconsistencies in their funding	To develop and approve state standards (requirements) and norms in descriptive and cost formats for each power delegated by the state to local self-	Removing restrictions on the regulation of the local self-government's own revenues

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	To define criteria (principles) and guarantees of delegation of powers by the state to local self-government To approve a register of the powers of local self-government bodies (to mitigate the risk of misunderstanding the essence of power delegation). To finalize the Government Draft laws No.6281 and No.6282. To define (if not regulated) relevant state standards (requirements) for public services, in particular in the sectors of education, healthcare,	government bodies per a statistically average administrative and territorial unit for the purpose of descent funding of delegated powers. To align fiscal revenue sources with the nature of powers pf local self-government To improve a financial equalization system (formula) with the purpose of reducing imbalances and maintaining interest in the increase of fixed income Crediting a certain part of the personal income tax to local budgets at the place of home address registration of individual taxpayer	Establishing a methodology for direct calculation of expenditures on the entrusted powers To ensure a gradual transfer to the funding of delegated powers as per their value

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	culture, social and administrative services that should be provided by local self-government bodies; to calculate the cost of such services.		
Deadline within the stage	December 2022	October 2023	2028
Risks related to the goal achievement	Reluctance (demotivation) of state (executive) authorities to clearly split powers due to the necessity to additionally fund delegated and entrusted powers, along with failure to understand the essence of power "delegation". Lack of unity in approaches to understanding of power "cost" and complicated calculations performed under uncertainty caused by the crisis	Change of political climate/beginning of the election process that substantially slows down the Parliament's/Government's activities The matter becomes out of priority given the critical limitation level of public resources Resistance of big cities to the initiative to transfer part of the Personal Income Tax at the place of residence or at the place of business due to loss of part of income	Ill-preparedness of the Ministry of Finance to introduce changes
Measurable goal achievement indicator	Approval of the Concept of changes and acts on powers delineation criteria, their costs and accounting along with defining of tasks specifically attributed to Central Executive	Introduction of changes to field-specific and sectoral legislation on the delineation of powers	Development of the State and local budgets with allocation of funds for the delegated powers at no less than 75% of their "cost"

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Authorities and deadlines to perform analytical work		
Total funding requirement for the goal achievement			
Links between the goal and other directions			
3) Problem: Insufficient level of professional expertise on the ground, low attractiveness of public service, and lack of citizens' trust in local self-government employees Goal: Introducing an effective and flexible system of personnel training and promotion, creating attractive and favourable working conditions for civil servants, and boosting its prestige.			
Goal to be achieved to solve the issue during each stage	Creating an effective and flexible system of professional training that meets the demands of civil servants and promptly responds to the development needs of territorial communities To change a professional development model for public servants	To introduce an integrated human resources management system in the system of civil service in local self-government bodies To introduce open and fair competition procedure	To ensure an easy transfer from local self-government bodies to state authorities and vice versa To initiate establishment of the public service To develop a favourable employer's brand of local self-government bodies
Deadline within the stage	December 2022	2024	2027

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Risks related to the goal achievement	Reluctance to participate in voluntarily assessments Resistance of local political players who loose their influence on the personnel policy Lack of motivation from the side of local self-government bodies to transfer to the united integrated hr management system	A formal approach to the introduction of workforce management tools Bias towards the "manual" decision-making on workforce matters	A low priority of the defined goal in comparison with others
Measurable goal achievement indicator	An analysis report (with a breakdown by regions and sectors) Approval of the Draft law No. 6504	Development of a separate module on local self-government servants in the integrated hr management system	Adoption of the Code on Public Service in Ukraine An increase of the number of candidates for the positions in local self-government bodies
Total funding requirement for the goal achievement			
Links between the goal and other directions	Improvement of the civil service		
4) Problem: Shortcomings of the electoral process at the local level in a time of perpetual crisises. Goal: Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	To develop criteria for impossibility to hold local elections in particular territories because of hostilities or military threat To decrease election timeframe and extend grounds for calling early local elections	To detach local election system from the number of population in a territorial community (not later than a year before local elections) Establishing and ensuring the functioning of election commissions, in particular DECs and TECs (formation procedure, provision of premises, creation of temporary premises for voting, professionalization of the election commission members) To improve a funding procedure for interim local elections To develop an IDP participation mechanism for local elections	Analysing the practice of application of the new election legislation during local elections and further improving the Electoral Code and other relevant laws
Deadline within the stage	December 2022	2025	2028
Risks related to the goal achievement	Legal challenging of decisions on the impossibility to hold elections Local residents are dissatisfied with the impossibility to participate in elections	Problems for future candidates, election team, and voting public to use the new electoral system. Lack of sufficient logistical support Lack of funds in the State Budget of Ukraine	Backsliding of the electoral reform

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Politization of matters on calling early local elections	Significant influence of IDPs on the local policies	
Measurable goal achievement indicator	Necessary legislative acts are approved	Methodology for vocational trainings is introduced	Comprehensive study is carried out and relevant amendments to legislation are prepared
Total funding requirement for the goal achievement			
Links between the goal and other directions			

2.2. Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area:

No.	Title of the programme document	Current situation
1	Concept of Reformation of the Local Self-Government and Territorial Organisation of Power in Ukraine approved by Ordinance of the Cabinet of Ministers of Ukraine No. 333-p of 1 April 2014	It needs to be updated since the condition of the local self-government and territorial organisation of power in Ukraine has changed dramatically (it is assumed that the Concept is fulfilled or even overfulfilled according to its stages); it must be brought into conformity with the present-day challenges (martial law, permanent hostilities, etc.)
2	Decision of the National Security and Defence Council of Ukraine of 15 April 2021 "On the Measures of the State Regional Policy for Supporting Decentralisation of Power" enacted by Decree of the President of Ukraine No. 180/2021 of 29 April 2021.	As of now, only one third is implemented, although topicality and relevancy for immediate adoption of the measures defined in the Decision are detailed in Section 2 of this document.

3	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021	Despite the fact that the Strategy implementation has begun this year, it still needs to be updated. Along with this, a huge number of activities envisaged by the Strategy continues to be relevant despite of the changes caused by war.

4	Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)			
	Goal (from paragraph 2)	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	4.1. Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self-government bodies and local executive authorities			
	Stage 1: 06/2022–12/2022			
	4.1.1. To approve updated capacity criteria for territorial communities (given the challenges of martial law and post-war recovery)	To hold consultations with stakeholders regarding the procedure of engagement of responsible individuals into a study on assessment criteria for functioning capacity of local self-government (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July 2022	
		To run an assessment of functioning capacity of local self-government (authority in charge: Ministry for Communities and Territories Development of Ukraine,)	August–September 2022	
		To develop a methodology for setting capacities of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine)	September 2022	

		To agree on a methodology for capacities of territorial communities with the Parliament and hold consultations with stakeholders (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October 2022	
		To approve a methodology for setting capacities of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine)	November 2022	
		To complete works on the Draft law No.4664 within the Committee and submit it for I rereading (authority in charge: Ministry for Communities and Territories Development of Ukraine	October–November 2022	
		To adopt the Draft law No.4664 On the Procedure for Settlement of Issues of the Administrative and Territorial System as a basis in the first reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
	Stage 2: 01/2023–12/2025			
	4.1.2. To ensure the development of territorial communities based on the updated capacity criteria for the functioning of local self-government bodies	To run simulation of settings for territorial communities based on the updated capacity criteria (authority in charge: Ministry for Communities and Territories Development of Ukraine)	January–February 2023	
		To adopt the Draft law No.4664 On the Procedure for Settlement of Issues of the Administrative and Territorial System in the second reading and in the whole (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	March 2023	

		To conduct regional discussions about projects on updated territorial communities settings (authority in charge: Ministry for Communities and Territories Development of Ukraine)	March–April 2023	
		To suggest the updated administrative centres and territories of territories communities (authority in charge: to be specified as it depends on the final version of the Draft law No.4664)	May 2023	
		To approves changes of settings for territorial communities of Ukraine (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule) (authority in charge: to be specified as it depends on the final version of the Draft law No.4664)	July 2023	
	4.1.3. To introduce changes to the list of districts according to the measurable criteria for functioning efficiency of central executive authorities (CEA) and district state administrations (DSA)	To collect and analyse data regarding functioning efficiency of District State Administrations and Central Executive Authorities under the circumstances of martial law (authority in charge: Secretariat of the Cabinet of Ministers of Ukraine)	October–November 2022	Subgroup: Reforms of regional and district state administrations
		To develop a methodology of assessment of functioning efficiency of District State Administrations and Central Executive Authorities (Ministry for Communities and Territories Development of Ukraine)	January 2023	
		To run simulation of settings for the updated districts given the security threats and the need for effective exercise of executive power in the territory (authority in charge: Ministry for Communities and Territories Development of Ukraine)	March 2023	
		To coordinate the updated settings for districts of Ukraine with all stakeholders and submit it for consideration of the Verkhovna Rada of Ukraine (authority in charge: Ministry for Communities and Territories Development of Ukraine)	April 2023	

		To consider it at the meeting of the Line Parliament Committee taking account of the comments and proposals provided by members of Parliament of Ukraine (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	May–April 2023	
		To approve as a basis and as a whole the updated act on liquidation and establishment of new districts (authority in charge: Verkhovna Rada of Ukraine)	July 2023	
		To adopt secondary regulatory documents, in particular Ordinance on reorganisation and formation of district state administrations (authority in charge: Ministry for Communities and Territories Development of Ukraine)	December 2023	
	Stage 3: 01/2026–12/2032			
	4.1.4. To introduce an information and analysis system to monitor the statistical and administrative indicators of territorial communities, districts, and regions	To analyse the expediency of setting apart a separate system or of improving the "SOTA" information and analytical system of the Main National Situation Centre ("SOTA" IAS) (authority in charge: Secretariat of the National Security and Defence Council of Ukraine)	2026	
		To develop a concept for implementing an information and analytical system to monitor the capacity of communities, districts, and regions (authority in charge: Ministry for Communities and Territories Development of Ukraine)	2026	
		Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	2026	
		To procure necessary software and data support for the monitoring system of community capacities (authority in charge: donors)	2027	

		To launch a pilot project on functioning of the monitoring system of community capacities (authority in charge: Ministry of Digital Transformation of Ukraine)	2028	
		To improve Diia system in order to introduce the options for citizens to monitor the functioning indicators of communities, districts, and regions in real-time mode (authority in charge: Ministry of Digital Transformation of Ukraine)	2028	
		To improve and scale-up capacities monitoring system taking account of users' feedback (authority in charge: Ministry of Digital Transformation of Ukraine)	2030	
	4.2. Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation			
	Stage 1: 06/2022–12/2022			
	4.2.1. Developing criteria and methodology for delimitation of powers and identifying inconsistencies in their funding	To define criteria (principles), guarantees, methodology, delegation (delineation) of state powers to local self-government; to list the powers with the purpose of their enshrining in the law (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July–November 2022	
		To improve further Draft laws Nos. 6281 and 6282 in order to identify exhaustive delineation of powers of the local self-government bodies at all levels of administrative and territorial system, as well as between local self-government and executive bodies; to submit a revised (joint) version for the first rereading (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October 2022	
		To approve the revised Draft law (based on the Government Draft laws Nos. 6281 and 6282) on delineation of powers in the first reading	December 2022	

		(authority in charge: Ministry for Communities and Territories Development of Ukraine)		
		To develop methodological recommendations for control over State Budget expenditures on delegated powers (authority in charge: Ministry of Finance of Ukraine)	December 2022	
	Stage 2: 01/2023–12/2025			
	4.2.2. To align fiscal revenue sources with the nature of powers of local self-government	To approve state standards (requirements) and norms in descriptive and cost formats for each power delegated by the state to local self-government bodies per a statistically average administrative and territorial unit for the purpose of descent funding of delegated powers.	February 2023	
		To calculate the share of fixed income on the exercise of delegated powers (Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	May 2023	
		To carry out the analysis of available funding per each power (authority in charge: Cabinet of Ministers of Ukraine)	June–July 2023	
		To hold consultations with all stakeholders regarding the Draft law On the Delineation of Powers (authority in charge: Ministry for Communities and Territories Development of Ukraine)	May–August 2023	
		To develop a methodology for calculation of powers costs (authority in charge: Cabinet of Ministers of Ukraine)	November 2023	
		To ensure adoption of the revised Draft law in the second reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September–December 2023	
	4.2.3. Crediting a certain part of the personal income tax to local budgets	To ensure effective work of the Working Group on Personal Income Tax under auspices of the Budget Committee (authority in charge:	September 2022	

	at the place of home address registration of an individual taxpayer	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)		
		To elaborate a model on the Personal Income Tax crediting to local self-government's budgets (authority in charge: Committee of the Verkhovna Rada of Ukraine on Finance, Taxation and Customs Policy)	November 2022–February 2023	
		To adopt the Draft law on changing the place of personal income tax crediting (authority in charge: Verkhovna Rada of Ukraine)	May–June 2023	
		Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	August–October 2023	
	4.2.4. To improve a financial equalization system (formula) with the purpose of reducing imbalances and maintaining interest in the increase of fixed income	To study shortcomings of the current financial equalization system, in particular against the backdrop of crises (authority in charge: Ministry of Finance together with Ministry for Communities and Territories Development)	December 2023	
		To develop changes to the financial equalization formula (authority in charge: Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	2024	
		To ensure consideration of the project by the Parliament Budget Committee (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
		To adopt the law (authority in charge: Verkhovna Rada of Ukraine)	2025	
		To adopt relevant secondary legislation (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule) (authority in charge: Cabinet of Ministers of Ukraine)	2025	

	Stage 3: 01/2026–12/2032			
	4.2.5. Removing restrictions on the regulation of the local self-government's own revenues	To develop a concept of gradual fostering of financial capacities and self-sufficiency of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	2026	
		To develop a draft law on liberalization of fiscal controls over the own revenues of local self-governments (authority in charge: Ministry for Communities and Territories Development of Ukraine)	2026	
		To agree the draft law with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2026	
		To adopt the draft law (authority in charge: Verkhovna Rada of Ukraine)	2027	
		Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	2028	
	4.2.6. Establishing a methodology for direct calculation of expenditures on the entrusted powers	To develop a methodology for direct calculation of expenditures for delegated powers (authority in charge: Ministry of Finance of Ukraine)	2027	
		To agree the methodology with all stakeholders (authority in charge: Ministry of Finance of Ukraine)	2027	
		To adopt the methodology (authority in charge: Cabinet of Ministers of Ukraine)	2028	
	4.3. Introducing an effective and flexible system of personnel training and promotion, creating attractive and favourable working conditions for civil servants, and boosting its prestige.			

	Stage 1: 06/2022–12/2022			
	4.3.1. Changing a professional development model for public servants	To adopt the Draft law No. 2493-III "On Service in Local Self-Government Bodies" as a basis in the first reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2022	
		To develop a road map for introduction of the efficiency management of employment activities (based on KPI) in local self-government bodies; to take into account the peculiarities of elective post assessment (authority in charge: National Agency of Ukraine for Civil Service)	September 2022	
		To update the 2022–2025 Strategy for Public Administration Reform in Ukraine (authority in charge: Cabinet of Ministers of Ukraine)	November 2022	
		To adopt the Draft law No. 6504 "On Service in Local Self-Government Bodies" as a whole in the second reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
	4.3.2. Formulation of the open and transparent data regarding public servants	To develop a data collection form and mechanism on quantity and quality profile of public servants with constant monitoring of changes (authority in charge: National Agency of Ukraine for Civil Service)	July–August 2022	
		To agree with stakeholders on the form and mechanism	September 2022	
		To make a decision on collection and publishing of results of such monitoring, as well as to choose a resource for the collected publicly available data	October–December 2022	
	Stage 2: 01/2023–12/2025			
		To develop and approve by the Cabinet of Ministers and central executive authorities of acts, which adoption is needed for	January–May 2023	

		implementation of the provisions of Draft law No. 6504 (authority in charge: National Agency of Ukraine for Civil Service)		
	4.3.3. Introducing an integrated human resources management system in the system of civil service in the local self-government bodies	To introduce an IT solution for monitoring over quantitative and qualitative changes in profile of public servants (authority in charge: National Agency of Ukraine for Civil Service)	May 2023	
		To develop a road map for implementation of the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	September 2023	
		To create statutory conditions for development and implementation of the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	2024	
		To carry out works on development a separate module for local self-government bodies within the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	2024	
	4.3.4. Development of an open and fair competition procedure	To develop an operating concept for a Single Portal for Vacant Positions in the Public Service and a road map for its implementation (authority in charge: National Agency of Ukraine for Civil Service)	October 2023	
		To agree this approach with all stakeholders (authority in charge: National Agency of Ukraine for Civil Service)	December 2023	
		To develop a relevant IT solution (a separate module) for local self-government bodies on the Single Portal for Vacant Positions in the Public Service	2024	
		To promote the Portal and conduct trainings for its users	2024	
		To start using the Single Portal for Vacant Positions in the Public Service during the competitive selections for local self-government	2025	

		bodies (authority in charge: National Agency of Ukraine for Civil Service)		
	4.3.5. Introducing the advanced personnel management tools into the system of local self-government employees	To provide systematic support, to develop relevant methodology for implementation of the advanced personnel management tools	January–December 2023	
		To run a series of education and outreach activities for the leadership of local self-government bodies and employees, who are responsible for personnel management in local self-government bodies, regarding changes in the field of service in local self-government bodies	2024	
		To rebrand personnel services into human resources management services; to change values and approaches to human resources management in local self-government bodies	2024	
		To develop and implement HR strategies within local self-government bodies	2025	
		To increase the role and capacity of human resources management services, as well as their authority and influence on the functioning of local self-government bodies	2025	
	4.3.6. Creating an effective and flexible system of professional training that meets the demands of civil servants and promptly responds to the development needs of territorial communities	To develop a Concept on Development of the System of Vocational Trainings for Public Servants that shall contain options to align the current system with the existing challenges	March 2023	

		To develop the statutory instruments that shall regulate matters of changing the professional development model for public servants	December 2023	
		To build mutual engagement and interaction between all education providers in the field of vocational trainings for the employees of local self-government bodies, in particular the registration of providers and employees of local self-government bodies on the Knowledge Management Portal	2024	
		To develop a concept on promotion of systematic and permanent professional development of the employees of local self-government bodies and cultivate the culture of self-education within the public service	2024	
		To form a register of advanced training programmes for employees of local self-government bodies; to constantly update the lists of areas and topics (responding to the demand in new competences and knowledge needed for effective work and achievement of objectives) that should be included into curriculum for public servants	2025	
	Stage 3: 01/2026–12/2032			
	4.3.7. Ensuring an easy transfer from local self-government bodies to state authorities and vice versa	To develop a concept of the single “public servant” and an action plant on its implementation (authority in charge: National Agency of Ukraine for Civil Service)	2026	
		To develop a Draft law On the Principles of Public Service in Ukraine (Code on Public Service) (authority in charge: National Agency of Ukraine for Civil Service)	2026	
		To agree on the Draft law On the Principles of Public Service in Ukraine with key stakeholders (authority in charge: National Agency of Ukraine for Civil Service)	2027	

		To approve standards for the differentiated approach to human resource management within the public service (authority in charge: National Agency of Ukraine for Civil Service)	2027	
		To adopt the Draft law On the Principles of Public Service in Ukraine (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2028	
		To develop and approve by the Cabinet of Ministers of Ukraine and central executive authorities of acts required for the implementation of the provisions of this Law On the Principles of Public Service in Ukraine (authority in charge: National Agency of Ukraine for Civil Service)	2029	
	4.3.8. Developing a favourable employer's brand of local self-government bodies	To develop a strategy on improvement of interaction with and fostering of trust to public servants (authority in charge: National Agency of Ukraine for Civil Service)	2027	
		To carry out a communication campaign on the positive image of a public servant (authority in charge: National Agency of Ukraine for Civil Service)	2027	
		To carry out a raising awareness campaign aimed at debunking of myths about the public service and public servants (authority in charge: National Agency of Ukraine for Civil Service)	2027	
		To publish all vacant positions in state authorities and local self-government bodies on the Single Portal for Vacant Positions in the Public Service; and to ensure interaction with candidates through the portal, as well as publication of the up-to-date information about the system of public service, its role, values, and objectives	2028	
	4.3.9. Introducing an integrated human resources management	To introduce the integrated human resources management system within the routine operations of local self-government bodies (authority in charge: National Agency of Ukraine for Civil Service)	2030	

	system in the system of civil service in the local self-government bodies			
	4.4. Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)			
	Stage 1: 06/2022–12/2022			
		To develop a concept of gradual improvement of electoral legislation in the field of local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	July–September 2022	
	4.4.1. To develop the criteria and procedure for impossibility to hold local elections in particular territories because of hostilities or military threats	To develop a draft law on the criteria and procedure for impossibility to hold local elections in particular territories because of hostilities or military threats (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2022	
		To agree the draft law with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September 2022	
		To adopt the draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	October 2022	
		Develop the relevant regulations (authority in charge: Central Election Commission)	December 2022	

	4.4.2. To review election timeframe and extend grounds for calling early local elections	To carry out a field study on the feasibility of holding local elections in the territories in which hostilities were conducted (authority in charge: Central Election Commission)	July 2022	
		To work on the alternative options regarding the timeframes for early local elections (authority in charge: Central Election Commission)	August 2022	
		To develop a draft law and agree it with stakeholders (authority in charge: Central Election Commission)	September–October 2022	
		Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
	4.4.3. Improvement of the election system during local elections ensuring descent representatively of the territories of territorial communities	To simulate usage of the election system taking account of profiles of the updated territorial communities (authority in charge: Central Election Commission)	January–March 2023	
		To develop the usage criteria for election systems during local elections (authority in charge: Central Election Commission)	April–May 2023	
		To develop a draft law on improvement of the local election system (beforehand the scheduled local elections) (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	June–August 2023	
		To agree the draft law with stakeholders (authority in charge: Central Election Commission)	September–October 2023	

		Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	November–December 2023	
		Develop the relevant regulations (authority in charge: Central Election Commission)	2024	
	4.4.4. Establishing and ensuring the functioning of election commissions, in particular DECs and TECs (formation procedure, provision of premises, creation of temporary premises for voting, professionalization of the election commission members)	To develop a concept of professional development (depoliticization) of members of the election commissions both on regional and subregional levels (authority in charge: Central Election Commission)	April–May 2023	
		To develop a draft law on improvement of the procedure for establishment of election commissions during local elections and professional development of members of the relevant commissions (authority in charge: Central Election Commission)	May-June 2023	
		Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September 2023	
	4.4.5 To improve a funding procedure for interim local elections	To develop a draft law on improvement of the funding procedure for interim local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2023	
		To agree the draft law with stakeholders (authority in charge: Central Election Commission)	September 2023	

		Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	October 2023	
	4.4.6 Ensuring participation of citizens of Ukraine in local elections	To introduce the unified population accounting standards for territorial communities taking account of temporal internal displacement, residential qualification, circular migration etc. (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July–September 2022	
		To develop a mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October-December 2022	
		To conduct a study on situation with internally displaced population within the state (with breakdown by regions, possibility of return etc.) (authority in charge: Ministry for Communities and Territories Development of Ukraine)	January–March 2023	
		To agree with all stakeholders on the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Ministry for Communities and Territories Development of Ukraine)	February–May 2023	
		To adopt the draft law on the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	November 2023	
		To develop a draft law on ensuring participation of citizens of Ukraine in local elections (authority in charge: Committee of the Verkhovna	December 2023	

		Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)		
		To agree the draft law on ensuring participation of citizens of Ukraine in local elections with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
		To adopt the draft law on ensuring participation of citizens of Ukraine in local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
	Stage 3: 01/2026–12/2032			
	4.4.7. Analysing the practice of application of the new election legislation during local elections and further improving the Electoral Code and other relevant laws	To run a study on efficiency of the election system during local elections (authority in charge: Central Election Commission)	2026	
		To carry out an analysis of application of the new election system in local elections and to unify such practices (authority in charge: Central Election Commission)	2026	
		To develop a draft law on improvement of election legislation based on the conducted studies (authority in charge: Central Election Commission)	2027	
		To agree the draft law with stakeholders (authority in charge: Central Election Commission)	2027	

		To adopt the draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2028	

5	List of national projects aimed at the completion of tasks from paragraph 4 (for the relevant task)										
	Project description for task No. from paragraph 4	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)	Surname and name of the person who submitted the proposal	Project status in the Group
5.1	To introduce the all-Ukrainian information and analysis monitoring system for social, economic,	Availability of the up-to-date data on vital factors of the state at different levels (from a community to a region) will help in a real-time mode	Authorised persons from 1,469 territorial communities and the city of Kyiv, 136 districts and 24 regions along with the	Reduction of budget expenditures for management of the public sector (officials); Targeted and	Ministry for Communities and Territories Development together with Ministry of Digital Transformation of Ukraine	Funding in the framework of international technical assistance	Council of Europe (Enhancing decentralisation and public administration reform in Ukraine), USAID (HOVERLA/DOBRE Project), Swiss Confederation, Decentralization Support Project in	Resolution of the Cabinet of Ministers "On Implementation of the Information and Analytical System to Monitor the Capacity of Territories of Ukraine (Communities, Districts, and Regions)	Eurostat (organisation under umbrella of the European Commission) and EU statistics standards (NUTS, Nomenclature of Territorial Units for Statistics) EU-Ukraine Association Agreement. Statistics Section Obligation No. 385 "Approximation of the Ukrainian statistics	0	Under development

	cultural, humanitarian, and demographic indicators, including capacity indicators for territorial communities, districts, and regions	to use the grounded incentive measures and state support with the purpose of recovery and rapid development of Ukraine	Autonomous Republic of Crimea measure on the constant basis (weekly) and interactively update functioning indicators for relevant territories and administrative units using the defined matrix	measurable state policy on the state development; Stimulation of the rapid development of territories and targeted impact activities in depressed regions; Reduced imbalances in far-located areas of the state.			Ukraine (DESPRO)		legislation with the EU acquis" and Obligation No. 386 "Approximation of the statistical methodology with the EU methodology"		

5.2	Multilevel analysis and structural review of the powers of public authorities at all levels, and gaps in their funding	Identifying powers without funding (i.e. eradication of non-fulfilment of obligations by the state) in order to ensure an enhanced building of trust in the state and the level of legal awareness of population on the exercise of regulations	In legislation of Ukraine, there are no powers or statutory obligations that are not secured with the funding, i.e. those which are nonexecutable a priori ("phantom" norms)	Increased efficiency of using public resources due to a clear understanding of their "costs" Enhanced quality of public service provision Increased trust in the state management tools	Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine	Funding in the framework of international technical assistance	Support to Ukraine's Reforms for Governance (SURGe) Project in part related to civil service and Council of Europe (Decentralization and Local Self-Government Reform in Ukraine) in part related to service in local self-government bodies	Law of Ukraine "On Delineation of Powers of Local Self-Government Bodies"	Treaty of Lisbon On Making changes to the Treaty on European Union and Treaty establishing the European Economic Community defines delineation of powers between institutions of the European Union and EU member states.		Under development

5.3	Scaling-up the integrated human resources management system for all categories and levels of service in local self-government bodies	Monitoring over quantitative and qualitative indicators in profiles of public servants will enable to use and develop competencies in a more rational way, as well as to identify and apply hidden human resources	The IT system for managing human resources in the public sphere is introduced reflecting the manpower potential of local self-government bodies at all levels, courts, state authorities and state bodies at all levels, in	Simultaneous reduction of consumption expenditures and enhanced efficiency of usage of each hryvnia out of consumption expenditures; Fast-tracking of procedures for managing the state human	National Agency of Ukraine for Civil Service together with Ministry of Digital Transformation of Ukraine	Funding in the framework of international technical assistance	Support to Ukraine's Reforms for Governance (SURGe) Project in part related to civil service and Council of Europe (Decentralization and Local Self-Government Reform in Ukraine) in part related to service in local self-government bodies	Law of Ukraine "On Public Service in Ukraine"; Resolution of the Cabinet of Ministers "On implementation of the integrated human resources management system within the public sector".	Human Resources Strategy[1] approved by the European Commission on 05 May 2022; EU-Ukraine Association Agreement. Sector "Dialogue and Cooperation on Internal Reforms" Obligation No. 2 "To implement Public Administration Reform, including the reform of the civil service"	0	Under development

[1] https://ec.europa.eu/commission/presscorner/detail/en/IP_22_1783

			particular specialized and field-related bodies	resources; Increased attractiveness of public service, as well as the result-orientation rather than process-orientation in the work of public servants							
item number										0	

6	Necessary legal framework					
Subparagraph No. of paragraph 4	Title of the legal and normative act for the task from paragraph 4	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force	Status of the legal and normative act
4.1. Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self-government bodies and local executive authorities	Resolution of the Cabinet of Ministers of Ukraine No 214 of 8 April 2015 'On Approval of the Methodology for establishment of capable territorial communities"	To identify the updated criteria for setting capacities of territorial communities under circumstances of permanent crises	Ministry for Communities and Territories Development of Ukraine	September 2022	November 2022	In the Plan
	Law of Ukraine "On the administrative and territorial division of Ukraine"	To determine the procedures for changing the settings of territorial communities, to set out definitions for administrative-territorial units, to cancel the Decree No. 1654-X of the Presidium of the Verkhovna Rada of Ukrainian SSR of 12 March 1981 "On the procedure for addressing issues of the administrative-territorial division of the Ukrainian SSR"	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	October 2022	March 2023	Registered in the Verkhovna Rada of Ukraine under No. 4664 of 28 January 2021 (is supposed for the first reading)
	Ordinance of the Cabinet of Ministers of Ukraine "On determination of administrative centres and territories of territorial communities"	To review the basic administrative and territorial division	Ministry for Communities and Territories Development of Ukraine	May 2023	July 2023	In the Plan

	(could be amended subject to the final version of the Draft law No. 4664)					
	Resolution of the Verkhovna Rada of Ukraine "On Liquidation and formation of Districts"	To review the subregional administrative and territorial division	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	April 2023	July 2023	In the Plan
	Ordinance of the Cabinet of Ministers of Ukraine "On Reorganisation and Formation of District State Administrations"	To ensure reorganisation and formation of district state administrations, as well as territorial bodies of central executive authorities within the new district settings in Ukraine (territorial jurisdiction)	Ministry for Communities and Territories Development of Ukraine	August 2023	October 2023	In the Plan
	Resolution of the Cabinet of Ministers of Ukraine "On Implementation of the Information and Analytical System to Monitor Community Capacities"	To introduce a country-wide monitoring system for community capacities"	Ministry for Communities and Territories Development together with Ministry of Digital Transformation	2026	2030	In the Plan
4.2. Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as	Law of Ukraine "On Delineation of Powers of Local Self-Government Bodies" (*the refined version based on the Government Draft laws Nos. 6281 and 6282)*	To statutory enshrine delineation of own and delegated powers of local self-governments	Ministry for Communities and Territories Development of Ukraine	December 2022	Decemb er 2023	In the Plan
	Draft Law of Ukraine "On Making Amendments to the Budget Code of Ukraine regarding Improvement of the Financial Equalization System (Formula) within Local Self-Governments"	To reduce imbalances and maintain interest in the increase of fixed income of local self-government	Ministry of Finance of Ukraine	February 2023	August 2023	In the Plan

between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation	Law "On Making Amendments to the Tax Code of Ukraine regarding Crediting Personal Income Tax to Local Budgets at the Place of Home Address Registration of an Individual Taxpayer"	To determine a fairer charging system of local taxes based on citizens' places of residence	Committee on Finance, Taxation and Customs Policy	November 2022	October 2023	In the Plan
	Law "On Making Amendments to the Tax Code of Ukraine regarding Liberalization of Fiscal Controls over the Own Revenues of Local Self-Governments"	Removing restrictions on the regulation of the local self-government's own revenues	Ministry for Communities and Territories Development of Ukraine	2026	2027	In the Plan
	Resolution of the Cabinet of Ministers of Ukraine "On the methodology for direct calculation of expenditures on the entrusted powers"	To determine the clear cost of delegated powers in order to ensure their proper funding	Ministry of Finance of Ukraine	2027	2028	In the Plan
	To make amendments to the Ordinance of the Cabinet of Ministers of Ukraine of 21 July 2021 "On Some Issues of Public Administration Reform in Ukraine"	To update the 2022–2025 Strategy for Public Administration Reform in Ukraine	National Agency of Ukraine for Civil Service	September 2022	November 2022	In the Plan
4.3. Introducing an effective and flexible system of personnel training and promotion (advanced training), creating attractive and	Law of Ukraine "On Service in Local Self-Governing Bodies"	To align a legal status and guarantees of an official of local self-government bodies with the standards of public service	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	August 2022	December 2022	Registered in the Verkhovna Rada of Ukraine under No. 6504 on 05.01.2022 (currently subject to the Committee'

favourable working conditions for civil servants, and boosting its prestige.						s decision and approval in the first reading)
	Resolution of the Cabinet of Ministers of Ukraine "On implementation of the integrated human resources management system"	Introducing the advanced personnel management tools into the system of local self-government employees	National Agency of Ukraine for Civil Service	September 2023	2024	In the Plan
	Law On the Principles of Public Service in Ukraine (Code on Public Service)	Ensuring of a unified standardized public service in Ukraine, which provides for an easy transition of public servants between the levels of local self-government bodies and state authorities	National Agency of Ukraine for Civil Service	2026	2028	In the Plan
	Order of the National Agency on Civil Service "On improvement of interaction with and fostering of trust to public servants"	Developing a favourable employer's brand of local self-government bodies and favourable positioning of a public servant among population	National Agency of Ukraine for Civil Service	2027	2027	In the Plan
	Law of Ukraine "On Making Amendments to the Election Code of Ukraine regarding refining criteria for impossibility to hold local elections in particular territories of Ukraine"	To define clear criteria for impossibility to hold local elections in particular territories because of hostilities or military threat	Central Election Commission	August 2022	October 2022	In the Plan
4.4. Improving the local elections system (grounds for	Law of Ukraine "On Making Amendments to the Election Code of Ukraine regarding a decrease of election timeframe and extend grounds for calling early local elections	To improve the legal basis for calling early elections due to the outcomes of martial law in Ukraine	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	September 2022	Novem ber 2022	In the Plan

non-holding due to inadequate security and grounds for calling early local elections)	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding improvement of the election system on the ground”	To detach local election system from the number of population in a territorial community	Central Election Commission	June 2023	December 2023	In the Plan
	Order of the Central Election Commission "On the concept of professional development of members of election commissions at the regional and subregional level"	Create a system for increasing the personnel capacity of the system of election commissions on the ground	Central Election Commission	April 2023	May 2023	In the Plan
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine on improvement of the procedure for establishment of election commissions during local elections and professional development of members of the relevant commissions”	To improve the minimum qualification criteria to increase the professionalism of officials during the election process	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	May 2023	September 2023	In the Plan
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding improvement of funding procedures for interim elections”	To cover gaps in election legislation in terms of funding procedures for interim local elections	Central Election Commission	August 2023	October 2023	In the Plan
	Law of Ukraine “On Making Amendments to the Law of Ukraine “On Local self-government in Ukraine” regarding the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their	To introduce tools for interactive accounting and monitoring of the socio-demographic composition of population, their territorial whereabouts aiming at adopting justified state policy measures	Ministry for Communities and Territories Development of Ukraine	December 2022	September 2023	In the Plan

	engagement in the local affairs management					
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding participation of citizens of Ukraine in local elections”	Improvement of legal guarantees and advancement of the mechanisms of implementation of the active right to vote in view of the large-scale internal displacement of the population	Committee of the Verkhovna Rada of Ukraine on Human Rights, De-occupation and Reintegration of Temporarily Occupied Territories in Donetsk, Luhansk Oblasts and Autonomous Republic of Crimea, National Minorities and Interethnic Relations:	2024	2025	In the Plan
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding improvement of legislation”	To improve bottlenecks in election legislation based on the results of the study on efficiency of the election system during local elections	Central Election Commission	2027	2028	In the Plan

IV. Reform of oblast state administrations and raion state administrations

The armed aggression of the Russian Federation preconditions the need to find the most efficient forms and methods of public administration, continuity of operations of all the institutions at the local level, support and protection of human rights in the severe conditions of the martial law and post-war period.

The war in Ukraine has resulted in destruction of the transport, medical, social, utility and production infrastructure and housing, the energy and communication infrastructure, and has caused difficulties in implementation of the state and regional programmes for social, economic and cultural development, environmental protection programmes, etc. During the state of martial law, the constitutional system of the local executive bodies has been changed for the military state administrations in Ukraine.

In these conditions, the public authorities and local self-government bodies have to interact in order to ensure the efficient exercise of their authority during and after the war.

In the post-war period (recovery and modernisation of the country), improvement of public administration needs to be continued at the local level on a decentralisation basis, which preconditions the new “quality” and updated content of the joint actions of local public authorities and local self-government bodies. Consolidation of their efforts, i.e. their joint activity (interaction), is an important precondition and a means of democratic and decentralized management of territories, and a precondition of proper governance in the context of Ukraine’s European integration objectives and tasks.

It is important to harmonise the tendencies of centralisation and decentralisation during the state of martial law and post-war period and the challenges in national security and defence; to change the algorithm for performance of functions of the local executive bodies where new priorities are the functions associated with the national security and defence challenges, to improve the qualifications of the employees of the local state administrations, and to ensure conformity of salaries of the employees to the scope of their authority.

It is still necessary to optimise the mechanism for providing administrative services to citizens, including decentralisation (delegation) of the authority to provide administrative services to the local self-government bodies, and to furnish applicable resources.

Three key directions were identified under the National Recovery Plan. Their implementation directly depends on completion and adoption of new or already developed legislation, acts of the Cabinet of Ministers of Ukraine as well as on the well coordinated work of all levels and branches of the government in order to effectively fulfil tasks at hand.

Description of problems

1. The authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.

This issues can be resolved by expanding and adjusting the authority of the local state administrations in the post-war period, in particular, having due regard to special characteristics of the territories where the relevant executive bodies operate (front-line, support, occupied, de-occupied and other ones).

Moreover, continuous training of employees of the local state administrations in the key fields (primarily, as related to defence) must be ensured in the post-war period.

The legal status of the heads, first deputy heads and deputy heads of the local state administrations needs to be regulated.

Practical implementation of this direction includes development of the amendments to the laws of Ukraine currently in force or use of the draft laws developed but not adopted by the Parliament of Ukraine. The legal status of the heads and deputy heads of the local state administrations needs to be changed gradually, after the hostilities are over.

2. The structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.

This issue can be resolved by optimising the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories where respective executive bodies exercise their authority. The structure of the local state administrations must have the separate security direction with account of the experience of the military administrations during the state of martial law in 2022.

The salaries of the employees of the local state administrations have to conform to the scope of their authority.

It is also necessary to develop a system for evaluating the performance of local state administrations, which forms the basis of personnel policy. The performance of local state administrations must be measured exclusively by using specific evaluation system and methodology; the level of performance of their authority by the respective executive bodies must exceed 90%.

Practical implementation of this direction includes approval of the relevant acts of the Government of Ukraine or development of the amendments to the laws of Ukraine currently in force.

3. Imperfections of the system of interaction between the local self-government bodies and local executive bodies.

Ukraine currently has no mechanism ensuring a legal nature of activities undertaken by local self-government bodies and their officials, which materially affects the quality of the decisions made by the respective bodies and causes their negative effects. Ukraine needs to establish a multi-level system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, which will result in the coordinated work of local self-government bodies and local executive bodies.

Moreover, it is expedient to resolve the issue of coordination of the territorial bodies (departments) of the central executive authorities that exercise their authority in the respective territory by the local state administrations needs to be resolved.

Exercise of the applicable authority will help ensure effectiveness of the mechanism for interaction of the executive bodies and local self-government bodies.

Practical implementation of this direction includes development of the amendments to the laws of Ukraine currently in force or use of the draft laws developed but not adopted by the Parliament of Ukraine (for instance, Draft Law No. 4298 of 30.10.2020).

Expected outcome

Implementation of the proposed projects will enable:

to update the areas of work of oblast and raion state administrations in line with the needs of the post-war time;

to establish efficient cooperation between local executive bodies and local self-government bodies, territorial departments of central executive authorities;

to improve the qualifications of the employees of the local state administrations;

to define the legal status of heads of local executive bodies;

to ensure provision of high-quality services to people in the post-war and subsequent periods.

	Committee No.	
	Group	Public Administration
	Analysis area (of a specific component) within the direction:	Oblast and raion state administrations
	1)	Issue: the authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.

		Goal: to adjust the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions
	2)	Issue: the structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.
		Goal: to optimise the structure of oblast and raion state administrations, to ensure proper remuneration of personnel working at local state administrations
	3)	Issue: the martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive bodies. Territorial bodies of ministries and other central executive authorities are in the process of constant optimization, which entails the territorial inaccessibility of the state and its services.
		Goal: to ensure proper interaction of local executive bodies, local self-government bodies and territorial departments of central executive authorities for the effective management of territories in the post-war period.
	Impact of the war on the defined analysis area:	The armed aggression of the Russian Federation preconditions the need to find the most efficient forms and methods of public administration, continuity of operations of all the institutions at the local level, support and protection of human rights in the severe conditions of the martial law. In these conditions, the public authorities and local self-government bodies have to interact in order to ensure the efficient exercise of their authority during the war. Moreover, in the post-war period (recovery and modernisation of the country), improvement of public administration needs to be continued at the local level on a decentralisation basis, which preconditions the new "quality" and updated content of the joint actions of local public authorities and local self-government bodies. Consolidation of their efforts, i.e. their joint activity (interaction), is an important precondition and a means of democratic and decentralized management of territories, and a precondition of proper governance in the context of Ukraine's European integration objectives and tasks.
1.1	Key challenges (in general, for the defined area):	Hostilities in Ukraine. Destruction of the transport, medical, social, utility and production infrastructure and housing, the energy and communication infrastructure; difficulties in implementation of the state and regional programmes for social, economic and cultural development, environmental protection programmes, etc., and in the compact settlements of indigenous peoples and national minorities — their national and cultural development programmes as well. Transformation of the constitutional system of the local executive bodies into the military state administration. Enhancement of the centralisation connections and complication of the coordination connections in the executive authority system, harmonisation of the centralisation and decentralisation tendencies during the state of martial law and challenges in national security and defence.

		Changes in the algorithm for performance of functions of the local executive bodies where new priorities are the functions associated with the martial law and the national security and defence challenges. Exercise of the authority of the local state administrations granted by the state and delegated by relevant councils.
1.2	Key opportunities (in general, for the defined area):	Organisation and maintenance of continuous operations of all the institutions at the local level. Deeper interaction between the local executive bodies and local self-government bodies. Deeper vertical and horizontal interaction in the system of the executive authorities and bodies. Optimisation of the mechanism for providing administrative services to citizens, including decentralisation (delegation) of the authority to provide administrative services to the local self-government bodies, provision of applicable resources; introduction of the modern monitoring system, which has to include without limitation assessment of quality of the administrative services, including via the administrative services centres; digitalization of administrative services, which will make them closer to users. Simplification/optimisation of the administrative procedures, reduction of the administrative burden, improvement of the information systems, training of the civil servants of the local state administrations, regular assessment of such procedures and optimisation thereof. Improvement of information support of the activity of local executive bodies. Adjustment of the authority of the local state administrations with account of the post-war needs, optimisation of the structure of oblast and raion state administrations. Conformity of the salaries of the employees of the local state administrations to the scope of their authority.
1.3	Key restrictions (in general, for the defined area):	Difficulty exercising the authority of the public authorities at the local level (OSA, RSA) and local self-government bodies during the martial law, different types of territories (occupied, de-occupied, front-line ones, the ones located in the area of hostilities), limited financing and difficulty funding the authority.

2	**Goals, tasks and stages of the Recovery Plan within the direction**	Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions; optimising the structure of oblast and raion state administrations; ensuring adequate labour remuneration of the employees of the local state administrations; interaction of the local executive bodies, local self-government bodies and territorial units of the central executive authorities for efficient administration of the territories in the post-war period.		
2.1	**Description of issue 1 to be solved in the defined analysis area:**	*Issue: the authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.*		
		Goal: to adjust the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions		
2.1.1	Stages:	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2025	Stage 3: 01/2026–12/2032
2.1.2	Goal to be achieved to solve the issue during each stage:	Determining the powers of oblast and raion state administrations, which are subject to expansion and adjustment in the post-war period, in particular, having due regard to characteristics of regions where the relevant executive bodies operate. Developing the amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant law of Ukraine with the relevant provisions	Exercise of their authority by the local state administrations; ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	The positions of heads of oblast and raion state administrations have been classified as civil service positions, and candidates are selected by their professional abilities. The sustainable process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions, has been introduced. Special attention in training is paid to the security and legal matters for supervision over the legal nature of decisions of the local self-government bodies (LSGBs). The relations between the heads of the LSAs

		prepared on the basis of draft Law No. 4298.		and LSGBs are of a professional and unprejudiced nature, with no impact of party and political factors.
2.1.3	Deadline within the stage:	December 2022	December 2024	February 2026
2.1.5	Measurable goal achievement indicator	Adoption of the respective Law of Ukraine, development of adoption of subordinate acts arising out of the law	The authority of the local state administrations is exercised at the high level in the applicable fields, which satisfies the public needs. The professional qualifications of the employees of the local state administrations are high owing to regular advanced training and other forms of professional training.	Exercise of their authority by the local state administrations, which enables the respective executive bodies to maintain the appropriate quality of the services provided to the public, and support of the security element in each region. Development of proposals on adjustment of the authority where necessary.

2.1.4	Risks related to the goal achievement:	Lack of similar operating experience of local self-government and state authorities on the ground under conditions of the full-scale armed aggression.	Ongoing hostilities, impossibility of determining special characteristics of the territories where the local state administrations exercise their authority (occupied, de-occupied etc.), impossibility of implementation of their authority by the local state administrations in full	Need to adjust the authority
2.1.6	Total funding requirement for the goal achievement:	0	0	0
2.1.7	Links between the goal and other directions:	0	0	0
2.2	**Description of issue 2 to be solved in the defined analysis area:**	*Issue: the structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.*		
		Goal: to optimise the structure of oblast and raion state administrations, to ensure proper remuneration of personnel working at local state administrations		
	Stages:	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2023	Stage 3: 01/2026–12/2032

	Goal to be achieved to solve the issue during each stage:	Developing proposals regarding optimisation of the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories (front-line, support, occupied, de-occupied and other ones) where respective executive bodies exercise their authority; developing proposals on how to achieve conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the martial law in 2022).	Amending the specialised laws of Ukraine; the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been developed. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%	The local state administrations exercise their authority at the high level. Their authority is revised and adjusted where necessary.
	Deadline within the stage:	December 2022	December 2024	December 2026
	Risks related to the goal achievement:	Extension of martial law. Exercise of their authority by the military administrations established on the basis of the local state administrations	Lack of the sustainable element in determination of special characteristics of the regions (due to possible changes in the type of the territory etc.)	Lack of funding
	Measurable goal achievement indicator	The joint coordinated proposals have been developed on the legal and normative acts regarding changes in the structure of the local state administrations, on the legislative acts regarding changes in labour remuneration of the civil servants	Amendments to the specialised legislation	The local state administrations exercise their authority at the high level.

		of the local executive bodies etc., the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been developed; new regional policy projects have been introduced, and the results of their implementation have been determined (based on the data analysis)		
	Total funding requirement for the goal achievement:	0	0	0
	Links between the goal and other directions:	0	0	0
2.3	**Description of issue 3 to be solved in the defined analysis area:**	Problem: The martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive authorities. Territorial bodies of ministries and other central executive authorities are in the process of constant optimization, which entails the territorial inaccessibility of the state and its services.		
		Goal: to ensure proper interaction of local executive bodies, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period		
	Stages:	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2025	Stage 3: 01/2026–12/2032

	Goal to be achieved to solve the issue during each stage:	Developing the agreed proposals in the field of public authorities organisation at the local level, in particular in terms of changing the powers and tasks of the local state administrations related to coordination of territorial bodies (units) of central executive authorities, ensuring legal nature of the activities undertaken by the local self-government bodies and their officials. Ensuring ultimate transfer from the state to the local self-government bodies as to provision of administrative services to the public. Developing the corresponding draft law or adopting draft Law No. 4298, which contains provisions on the relevant powers and authority of the local state administrations.	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.	The mechanism of state supervision over the lawfulness of the activities of the local self-government bodies enjoys the public trust and allows to timely respond to all possible violations. Most potential violations of the law are remedied at the stage of consultation of the LSGBs and LSAa. Implementing the given powers, their adjustment (where necessary).
	Deadline within the stage:	end of 2022	end of 2024	December 2026
	Risks related to the goal achievement:	Opposition by the local self-government bodies	Lack of desire to resolve the issue	Opposition by the local self-government bodies, lack of desire to resolve the issue
	Measurable goal achievement indicator	Adoption of the applicable Law of Ukraine	Exercise of their authority by the local state administrations, local self-government bodies, territorial departments of the CEA at the high level within their powers.	The mechanism of state supervision over the lawfulness of the activities of the local self-government bodies enjoys the public trust and allows to timely respond to all possible violations. Sustainable interaction of the public authorities and local self-government bodies has been ensured.

	Total funding requirement for the goal achievement:	0	0	0
	Links between the goal and other directions:			0

3	**Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area**		
3.1	**Title of the programme document**	**Brief description of the current state**	**Surname and name of the Group member providing the relevant information**
3.1.1.	Concept of Reformation of the Local Self-Government and Territorial Organisation of Power in Ukraine approved by Ordinance of the Cabinet of Ministers of Ukraine No. 333-p of 1 April 2014	It needs to be updated since the condition of the local self-government and territorial organisation of power in Ukraine has changed dramatically; it must be brought into conformity with the present-day challenges (martial law, permanent hostilities, etc.).	0
3.1.2.	Decision of the National Security and Defence Council of Ukraine of 15 April 2021 “On the Measures of the State Regional Policy for Supporting Decentralisation of Power” enacted by Decree of the President of Ukraine No. 180/2021 of 29 April 2021.	Implemented only by one third now	0

3.1.3.	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021	Despite the fact that the Strategy implementation has begun this year, it still needs to be updated.	0

4	**Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)**				
0	**Goal (from paragraph 2)**		**Description of the task for the goal achievement**	**Deadline for the task**	**Dependence of the task on the tasks within other directions, areas and issues**
0	Stage 1: 06/2022–12/2022				
4.1	*[Describe the goal]*	*Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions*	Task 1. Determining the powers of oblast and raion state administrations, which are subject to expansion and adjustment in the post-war period, in particular, having due regard to characteristics of regions where the relevant executive bodies operate. Developing the amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant law of Ukraine with the relevant provisions prepared on the basis of draft Law No. 4298.	December 2022	Consistently associated with the tasks within goal 3 of this Subtitle

		Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations	Task 2. Developing proposals regarding optimisation of the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories (front-line, support, occupied, de-occupied and other ones) where respective executive bodies exercise their authority; developing proposals on how to achieve conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the martial law in 2022).	December 2022	Consistently associated with the tasks within goals 1, 3 of this Subtitle
		Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period	Task 3. Developing the agreed proposals in the field of public authorities organisation at the local level, in particular in terms of changing the powers and tasks of the local state administrations related to coordination of territorial bodies (units) of central executive authorities, ensuring legal nature of the activities undertaken by the local self-government bodies and their officials. Developing the corresponding draft law or adopting draft Law No. 4298, which contains provisions on the relevant powers and authority of the local state administrations.	December 2022	Consistently associated with the tasks within goal 1 of this Subtitle

	Stage 2: 01/2023–12/2025				
4.2	*[Describe the goal]*	*Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions*	Task 4. Ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	2023	Associated with implementation of tasks 1 and 3 at the first stage (2022)
		Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations	Task 5. Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%	2023	0
		Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period	Task 6. Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.	2023	0
	Stage 3: 01/2026–12/2032				

4.3	*[Describe the goal]*	*Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions*	Task 7. Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities. Introducing the process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	December 2032	0
0	0	*Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations*	Task 8. Revising and adjusting the authority where necessary.	December 2026	0
0	0	*Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period*	Task 9. Maintaining the mechanism of state supervision over the lawfulness of the activities of the local self-government bodies that enjoys the public trust and allows to timely respond to all possible violations. Implementing the given powers, their adjustment (where necessary).	December 2026	0

5	List of national projects aimed at the completion of tasks from paragraph 4 (for the relevant task)										
	Project description for task No. from paragraph 4	**Project rationale**	**Qualitative indicators of the project implementation**	**Economic effects (impact on the GDP, budget, employment, etc.)**	**Main responsible public authority**	**Estimated funding requirement (UAH million)**	**Proposed sources of funding**	**Necessary legal framework**	**Related areas of the EU law (general comment)**	**Surname and name of the person who submitted the proposal**	**Project status in the Group**
5.1	Determining the authority of oblast and raion state administrations, which is subject to expansion and adjustment in the post-war period (defence, social security), in particular, having due regard to characteristics of regions where the relevant executive bodies operate (for instance, occupied, de-occupied, front-	The authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.	Amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant Law of Ukraine with the relevant provisions prepared on the basis of draft Law No. 4298.		Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine		State Budget of Ukraine / International technical assistance	Draft Law of Ukraine "On Amendments to the Law of Ukraine 'On Local State Administrations' and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the Executive Branch in Ukraine" No. 4298 of 30 October			

	line, support ones).								2020 or any other draft law with a similar subject of legal regulation			
5.2	Optimising the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories; achieving conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the	The structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.	The structure of the local state administrations is consistent with the post-war challenges; the salaries of the employees of the local state administrations conform to the scope of their authority; the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been		Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine		State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine or Law of Ukraine "On Amending the Law of Ukraine "On the Civil Service" (where respective resolution is adopted)			

	martial law in 2022).		developed. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%								
5.3	Changing the authority and tasks of the local state administrations as regards coordination of the territorial bodies (departments) of the central executive authorities, ensuring a legal nature of activities undertaken by local self-government	The martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive authorities. Territorial bodies of ministries and other central executive authorities are in the process of constant	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and		Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Office of the		State Budget of Ukraine / International technical assistance	Draft Law of Ukraine "On Amendments to the Law of Ukraine 'On Local State Administrations' and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the			

	bodies and their officials.	optimization, which entails the territorial inaccessibility of the state and its services.	local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.		President of Ukraine			Executive Branch in Ukraine" No. 4298 of 30 October 2020 or any other draft law with a similar subject of legal regulation			
5.4.	Ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	The armed aggression of the Russian Federation against Ukraine requires detachment of the defence direction in the activity of the local state administrations, training of heads of the local state administrations on exercising their authority in the respective field	The professional qualifications of the employees of the local state administrations are high owing to regular advanced training and other forms of professional training.		Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine		State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine			

5.5.	Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy.	Effectiveness of activities of the local state administrations influences the quality of life in the respective territories. Integral assessment of effectiveness of activities of the local state administrations will enable detecting their weaknesses in advance and adjusting them to ensure optimum work.	The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%		Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine		State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine			
5.6	Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities. Introducing the	The positions of heads and deputy heads of the local state administrations do not currently pertain to civil service, candidates for respective offices are elected without due regard to	If the positions of heads and deputy heads of the local state administrations are referred to civil service, it will enable public professional selection of		Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of		State Budget of Ukraine / International technical assistance	Law of Ukraine "On Amending the Laws of Ukraine 'On Civil Service', 'On Local State Administrations"			

	process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	their professional qualifications, and the selection process is quite private.	candidates for respective offices.		Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine						

6	**Necessary legal framework**					
Subparagraph No. of paragraph 4	**Title of the legal and normative act for the task from paragraph 4**	**Contents of the development of/ amendments to the legal and normative act**	**Public authority responsible for the development of/ amendments to the legal and normative act**	**Deadline for development**	**Final date of entry into force**	**Status of the legal and normative act**
1.1	Draft Law of Ukraine No. 4298 of 30.10.2020 "On Amendments to the Law of Ukraine 'On Local State Administrations' and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the Executive Branch in Ukraine"	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. Transferring the authority as to provision of administrative services to the public from the state to the local self-government bodies.	People's Deputies of Ukraine, Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development of Ukraine, Office of the President of Ukraine	2022	December 2022	registered draft Law
1.2.	Adoption of the resolution of the Cabinet of Ministers of Ukraine	Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy.	Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development of Ukraine, Office of the President of Ukraine	2023	December 2023	under development
1.3	Draft Law of Ukraine "On Amending the Law of Ukraine 'On Local State Administrations"	Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities.	Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development	2032	2032	at the initiative stage

		Introducing the process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	of Ukraine, Office of the President of Ukraine			

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Recovery and development of infrastructure” working group

July 2022

Introduction

The armed aggression of the russian federation has radically changed the transport system of Ukraine. Thus, today due to hostilities on the territory of Ukraine and the imposed martial law, the airspace of Ukraine is closed for civil aviation flights. Also, the blockade of seaports on the southern coast of Ukraine has actually begun. The warships of the aggressor country block navigation in the Black and Azov Seas for ships bound for / from the seaports of Ukraine.

Due to the blockade of Ukraine's seaports, shippers and carriers are forced to change the logistics of export transportation, directing cargo to the western border crossings. Transportation of goods during the war is a difficult task due to the low capacity of border crossings in western Ukraine.

Thus, the most important challenge now is to create conditions for maintaining transport infrastructure in proper functional condition in the territories controlled by Ukraine, maintaining and increasing the capacity of checkpoints, reorientation of logistics to perform the most important functions of the country.

Also, in order to restore, rebuild, modernize transport infrastructure facilities, and gradually integrate Ukraine's transport network into the EU transport network, it is necessary to take appropriate measures and adopt a number of regulations.

The purpose of this plan is to ensure harmonization of regulations and organizational activities of the transport sector of Ukraine with EU countries to meet the needs of the population in transportation and ensure the development of the economy by changing approaches to the formation of transport and logistics solutions and modern transport infrastructure.

The recovery plan of the Working Group on Reconstruction and Development of Infrastructure is divided into areas, each of which has its own list of tasks, as follows:

- railway transport - development of passenger, cargo, luggage, baggage and mail transportation in domestic and international traffic, development of railway transport infrastructure, restoration and increase of capacity of railway border crossings on the western border of Ukraine, implementation of EU acquis to achieve organizational and technical compatibility of Ukrainian and European railways, development of competition and formation of a developed market of railway transport services;

- aviation transport - development of domestic and international passenger air transportation, as well as cargo and mail transportation, liberalization of international air transportation, restoration and development of airport infrastructure, communication, navigation and surveillance of the air traffic management system of Ukraine, implementation of the Common Aviation Area Agreement Ukraine and the EU;

- maritime and inland waterway transport - creating conditions for attracting private investment and improving the efficiency of existing capacity in Ukrainian seaports, modernizing the infrastructure of deep-sea ports, implementing joint procedures with the EU to ensure shipping safety, monitoring the movement of ships, assistance at sea, sea communication, response to pollution from ships and the creation of a national segment of the SafeSeaNet information exchange system on ship traffic and emergencies, development of port infrastructure and seaport capacity, improvement of legislation for the development of commercial seaports, transition to the European model of management “port -landlord”, development of cargo, passenger, mail and luggage transportation by sea vessels, development of passenger transportation by inland water transport, development, modernization of inland water transport and its infrastructure, expansion of the network of river ports and increasing the efficiency of existing capacity in river ports,

creating conditions for attracting private investment and stimulating the development of inland water transport;

● Road transport, urban electric transport, roads and road economy - establishing sources of financing for the construction and operation of roads; development of urban electric transport, public road transport and improvement of the control system; restoration of functioning and development of safe infrastructure of the national network of roads taking into account the inclusiveness; development of domestic and international transportation of passengers and cargo; formation of a modern market of services; introduction of the latest technologies and harmonization of legislation on road construction with EU legislation; development of a network of high-speed electric charging stations;

● provision of postal services - development and reconstruction of postal networks and facilities, provision of postal services of the established quality level;

● tourism and resorts – provision the restoration of inbound and domestic tourism, popularization of Ukraine's tourism potential in the world, ensuring the formation of tourism as a highly profitable sector of Ukraine's economy, promoting the attraction of national and foreign investments in the development of the tourism industry;

● strategic initiatives of transport infrastructure - development of multimodal transport, expansion of the network of transport corridors, attraction of investments to ensure the implementation of infrastructure development, construction, reconstruction and modernization projects, tariff policy on transport, development of information systems, modernization and construction of new border crossings.

Current status of the industry / sector:

The functioning of the transport sector, as well as the postal, tourism and resort sectors, has been significantly affected by the military aggression of the russian federation.

As of May 4, 2022 the largest ports with more than 85% of sea cargo turnover, remained under the control of Ukraine: Mykolaiv, Olviia, Odesa, Chornomorsk, Pivdennyi. To date, these seaports operate only to service railway and road rolling stock.

Three small ports at the mouth of the Danube - Izmail, Reni and Ust- Dunaisk - are fully operational and increasing cargo handling. In peacetime, they served just under 5% of exports. Now they can carry the same volumes as in peacetime, but the potential in the Danube direction is great regarding the situation with other ports.

In order to ensure stable foreign trade activities the Ministry of Infrastructure of Ukraine focuses on improving the efficiency of the Danube Maritime Cluster. Ports located in the Danube region (Reni, Izmail, Ust-Dunaisk) are operating normally, increasing the cargo base, increasing the handling of ships at berths.

PJSC "Ukrainian Danube Shipping Company" increases the involvement of its own fleet in export-import transportation and accelerates its repair to put into operation the maximum number of vessels on the Danube river in the nearest future.

At the same time, as a result of the blockade of parts of the Dnipro river in the Kherson and Zaporizhzhia regions by the terrorist troops of the russian federation, traffic on the Dnipro river was stopped, and the Kakhovka navigable lock was seized (the lock’s equipment was damaged).

There is a shortage of petroleum products as a result. The situation is complicated by the fact that a significant part of Ukraine's oil imports fell to the Republic of Belarus (from one-third to

two-thirds with the russian federation), with which, because of its support of the russian federation, Ukraine broke trade relations.

The closure of Ukrainian airspace for civil aviation flights makes it impossible for both Ukrainian and foreign airlines to operate and has led to the suspension of UkSATSE's air navigation services.

In this regard since the beginning of the martial law, road and railway infrastructure has performed vital functions - providing the possibility of evacuation and movement of the population, movement of military equipment and humanitarian goods, ensuring the functioning of the economy, social sphere and industries. At the same time because of amendments to the Tax Code of Ukraine and the Customs Code of Ukraine, the state road fund almost doesn't have sources of income, as the project amount of funds from the remaining sources is about 0.04% of the approved state budget.

Also, since the beginning of the military aggression of the russian federation, most postal operators have suffered significant losses due to significant destruction of postal facilities and postal infrastructure in areas where active hostilities were taking place. Some of the postal facilities remained in the temporarily occupied territories. Most market participants have experienced significant labor outflows in the North, East and South of Ukraine. There was a destruction of aviation and sea logistics routes for delivery of international mail and express items. Logistics in the middle of the country has become much more complicated, including due to fuel shortages.

According to Euromonitor International, global inbound tourism lost $ 6.9 billion in 2022 due to the war in Ukraine. The extent of the damage and the long-term consequences are difficult to assess for now as hostilities have been continuing all over the country till now.

Key numerical indicators, the impact of the war on the industry, the state of implementation of program documents, etc.

Since the beginning of the war of the russian federation against Ukraine there has been significant damage to the transport infrastructure. Thus, as of the beginning of May 2022: 6.3 thousand km of railway network were destroyed or significantly damaged, 41 railway bridges were destroyed, the operation of 21 railway stations was stopped, more than 23 thousand km of roads and 300 road bridges were destroyed, 4 seaports were occupied. Due to the continuation of hostilities in some areas of our country the total final number of destructions is currently impossible to determine.

In total since the beginning of russia's military aggression against Ukraine the total amount of direct documented infrastructure damage is more than $ 88 billion.

● rail transport:

JSC "Ukrzaliznytsia" entered the war period as the largest employer in the country with a staff of 231 thousand employees, a profit of 17 million dollars in 2021, the company provided 82% of freight and 50% of passenger traffic.

In January-April 2022 65.9 million tons of cargo were transported, which is only 69% of the level of the same period in 2021. At the same time, in January-April 2022 7.4 million passengers were transported by railway, which is 1.5 million passengers more than in the same period of 2021. The largest increase (64%) took place in March 2022 due to evacuation of people. Such transportation was free of charge. At the same time, after the reduction and gradual cancellation of evacuation trains, passenger traffic decreased significantly, as a result - in April 2022 were transported 19% less passengers than in the same period of 2021.

Since the first days of the war JSC Ukrzaliznytsia has transported more than 7 000 tons of humanitarian aid from west to east in passenger cars. The direction of freight transportation is also developing - it is more than 1400 cars (approximately 70 000 tons) per month with humanitarian aid, as well as the direction of container transportation, which provides transportation from neighbour countries to Kyiv, Kharkiv, Zaporizhzhia and Odesa.

JSC "Ukrzaliznytsia" provides evacuation of people: in average 3 million passengers per a month, including 40 thousand passengers - to neighbour countries. The necessary assistance is provided to passengers at all hub passenger stations as well as humanitarian aid is unloaded, food and equipment are provided.

At the same time, due to hostilities there was a significant decline in freight traffic (for 4 months of 2022 by 31% compared to the same period in 2021).

In fact, transit traffic on international corridors connecting Asia - Europe was interrupted. Transit traffic by railway during the war (March-April 2022) decreased against the level of the same period in 2021 by 88.4%.

The enemy is constantly launching targeted missile strikes on the railway infrastructure. As of May 5, 2022, the total value of losses caused to JSC "Ukrzaliznytsia" due to the destruction of the assets of the Company due to the aggression of the russian federation is UAH 6.8 billion.

Regarding the state of implementation of program documents it should be noted that the implementation of the railway transport reform was suspended with the beginning of martial law.

● aviation transport:

Today, the Ministry of Infrastructure includes UkSATSE, SE Boryspil International Airport and Lviv International Airport, of which UkSATSE and UB Boryspil have suffered losses caused by destruction and damage to state property. infrastructure facilities, equipment and vehicles) during the military aggression of the russian federation against Ukraine.

In total, of the 19 existing civilian airports, airfield complexes (runways, buildings, structures) at 12 airports were destroyed. The estimated loss from airports and air navigation equipment is about UAH 200 billion. Implementation of aerodrome infrastructure modernization projects, including within the framework of the State Target Program for Airport Development for the period up to 2023, approved by the Resolution of the Cabinet of Ministers of Ukraine of February 24, 2016 № 126, has been suspended.

● sea and inland water transport:

Seaports in Ukraine are not only the main way to export products of the agro-industrial complex, which brought $ 27.9 billion in 2021, but also a source of export of metallurgy ($ 16.0 billion), chemical industry ($ 2.7 billion), export of mineral fertilizers ($ 8.42 billion).

According to the order of the Ministry of Infrastructure of Ukraine dated April 28, 2022 № 256 "On the closure of seaports" registered in the Ministry of Justice of Ukraine on April 29, 2022 as № 470/37806 the seaports Berdiansk, Mariupol, Skadovsk, Kherson have been closed from the date of entry into force of this order till the restore of control over these seaports. The International Maritime Organization (IMO) was informed about this by a corresponding note of the Ministry of Foreign Affairs, which in turn brought the mentioned information to the governmental and non-governmental organizations of the member states.

Taking this measure is caused by the impossibility of servicing ships and passengers, carrying out cargo, transport and other related economic activities, ensuring the appropriate level

of shipping safety, compliance with international agreements of Ukraine, the consent of which was given by the Verkhovna Rada of Ukraine, and also ensuring the protection of the environment at a time when russia continues its active hostilities in these regions with a threat to human life and health.

These actions hit the economy of Ukraine as sea transport fulfilled about 70% of exports of Ukrainian producers (about $ 47.0 billion) and a significant part of import. According to current estimates Ukraine has been losing $ 170 million per day due to blocked ports, and the estimated direct damage caused from February 24, 2022 to the infrastructure of maritime and inland water transport of state ownership is about $ 622 million.

In 2021 the cargo turnover was 153.3 million tons, transportation by the Dnipro - 14.4 million tons. The expected forecast for cargo turnover for 2022 was 161.2 million tons, for river transportations – up to 15.8 million tons.

Regarding the status of implementation of program documents - the implementation of key program documents in the field of maritime and inland water transport (Maritime Doctrine and Strategy for the Development of Seaports of Ukraine) has been stopped, the tasks of the Action Plan for the implementation of the National Transport Strategy of Ukraine and the National Economic Strategy of Ukraine cannot be fulfilled.

● Road transport, urban electric transport, roads and road economy:

According to operative information, as of June 8, 2022, as a result of hostilities about 23.9 thousand km of public roads of state importance in Volyn, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhzhia, Kyiv, Luhansk, Mykolaiv, Odesa, Sumy, Kharkiv, Kherson, Chernihiv regions were destroyed in different ways.

304 bridges and bridge crossings were also destroyed.

Due to the hostilities for now in some parts of our country the total final scope of the destruction of public roads is currently impossible to determine.

There is an issue of a comprehensive solution of the problems of stable operation of the network of urban and suburban transport. It is a result of the current state of passenger transportations in cities and places of Ukraine and its suburbs, the destruction of infrastructure and destruction or damage to buses, trolleybuses, trams, subway cars, etc. and blocking the operation of urban electric transport due to military aggression of the russian federation. Currently, approximately at 40% of cities and places the passenger transportations have stopped due to the military aggression of the russian federation against Ukraine, as well as road connection in the 50-kilometer zone.

Under martial law the transportation of goods by sea and air transport is not carried out temporarily, and by railway it is limited. That’s why the domestic market of transport services is transformed towards the priority use of road transport for goods transportation (both commercial and humanitarian cargoes). The logistics of international road transportations was affected by the impossibility of transit through the territory of the aggressor country and its ally Bilorus. Measures are also needed to diversify fuel supplies from Western countries. Currently, fuel is imported mainly from Poland, Romania, Slovakia, Moldova and Hungary, and its volume is constantly growing. Also for today as a result of russian aggression, Ukraine has experienced problems with the export of Ukrainian products, including agro-industrial products. To do this, it is necessary to develop alternative routes for delivery of goods to EU countries and other markets through Europe. It is necessary and important to ensure the intensification of economic processes, especially in

wartime, by means of cancellation of permits as an administrative barrier, which is a constraint for the free market.

Regarding the status of implementation of program documents - the State Targeted Economic Program for the Development of Public Roads of State Importance for 2018-2022, approved by the Cabinet of Ministers of Ukraine dated March 21, 2018 № 382. actions, with varying degrees of destruction of road sections and their components, which were built or repaired as part of the program.

● postal services

Since the beginning of the military aggression of the russian federation, most postal operators have suffered significant losses due to significant destruction of postal facilities and postal infrastructure in areas where active hostilities were taking place. Some of the postal facilities remained in the temporarily occupied territories. Most market participants have faced a significant outflow of labor in the North, East and South of Ukraine. There was a destruction of aviation and sea logistics routes for delivery of international mail and express items. Logistics within the country has become much more complicated, including due to fuel shortages.

Regarding the status of implementation of program documents - currently there are no program documents in the field of postal services. The key directions of development of the sphere are defined in the Program of activity of the Cabinet of Ministers of Ukraine approved by the resolution of the Cabinet of Ministers of Ukraine from June 12 not in 2020 № 471.

● tourism and resorts

Also, 2022 was another test for the tourism industry of Ukraine. In Kyiv, in the East and in the South of Ukraine the tourist sphere has completely stopped. It is still difficult to estimate the losses and they will depend on the number of destroyed cultural and historical monuments, tourist destinations and the duration of hostilities, the size of the occupied and mined areas. In the first four months of the year, representatives of the tourism industry of Ukraine paid 18% less taxes than in the same period in 2021 and the number of taxpayers decreased by 10%.

Key challenges in the field:

● Permanent purposeful destruction of objects of railway, aviation and air navigation, sea and inland water, postal, tourist, road infrastructure, the need for their restoration;

● Disruption of transport and logistics transport chains and forced reorientation of freight and passenger flows due to the blocking of seaports, closure of airspace, destruction of transport infrastructure (the need to redirect to the western road and rail border crossings);

● The need to lift the naval blockade of Ukrainian ports and unblock part of the Dnieper in Kherson and Zaporizhia regions, resume shipping, expand the capacity of the Danube Maritime Cluster, create infrastructure to increase cargo flow across the Danube, resolve difficult situations with Ukrainian sailors abroad and foreign members located in Ukrainian seaports;

● The need to provide priority free transportation for the state for military and humanitarian purposes (military transportation, evacuation of people, relocation of enterprises, transportation of humanitarian aid);

● Preservation of outdated procedures and processes of providing transport services that do not meet modern requirements;

● The need to resume the operational activities of Ukrainian airlines, airports and resume the provision of air navigation services in the airspace of Ukraine;

● Incomplete reform of the industry in accordance with European directives (and at the same time lack of implementation capacity for implementing a significant part of structural changes and reforms in wartime);

● Lack of tourist flows to Ukraine; danger of being in many regions of the country;

● Reduction of sources of funding and the need to ensure its minimum required and regulatory level. Increasing risks for investments in connection with hostilities, reducing the interest of private investors to participate in PPP investment projects in Ukraine due to security and financial risks;

● Deficit and increase in the cost of fuels and lubricants, which leads to an increase in the cost and reduction of traffic;

● Critical destruction of tourist infrastructure, historical monuments, museums, theaters, etc. Limited tourist information network;

● Low level of inclusion (accessibility for people with disabilities and other low mobility groups);

● Insufficient integration of Ukrainian transport networks into the European transport network TEN-T.

Key features:

● Restoration of roads and man-made structures to accelerate the reconstruction of defense, civil and critical infrastructure, ensuring the connection of settlements for the timely delivery of humanitarian aid and other goods;

● Restoration of air transportation and achievement of at least the pre-war level of passenger traffic (16.2 million passengers in 2021) and the transit potential of Ukrainian airspace;

● Increasing capacity, modernization and development of ports in the Danube region;

● Increasing and updating rolling stock to meet the full needs of Ukraine's economic recovery;

● Construction and reconstruction of western border crossings, development of their capacity and improvement of procedures for control and registration of vehicles (in order to establish the logistics of transportation and border crossing for freight and passenger transport);

● Taking into account modern standards in the process of infrastructure restoration (for example, for passenger infrastructure - taking into account the requirements for access of persons with disabilities);

● Improving the system of traffic flows (including the development and implementation of traffic management schemes using automated traffic management systems);

● Use of the international level information field, which is currently full of news about Ukraine, to cover the current situation, as well as to highlight the country's tourism potential in the postwar period. Orientation of the sphere of tourism and resorts to conditionally safe areas where there are no active hostilities;

● Further digitalization of processes;

● Deepening cooperation and improving coordination with EU countries on the organization of transportation and development of the TEN-T network.

Key constraints / framework:

● Russia's ongoing large-scale military aggression against Ukraine, the actual functioning of the industry during the war state for an indefinite period;

● Lack of objective information on the extent of destruction of transport infrastructure;

● Significant difficulties in the development, modernization, reconstruction of damaged infrastructure (lack of funding, security risks, the need for demining of relevant facilities and determine their actual technical condition);

● Incompatibility of railway infrastructure of Ukraine and EU countries;

● Closure of Ukrainian airspace in connection with the imposition of martial law;

● Limited number of ports in operation compared to the pre-war situation;

● Lack of sustainable financing of works on restoration / construction / modernization of transport and logistics (multimodal) terminals in accordance with the requirements of radical change of cargo flows;

● Different from the EU countries regulatory framework governing the activities of the transport sector (and in particular the conduct of control procedures when crossing the state border);

● Insufficient development of information systems and electronic registers.

I. Sphere of railway transport

1. The main issues to be addressed in the Recovery Plan

Current state of the industry / sector:

Key numerical indicators

In January-April 2022, 65.9 million tons of cargo were transported, which is only 69% of the level of the same period in 2021. At the same time, during the military aggression of the russian federation (during March-April 2022), 17.5 million tons were transported. The decline in traffic due to the war was 66.2% compared to the level of traffic for the same period in 2021.

Including by types of communication:

Tipe of comunication	**From the beginning of the year (million ton)**			**March-April (million ton)**		
	2022	**2021**	**% 2022 to 2021**	**2022**	**2021**	**% 2022 to 2021**
total	65,94	95,55	69,0	17,50	51,7	33,8
transit	2,43	3,69	65,9	0,23	1,98	11,6
import	7,89	12,78	61,7	1,10	6,67	16,5
export	26,29	33,59	78,3	6,95	17,56	39,6

internal communication	29,34	45,48	64,5	9,22	25,49	36,2

In January-April 2022, 7.4 million passengers were transported by rail, which is 1.5 million passengers more than in the same period of 2021. The largest increase (64%) occurred in March 2022 due to evacuation. At the same time, such transportation was free of charge. At the same time, after the reduction and gradual cancellation of evacuation trains, passenger traffic decreased significantly, as a result - in April 2022, passengers were transported 19% less than in the same period of 2021.

The impact of war on the industry

JSC "Ukrzaliznytsia" entered the war period the largest employer in the country with a staff of 231 thousand employees, with a profit of 17 million US dollars in 2021; the company provided 82% of freight and 50% of passenger traffic.

The direction of freight transportation is also developing - it is more than 1400 cars (approximately 70 000 tons) per month with humanitarian aid, as well as the direction of container transportation, which provides transportation from neighbour countries to Kyiv, Kharkiv, Zaporizhzhia and Odesa.

JSC "Ukrzaliznytsia" provides evacuation of people: in average 3 million passengers per a month, including 40 thousand passengers - to neighbour countries. The necessary assistance is provided to passengers at all hub passenger stations as well as humanitarian aid is unloaded, food and equipment are provided.

At the same time, due to hostilities there was a significant decline in freight traffic (for 4 months of 2022 by 31% compared to the same period in 2021).

In fact, transit traffic on international corridors connecting Asia - Europe was interrupted. Transit traffic by rail during the war (March-April 2022) decreased against the level of the same period in 2021 by 88.4%.

Due to the blockade of Ukrainian seaports, shippers and carriers are forced to change the logistics of export transportation, directing cargo to the western border crossings. Transportation of goods during the war is a difficult task due to the low capacity of border crossings in western Ukraine, not designed for transshipment of large volumes of grain and ore. The total capacity of, for example, "grain" routes is about a million tons per month, and in peacetime through the ports were exported about 4-5 million tons per month. This led to a significant drop in export traffic (by 60.4%).

The enemy is constantly launching targeted missile strikes on the railway infrastructure. As of 05.05.2022, the total value of losses caused by JSC Ukrzaliznytsia due to the destruction of the Company's assets due to the aggression of the russian federation is UAH 6.8 billion.

Status of implementation of program documents

The main program document in the field of railway transport is the National Transport Strategy of Ukraine for the period up to 2030, approved by the order of the Cabinet of Ministers of Ukraine dated 30.05.2018 № 430 (hereinafter - the Transport Strategy).

As of the beginning of the war, the Action Plan for the implementation of the National Transport Strategy of Ukraine for the period up to 2030, approved by the order of the Cabinet of Ministers of Ukraine dated April 7, 2021 № 321 was being implemented.

Measures to reform railway transport were also defined by the Action Plan for the implementation of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand, approved by the Cabinet of Ministers of 25.10.2017 № 1106, and the Plan of measures for the reform of railway transport, approved by the order of the Cabinet of Ministers of Ukraine dated December 30, 2019 № 1411.

Regarding the reform of railway transport - as of the beginning of 2022, measures were taken to ensure the legislative functioning of the European model of the railway transport market. Thus, the Committee of the Verkhovna Rada of Ukraine on Transport and Infrastructure, the Ministry of Infrastructure and JSC Ukrzaliznytsia jointly finalized the draft Law of Ukraine "On Railway Transport of Ukraine". At the same time, the Ministry of Infrastructure has been developing draft bylaws to implement the necessary rules and procedures for access to the rail transport market.

A gradual reform of the tariff system for railway transport services was carried out. Thus, in order to ensure free pricing in the competitive sectors of the transport services market, since19.02.2018 wagon component in the tariff for the carriage of goods by rail within Ukraine in the cars owned by JSC «Ukrzaliznytsia» was deregulated. On October 29, 2021, the Ministry of Infrastructure adopted Order № 586, the implementation of which provides for an additional reduction of the disproportion between the levels of tariff classes of goods, improvement of tariff policy on railway transport.

At the same time, it should be noted that the implementation of the railway transport reform was suspended with the beginning of martial law.

Regarding the implementation of infrastructure projects - in recent years in Ukraine began an active process of modernization and electrification of railway infrastructure, including from the state budget, JSC "Ukrzaliznytsia" own funds and funds attracted under state guarantees of international financial institutions. In 2021, 2 infrastructure projects were implemented and 4 large infrastructure projects were launched. A total of UAH 4.6 billion (EUR 153 million) was invested in the construction, modernization and reconstruction and electrification of railway infrastructure in 2021, including UAH 0.7 billion at the expense of the State Budget of Ukraine, UAH 3.9 billion. UAH - at the own expense of JSC Ukrzaliznytsia. Of these, UAH 0.5 billion was used for construction, UAH 0.2 billion for reconstruction with electrification and UAH 0.2 billion for modernization.

With the beginning of the war, the infrastructure of railway transport was subjected to constant and targeted shelling and destruction. Thus, the implementation of the infrastructure projects identified by the Transport Strategy was stopped.

Measures to ensure the accessibility of rail transport for people with disabilities are also defined by the National Strategy for the creation of barrier-free space in Ukraine until 2030, approved by the Cabinet of Ministers of Ukraine dated April 14, 2021 № 366.

As part of the implementation of this strategy, pilot stations, which were supposed to lead to standards for ensuring unimpeded access for people with disabilities, were identified.

After the end of martial law, accessibility for persons with disabilities and other low-mobility groups will be taken into account during the reconstruction of railway transport infrastructure facilities destroyed by hostilities.

Key challenges in the field:

● Permanent targeted destruction of railway infrastructure;

● The need to provide priority free transportation for the state for military and humanitarian purposes (military transportation, evacuation of people, relocation of enterprises, transportation of humanitarian aid);

● Forced change in the logistics of export rail transportation due to the blockade of seaports of Ukraine and change in the areas of formation of the cargo base (the need to redirect to the western border crossings);

● Today it is difficult to predict the process and geography of recovery of industrial enterprises that actually form freight flows for the railway industry;

● Outdated procedures and processes of providing transport services that do not meet modern requirements are preserved in some places;

● Incomplete reform of the railway sector in line with the EU acquis (at the same time, the implementation of any structural changes and basic reforms of the railway market in wartime is impractical).

Key features:

● As of the beginning of 2022, most of the railway infrastructure facilities needed to be repaired and modernized. When rebuilding the infrastructure, it is advisable to take into account modern standards (for example, for passenger infrastructure - taking into account the requirements for accessibility for people with disabilities);

● Diversification of export transportation logistics by developing the capacity of western border crossings;

● Improving the coordination of the transportation process with EU countries;

● Improvement of technological processes.

Key constraints / framework:

- Ongoing full-scale military aggression of the russian federation against Ukraine;

- Incompatibility of railway infrastructure of Ukraine and EU countries;

- The need for construction / modernization of transshipment complexes in accordance with the requirements of a radical change in cargo flows.

2. Goals, objectives, stages of the Recovery Plan in the direction of "restoration of the railway transport sector"

2.1. Stage economics and institutions of wartime (short-term) - "Everything to win!"

(Explanation: Expected planning dates: (June 2022 - end of 2022 *)

* In case of continuation of active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

Main priorities / accents:

At all stages of the implementation of infrastructure rehabilitation projects, the principles of integrity, transparency and accountability and other necessary measures aimed at minimizing corruption risks must be ensured. In addition, it is mandatory to comply with environmental and sanitary safety requirements when dismantling debris and reconstruction of buildings and engineering structures.

The main priorities for ensuring the efficient operation of railway transport in wartime are related to overcoming challenges to change logistics routes due to the blocking of Ukrainian seaports by the aggressor, and the need to increase the capacity of western border crossings, primarily due to the need to change track gauge. It should also be noted that this work should be coordinated with Western partners, in particular with Poland, Hungary, Romania, Slovakia on the modernization and increase of railway capacity of the respective countries to ensure the ability to accept all cargo offered by Ukraine.

To this end, on May 12, 2022, the Verkhovna Rada of Ukraine adopted the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Peculiarities of Regulation of Land Relations in Martial Law", which provides, in particular, simplification of land allocation for construction of multimodal terminals and production facilities. reloading complexes in martial law. This will create favourable conditions for the development of transport and logistics infrastructure on the western borders of Ukraine.

Increasing logistics potential

Tasks for the period:

- development of a phased plan for the full transition to paperless technologies for the support of rail freight, including customs and border control procedures, including with EU countries;

- analysis of the potential to increase the interoperability of transportation, the use of infrastructure of tracks of the European model(1435 mm), located on the territory of Ukraine, and 1520 mm tracks, located on the territories of neighboring EU countries;

- analysis of the possibility of construction and use of innovative cars and specialized containers on the railways of Ukraine.

Acquisition of the status of a candidate for EU membership.

Tasks for the period:

- to resume work on the draft Law of Ukraine "On Railway Transport of Ukraine"; the optimal scenario is to adopt the Law by the end of 2022;

- to revise the Plan of measures for the reform of railway transport, approved by the order of the Cabinet of Ministers of 30.12.2019 № 1411, taking into account the new realities of wartime and postwar.

At the same time, it is expedient to "reasonably" postpone the introduction of new principles of the railway transportation market (at least 2 years after the end of martial law), as the implementation of any structural transformations and basic reforms of the railway transportation market during wartime is impractical.

2.2. Recovery phase (medium term) - "Recovery, restart of the economy and institutions"

(Explanation: Expected planning terms: (2023 - 2025, with separate details for 2023)

* In case of continuation of active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

Main priorities / accents:

Given the systematic and purposeful destruction of the railway infrastructure by the aggressor, the main task of the postwar period will be:

- restoration of railway infrastructure;

- adjustment and restoration of full-fledged operation of railway transport.

Restoration of the destroyed infrastructure of railway transport should take into account possible changes in the location of large industrial enterprises, and, accordingly, the places of origin of freight flows. It can be assumed that the location of extractive industries and agriculture will not change, but the question remains as to the enterprises that were destroyed, as well as the enterprises that used the relocation mechanism, and accordingly moved their production facilities to the western regions of Ukraine.

In addition, the extent of infrastructure recovery will depend on the number of destructions, which are increasing day by day. It is already possible to speak with confidence, for example, about the urgent need to rebuild the destroyed traction substations in order to restore the electrification of railways.

A preliminary list of investment projects for the restoration of railway infrastructure is contained in section 3 of the proposals to the Plan. At the same time, after the end of the martial law it is advisable to form an interdepartmental working group to analyze changes in the formation of cargo flows in the postwar period (which will be affected at least by the dynamics of industrial recovery and changes in the location of enterprises). The work of this group will also influence the addition of long-term (strategic) planning projects in the future.

The use of new standards in the restoration of railway infrastructure is mandatory, in particular in terms of ensuring the accessibility for passenger infrastructure for passengers with disabilities and other low-mobility groups.

Among the infrastructure projects for the medium term, the following should be noted:

- reconstruction of the destroyed railway infrastructure (with electrification) in the direction of seaports on the latest technologies;

- increasing the capacity of the railway with the EU countries by building and modernizing complexes for relocation of cars from 1520 mm to 1435 mm gauge tracks and transshipment capacity (logistics centers) within or outside the state border checkpoints at border crossings with the EU, taking into account the requirements of interoperable and efficient use of railway infrastructure of 1435 mm and 1520 mm systems;

- development of railway infrastructure in the direction of the ports of Reni and Izmail (in particular, construction of the second track, electrification (development in the direction of the EU railway corridor Rhine - Danube);

- modernization of existing and construction of new logistics multimodal terminals in the western and southern regions of Ukraine with the functions of integrated transport and logistics centres, customs services and the use of modern digital logistics management solutions (TMS, YMS, WMS);

- creation of modern standardized multimodal station centers in small cities of Ukraine (first of all, in those affected during the war) which will provide city residents with comfortable and convenient transfer to other modes of transport, recreational and trade zones and integrated security system population (network of bomb shelters) on the basis of railway stations (Pilot project in the planning process - the station in Trostyanets);

- complex reconstruction of key railway stations and adjacent territories with construction of multimodal passenger hubs in the main city conglomerates (Kyiv, Lviv, Kharkiv, Dnipro-Zaporizhzhya, Odesa), which will combine the railway with different types of public transport with convenient schedules and transfers, as well as cities with suburbs by modern suburban trains (City Express projects);

- providing high-speed and comfortable connections with modern interregional Intercity trains for residents of major regional centers, which provides for the purchase of new trains, modernization of railway infrastructure to increase speeds to 160 km / h (in the future 200 km / h), electrification of railway sections;

- implementation of the plan of full transition to paperless support of railway freight transportation.

- creation of a joint logistics company with Poland and, in the future, with Lithuania, Latvia and Estonia, to increase the volume of rail transportation of Ukrainian exports to the EU and world markets through Europe.

The establishment and restoration of passenger rail service should take place immediately after the restoration of control over the territories.

Restoration of freight rail service to the level of 2019 (before the war and before the coronavirus disease pandemic) will depend primarily on the scale and pace of recovery of Ukrainian industry. At the same time, large-scale reconstruction of Ukrainian cities will require the coordinated work of all modes of transport, including rail transport, in order to deliver construction materials.

Among the investment projects to restore the operation of railway transport in the medium term, it should be noted:

- acquisition of new passenger rolling stock (passenger cars, railcar rolling stock) taking into account the requirements of inclusiveness;

- acquisition of traction rolling stock;

- purchase of freight cars (taking into account EU standards and EU requirements for dimensions) on the basis of a needs analysis taking into account the losses of freight cars during hostilities;

- reconstruction of car and locomotive repair plants to provide maintenance of rolling stock.

Fulfillment of most of the requirements for EU membership (in terms of reforming the railway transport sector).

The first tasks of the postwar period will be:

- adoption by the Verkhovna Rada of Ukraine of the revised draft Law of Ukraine “On Railway Transport of Ukraine”;

- approval of the plan of implementation of the Law of Ukraine "On Railway Transport of Ukraine";

- approval of changes to the Railway Transport Reform Plan.

The main measures for the implementation of the Law of Ukraine "On Railway Transport of Ukraine" should include:

- development and adoption of necessary bylaws;

- creation of new state institutions (or reorganization of existing ones) to ensure the implementation of new tasks related to market opening (The National Commission, which carries out state regulation in the field of transport, railway transport safety authority, institution for investigation of railway transport events);

- introduction of new procedures for access to the railway market (licensing, safety certification, admission of railway subsystems to the market);

- training for potential carriers to ensure their readiness to participate in the rail market;

- introduction of technical specifications for interoperability of railway transport subsystems.

A separate measure to ensure the functioning of a competitive railway market is the structural reform of JSC "Ukrzaliznytsia" in accordance with the requirements of the EU acquis and its completion by the time when the new Law of Ukraine "On Railway Transport of Ukraine" will enter into force. The main tasks of the Company's structural reform are organizational and financial separation of the infrastructure and transportation operator, ensuring transparency of financial flows within the Company and preparation of JSC Ukrzaliznytsia for the opening of a competitive railway transportation market. This issue should be one of the main key indicators of the effectiveness of the Company's Supervisory Board. At the same time, it is important to obtain a positive compliance check of European experts on the compliance of the new structure of JSC "Ukrzaliznytsia" with the requirements of the EU acquis.

Modernization stage (strategic) - "Structural modernization and full integration into the EU"

(Explanation: Expected planning dates: (2026 - 2032 *)

The planning dates of the stage will be adjusted based on the results of 2022-2023.

Main priorities / accents:

At the stage of modernization of railway infrastructure, it is necessary to take into account the need to optimize the existing network of railway infrastructure, taking into account freight and passenger traffic in certain sections.

In addition, during this period and in the future, when considering new investment projects (including with the participation of the intergovernmental working group, the creation of which is planned) should consider the possibility of such projects in compliance with the European standard width (1435 mm).

Possible strategic investment projects include:

- development of a network of logistics multimodal terminals with the functions of integrated transport and logistics centres, customs services and the use of modern digital logistics management solutions (TMS, YMS, WMS);

- introduction of a system of automatic transition of rolling stock from a track of one width to a track of another width (from 1520 mm to 1435 mm) without stopping the train;

- construction of a 1435 mm wide track (parallel to the existing 1520 mm track) in the direction of Chop - Uzhhorod - Lviv (joining the EU Mediterranean railway corridor);

- ensuring compliance of the railway infrastructure in the main areas with the requirements of the core network TEN-T (EU Regulation № 1315/2013 of 11 December 2013 on the Union guidelines on the development of the trans-European transport network and repealing Decision № 661/2010 / EU);

- continuation of complex reconstruction of key railway stations and adjacent territories with construction of multimodal passenger hubs in the main city conglomerates (Kyiv, Lviv, Kharkiv, Dnipro-Zaporizhzhya, Odesa), which will combine the railway with different types of public transport with convenient schedules and transfers. connection of cities with suburbs by modern suburban trains (City Express projects);

- introduction of the mechanism "land value capture", with the transfer of railways within the cities underground, which will rebuild and develop the war-affected cities-satellites of Kiev (Bucha, Irpin, Brovary) and others, with the construction of affordable housing for Ukrainians who lost it as a result of the war;

- construction of a high-speed railway (HSR) on the route Kyiv-Warsaw (total length - 919 km, of which on the Ukrainian side - 585 km (Kyiv-Yagodyn-State Border). The implementation of this project will reduce travel time on this route from 17-19 hours to 5-6 hours, by reaching an average speed of 180 km / h The estimated cost of the Ukrainian part of the project, including the modernization of man-made structures and stations, will be EUR 1170 million (UAH 35 958.43 million at the official exchange rate of the NBU as of June 25, 2022), the cost of 1 km of track is approximately EUR 1.5 million, the cost of works on the Polish side will be subject to a separate assessment and will not be included in the Plan.

European integration

In the long run the introduction of a competitive market for rail transport, the involvement of private business to work in the market, as a result - an increase in investment in the industry, are planned.

The gradual implementation of the following packages of EU acts in the field of rail transport is envisaged, including Regulation (EU) 2016/796 of the European Parliament and of the Council of 11 May 2016 on the European Union Railway Agency, and Directive 2016/797 of the European Parliament and of the Council of 11 May 2016 on compatibility of the railway system (interoperability) in the European Union, including mutual recognition of documents with the European Railway Agency (ERA).

II. Sphere of aviation transport

1. The main problems that need to be addressed within Recovery plan (in this direction)

Current state of the industry / sector:

Today, the Ministry of Infrastructure manages UkSATSE, SE Boryspil International Airport and SE Lviv International Airport, of which UkSATSE and SE Boryspil International Airport have suffered losses caused by destruction and damage to state property. infrastructure facilities, equipment and vehicles) during the military aggression of the Russian Federation against Ukraine.

In total, of the 19 existing civilian airports, aerodrome complexes (runways, buildings, structures) at 12 airports were destroyed. The estimated loss from airports and air navigation equipment is about UAH 200 billion.

To date, due to hostilities on the territory of Ukraine and the imposed martial law, the airspace of Ukraine is closed to civil aviation, which made it impossible for both Ukrainian and foreign airlines to operate and led to the suspension of s air navigation services by UkSATSE.

An integral part of the aviation industry is aviation personnel, which losing their qualifications, skills and abilities due to forced downtime, and issued certificates are threatened with loss of legitimacy.

Implementation of aerodrome infrastructure modernization projects, including within the framework of the State Target Program for Airport Development for the period up to 2023, approved by the Resolution of the Cabinet of Ministers of Ukraine of February 24, 2016 № 126, has been suspended.

Key challenges in the field:

- the need to restore the objects of aviation and air navigation infrastructure, damaged or destroyed as a result of the military aggression of the Russian Federation against Ukraine, and the operational activities of Ukrainian airlines;

- resumption of air navigation services in the airspace of Ukraine;

- the need to fly-by the airspace of Belarus and Russia for Ukrainian airlines - additional time and costs of national airlines, and consequently the loss of competitiveness in flights to / from Northern Europe, the Caucasus, Central Asia and the Far East.

Key features:

- resumption of air transportation and achievement of at least the pre-war level of passenger traffic (16.2 million passengers in 2021);

- resumption of air cargo transportation;

- restoration of the transit potential of the airspace of Ukraine.

Key constraints / framework:

- the ongoing large-scale military aggression of the Russian Federation against Ukraine;

- lack of funding for the maintenance of the aviation industry during military aggression and works to restore damaged aviation and air navigation infrastructure;

- adaptation of national legislation to the EU legislation.

2. Goals, objectives, stages of the Recovery Plan (in this area)

2.1 Purpose - one or more generalized goals, proposed changes to solve problems in the area

Restoration and development of aviation mobility of the population and transit potential of the airspace of Ukraine. Restoration of air cargo transportation.

2.2 The main tasks indicating the necessary measures / steps for their implementation, divided into stages

1) Reconstruction and further development of the airport infrastructure of Ukraine

● modernization of regional airports and bringing their technical condition in line with current ICAO standards and recommendations in order to service the most widespread types of aircraft;

● prioritization in accordance with the defined criteria of airport reconstruction / construction projects;

● providing financing for the reconstruction of the network of airports of Ukraine on the basis of an audit of transport infrastructure losses;

● continuation of the development of the airport of SE Boryspil International Airport according to the nodal (hub) model;

● continuation of development of SE Lviv International Airport;

● creation of the Airport Development Fund as a special fund of the State Budget;

● creation of a management company or a state body for the management of aerodrome complexes, which are built at the expense of the state and are in state ownership.

2) Liberalization and non-discriminatory regulation of air transportation markets

● lifting restrictions on international scheduled air services;

● expansion of the network of international air connections with partner countries;

● increase in the share of low-budget airlines (low-cost);

● creation of a national air carrier;

● development of air cargo transportation.

3) Resumption of air navigation services in the airspace of Ukraine and development of its transit potential

● ensuring financing of stable operation of UkSATSE;

● restoration of aerodrome control towers, means of communication, navigation and surveillance of the air traffic management system (ATS);

● reorganization of UkSATSE taking into account the current circumstances;

● providing a set of measures to restore the transit potential of Ukrainian airspace.

4) Implementation of the Common Aviation Area Agreement

● adaptation of national legislation to the EU legislation.

5) Support for the air transport industry.

● support of airlines by the state (performance of public service obligations, reduction of excise duty on fuel, etc.);

● preservation of aviation personnel of Ukraine and their qualifications;

● support of the State Aviation Service in carrying out the functions of supervision and control over aviation entities located outside Ukraine under martial law;

● Improving the procedure for concluding property lease agreements and conducting public procurement.

I. STAGE WAR-WAY ECONOMY AND INSTITUTIONS (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022

* In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

Main priorities / accents:

1) creation of conditions for preservation in proper functional condition of aviation infrastructure objects in the territories controlled by Ukraine;

2) development of a draft of a new national strategy for the development of the civil aviation industry (primarily in the part concerning the optimal market positioning of airports), which should be taken into account in the preparation of the General Plans for the Restoration of Regional Activities. Attention should be paid to the following:

- the number of population in each region (including internally displaced, disabled persons and citizens that were injured during the war and, which would lead to limited movement and vital activities of people);

- production facilities (factories, plants, enterprises) that have not been damaged;

- production facilities (factories, plants, enterprises) that have been damaged and the estimated time required for recovery;

- tourist and business potential of the region.

3) implementation of the project "Action Plan of UkSATSE on the resumption of air navigation services in the airspace of Ukraine";

4) creation of conditions for preservation of qualification of aviation personnel of Ukraine;

5) adaptation of national aviation legislation to the EU legislation in the framework of the CAA Agreement.

II. RECOVERY STAGE (MEDIUM-TERM) - "RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

* In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

Main priorities / accents:

1) restoration of the operation of airports of Ukraine, which were not damaged as a result of hostilities, to meet the needs of the population in air transportation;

2) assessment of the condition of damaged / destroyed property at aviation infrastructure facilities and decision-making on the feasibility of its restoration, taking into account the General plans for restoration of regions and plans for the development of transport by other modes of transport (high-speed rail, road, air);

3) modernization of regional airports (approximately 5-7) taking into account needs of disable persons and other groups of people with reduced mobility and bringing their technical condition in line with modern ICAO standards in order to service new types of aircraft;

4) resumption of air navigation services in the airspace of Ukraine;

5) creation of conditions for stimulation of restoration and development of air communication by, but not limited to:

a. provision of long-term loans by state banks to airlines, airports and UkSATSE at a minimum interest rate;

b. targeted subsidy for airports for the amount of land tax and rent payments or tax deferral;

c. improving the procedure for concluding property lease agreements and conducting public procurement;

d. introduction of compensation to Ukrainian airlines for expenses related to the need to fly-by the territory of Russia and Belarus.

6) deregulation of activities and creation of conditions for the development of general aviation;

7) establishment of requirements for unmanned aircraft, their operation and requirements for remote pilots;

8) development of a new State target program for the development of the air navigation system of Ukraine;

9) creation of a national air carrier;

10) creation of a management company or a state body for the management of aerodrome complexes, which are built at the expense of the state and which are in state ownership;

11) improvement of the financial model of support for the development of aviation infrastructure and implementation of strategic projects by regional airports, including through public-private partnerships and comprehensive international programs with preferential financing conditions;

12) streamlining of legal, operational and financial relations between aerodrome owners and their actual operators, including including in the framework of public-private partnership projects;

13) corporatization of Boryspil International Airport;

14) development of new security programme, which takes into account facts of life in the conditions of martial law.

III. STAGE OF MODERNIZATION (STRATEGIC) - "STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

Main priorities / accents:

1) transformation of SE Boryspil International Airport into main aviation hub of East Europe;

2) further modernization of regional airports taking into account needs of disable persons and other groups of people with reduced mobility and in order to ensure the suitability of their infrastructure for the maintenance of modern aircraft, based on the prospects of increasing demand for air transportation;

3) implementation of the State target program for the development of the air navigation system of Ukraine;

4) creation of the Airport Development Fund as a special fund of the State Budget;

5) development of a multimodal freight center in the format of public-private partnership;

6) development of new technologies aimed at the transition to sustainable aviation fuels (SAF), the adoption of global market measures for reducing carbon emissions (CO2) under the System of Compensation and Reduction of CO2 Emissions for International Aviation (CORSIA program).

III. Sphere of maritime and inland water transport

1. The main problems that need to be solved in the Recovery Plan (in this area)

Current state of sphere of maritime and inland water transport:

In 2021, the volume of cargo processing amounted to 153.3 million tons, transportation by the Dnipro - 14.4 million tons.

The volume of freight traffic, which was forecasted for 2022, was expected at 161.2 million tons, river traffic was to reach 15.8 million tons.

Beginning from February 24, 2022, the blockade of seaports on the southern coast of Ukraine actually began. The warships of the aggressor country block navigation in the Black and Azov Seas for ships bound for/from the seaports of Ukraine.

It is estimated that Ukraine loses $ 170 million per day due to blocked ports, and the estimated direct damage caused to state-owned maritime and inland water transport infrastructure since February 24, 2022 is about $ 622 million. However, the actual assessment of losses and resource needs for the restoration of port infrastructure can be carried out only after the end of hostilities in Ukraine and the return of the occupied territories. This also applies to the Autonomous Republic of Crimea, the consequences of the occupation of which and the damage to the infrastructure of five seaports on its territory will also have to be further assessed after regaining of Ukraine’s control over this territory. As of May 4, 2022, the largest ports, which accounted for more than 85% of maritimecargo turnover, remained under Ukrainian control: Mykolaiv, Olviia, Odesa, Chornomorsk, Pivdennyi. To date, these seaports operate only to service railway and road rolling stock.

According to the order of the Ministry of Infrastructure of Ukraine dated April 28, 2022 № 256 "On the closure of seaports" registered in the Ministry of Justice of Ukraine on April 29, 2022 as № 470/37806 the seaports Berdiansk, Mariupol, Skadovsk, Kherson have been closed from the date of entry into force of this order to regainangcontrol over these seaports. The International Maritime Organization (IMO) was informed about this by a corresponding note of the Ministry of Foreign Affairs, which in turn brought the mentioned information to the governmental and non-governmental organizations of the member states.

Taking this measure is caused by the impossibility of servicing ships and passengers, carrying out cargo, transport and other related economic activities, ensuring the appropriate level of shipping safety, compliance with international agreements of Ukraine, the consent of which was given by the Verkhovna Rada of Ukraine, and also ensuring the protection of the environment at a time when russia continues to wage active hostilities in these regions, which poses a threat to human life and health.

Seaports in Ukraine are not only the main way to export products of the agro-industrial complex, which brought 27.9 billion US dollars in 2021, but also a source of exports of metallurgy (16.0 billion US dollars), chemical industry (2.7 billion US dollars), export of mineral fertilizers (8.42 billion US dollars).

These actions dealt a blow to Ukraine's economy, as maritime transport accounted for about 70% of Ukrainian producers' exports (approximately 47.0 billion US dollars) and a significant part of imports.

Exports of agro-industrial complex (grain, oil), ferrous metallurgy, ore and slag were carried out in almost all cases by maritime transport

Three small ports at the mouth of the Danube - Izmail, Reni and Ust- Dunaisk - are fully operational and increasing cargo handling. In peacetime, they accounted for just under 5% of exports. Now they can carry the same volumes as in peacetime, but the potential in the Danube direction is great regarding the situation with other ports.

In order to ensure stable foreign trade activities, the Ministry of Infrastructure of Ukraine focuses on improving the efficiency of the Danube Maritime Cluster. Ports located in the Danube region (Reni, Izmail, Ust-Dunaisk) are operating normally, increasing the cargo base, increasing the handling of ships at berths.

PJSC "Ukrainian Danube Shipping Company" increases the involvement of its own fleet in export-import transportation, is accelerating its repair to put into operation in the near future the maximum number of vessels on the Danube.

At the same time, as a result of the blockade of parts of the Dnipro river by the terrorist troops of the russian federation in the Kherson and Zaporizhzhia regions, traffic on the Dnipro river was stopped, and the Kakhovka navigable lock was seized (the lock's equipment was damaged).

There were conditions of shortage of petroleum products used in maritime and inland water transport. The situation is complicated by the fact that a significant part of Ukraine's oil imports fell to the Republic of Belarus (from one third to two thirds with the russian federation), with which, due to its support of the russian federation, Ukraine terminated trade relations.

In Ukraine, there are a total of about 100 thousand working sailors, of which about 40 thousand are permanently on voyages (30 thousand officers and 10 thousand privates).

According to the International Chamber of Shipping (ICS), the share of Ukrainian seafarers in the world merchant fleet is about 4.5%.

As for the personnel of inland vessels with Ukrainian documents, the figure reaches 11 thousand, among which 1.8 thousand work on the Danube (at the same time, on vessels under EU flags - about 1 thousand).

Measures need to be taken to bring the system of training and obtaining documents of crew members of inland waterway vessels to the requirements of EU legislation.

Ukrainian sailors who work on ships on international voyages bring 3-4 billion US dollars into the Ukrainian economy every year.

At present, the process of certification of seafarers is suspended in the temporarily occupied territories of Ukraine. Due to the martial law, the possibility of sailors leaving for employment on ships under a foreign flag has been blocked.

Regarding the status of implementation of program documents - the implementation of key program documents in the field of maritime and inland water transport (Maritime Doctrine and Strategy for the Development of Seaports of Ukraine) has actually been stopped, the tasks of the Action Plan for the implementation of the National Transport Strategy of Ukraine and the National Economic Strategy of Ukraine cannot be fulfilled.

Key challenges in the field:

- the need to lift the sea blockade of Ukrainian ports and unblock part of the Dnipro in Kherson and Zaporizhia regions;

- resumption of navigation and development of the Ukrainian fleet;

● expansion of the capacity of the Danube Maritime Cluster, creation of infrastructure to increase the volume of cargo turnover across the Danube;

● reorientation of part of the freight flow from roads to water transport, inclusion of ports in multimodal transportation, including in universal containers and the connection "railway - water transport";

● increase of capacity and volumes of transportations by maritime and inland water transport;

● further digitalization of processes, modernization of software packages and access control systems in sea and river ports of Ukraine;

● development of “Schemes of development of sea and river ports of Ukraine” taking into account the urgent need, perspective cargo flows and development of capacities of port operators;

● transition to alternative energy sources, taking into account economic feasibility and efficiency, as well as the needs for the implementation of environmental safety programs;

● amendments to the legislation in order to implement infrastructure projects, restoration of destroyed infrastructure and development plans in sea and river ports of Ukraine;

● resolving difficult situations with Ukrainian seafarers abroad and foreign crew members stationed in Ukrainian seaports;

● creation of an effective mechanism for training and certification of seafarers, as well as members of the crews of inland waterway vessels;

● translation of the system of issuing qualification documents of seafarers into electronic form;

● digitalization of administrative services and state supervision (control) in the field of maritime and inland water transport.

Key features:

● ensuring the implementation of full-fledged export and import of goods through sea and river ports of Ukraine;

● maximum integration of the Ukrainian water transport system into the EU transport system;

● increase in capacity, modernization, development of ports in the Danube region, including modernization of approaches to them by water and land (electrification of railway tracks to reduce the total cost of logistics, construction of new railways).

Key limitations:

● russia's ongoing large-scale military aggression against Ukraine;

● limited number of ports in operation compared to the pre-war situation;

● refusal of insurers to cover shipping risks;

● lack of funding for development, modernization, reconstruction of damaged maritime and inland water transport infrastructure;

● significant downtime of vessels passing through the Sulina Canal;

● imperfection of investment legislation;

● location on the territory of Moldova of access railways and highways connecting Ukrainian ports of the Danube region, railway stations, logistics hubs;

● lack of information systems and electronic registers;

● the need for rapid adaptation of national legislation to EU legislation.

2. Goals, objectives, stages of the Recovery Plan (in this area)

2.1. The goal is one or more generalized goals, proposed changes to solve problems in the area

Creating conditions for the development and restoration of transportation by maritime and inland water transport, increase volume of transportation, restoration and development of maritime and inland water transport infrastructure.

2.2. The main tasks indicating the necessary measures / steps for their implementation, broken down from and in stages

1) Restoration and development of transportation by maritime and inland water transport:

● lifting the sea blockade of Ukrainian seaports and releasing seaports occupied by terrorist troops of the russian federation in the cities of Kherson, Skadovsk, Berdiansk and Mariupol, seaports of the Autonomous Republic of Crimea and Sevastopol, as well as the Lower Dnipro with the Kakhovka navigable lock;

● demining and trawling of seaports, access canals, sea and inland waterways;

● development and modernization of the ports of the Danube region - Reni, Izmail and Ust-Dunaisk;

● implementation of operational dredging (maintenance of the set depths and navigation dimensions provided by the passport of the port water area) of the water areas of the seaports of Reni and Izmail, as well as of the navigable channel on the inland waterways;

● inclusion of the Ukrainian part of the Danube in the TEN-T network;

● repair and modernization of vessels on the balance of PJSC "Ukrainian Danube Shipping Company" and the fleet of major state carriers for their maximum involvement in cargo transportation with EU countries;

● creation of a multimodal hub on the basis of one of the Danube ports (Reni or Izmail), as well as incentives for private investors to organize a multimodal terminal on the Dnipro River (Middle Dnipro);

● resumption of operation of the Kakhovka navigable lock (including repair work and installation of necessary equipment);

● implementation of the Danube-Black Sea GCC project for the possibility of entering the Danube ports on the Ukrainian ship's course of large-tonnage vessels;

● establishment of logistics along the Danube-Dnipro/ Southern Bug coastal corridor for inland waterway vessels;

● increasing the tonnage of merchant vessels under the Ukrainian flag to improve trade with other countries;

● development and launch of the Register of Inland Navigation Vessels and related registers and databases;

● development of an effective financial and economic mechanism for modernization and restoration of a competitive shipbuilding cluster with extensive use of tax and financial and credit policy instruments;

● further digitalization of processes, modernization of software packages and access control systems in sea and river ports of Ukraine;

● stimulating the development of liner shipping and shipping to river ports (terminals).

2) Restoration and modernization of maritime and inland water transport infrastructure:

● restoration of the priority facilities destroyed by the russian terrorist forces, necessary for the normal functioning ofmaritime and inland water transport;

● elimination of limiting areas on the Dnipro River;

● restoration and modernization of the lock farm on the Dnipro River, construction of the second Kakhovka lock with expanded characteristics;

● creation of an effective mechanism for attracting private investment in financing works on repair, modernization, reconstruction or construction of port infrastructure facilities and inland water transport infrastructure facilities;

● amendments to the legislation in order to implement infrastructure projects, restoration of destroyed infrastructure and development plans in sea and river ports of Ukraine;

● modernization of the River Information Service, creation of an information system for automated accounting of inland waterway transport and databases of the Shipping Administration;

● improvement of transport connections of seaports and river ports (terminals) on the territory of Ukraine.

3) Expansion of the network of river ports (terminals) and increase of efficiency of use of available capacities in river ports (terminals):

● creating conditions for attracting private investment;

● improvement of the investment climate in river ports (terminals) of Ukraine (simplification of the mechanism of construction on inland waterways, classified as navigable);

● construction of new terminals and storage places for the import of critical products for the defense and economy of Ukraine (refined products, mineral fertilizers);

● launch of the Register of inland water transport infrastructure facilities;

● incentives for private investors to build terminals for liquefied natural gas and other fuel and lubricant bases.

4) Development of port infrastructure (railways, highways, etc.) and capacity of seaports:

● construction of related infrastructure for seaports (railway access tracks and roads);

● electrification of the railway section from Bilhorod-Dnistrovskyi station to Izmail station to reduce the total cost of logistics;

● establishment of the Reni-Izmail railway connection;

● implementation of operational dredging (maintenance of the set depths and navigation dimensions provided by the passport of port water area) of water areas of seaports of Reni, Izmail, Bilhorod-Dnistrovskyi, Odesa, Pivdennyi, Chornomorsk, Olviia, Mykolaiv, Kherson, Skadovsk, Berdiansk;

● increasing the depth (adjustment of passports) of the seaports of Reni and Izmail;

● construction of LNG (liquefied natural gas) terminals in seaports;

● determination of the boundaries of water areas and territories of seaports, taking into account the requirements of the legislation and the interests of the owners of private terminals;

● simplification of established legislative procedures for urgent rehabilitation of seaport infrastructure;

● development of “Schemes of development of sea and river ports of Ukraine” taking into account the urgent need, perspective cargo flows and development of capacities of port operators;

● transition to alternative energy sources, taking into account economic feasibility and efficiency, as well as the needs for the implementation of environmental safety programs;

● improvement of legislation for the development of seaports, transition to the European model of management "Port Landlord", as well as consideration of the possibility of introducing other management models.

5) Creation of an effective mechanism for training and certification of seafarers, as well as crew members of inland waterway vessels:

● ensuring the possibility of departure of seafarers and personnel of inland waterway vessels for employment on vessels voyages a foreign flag;

● creation of a system for obtaining documents of members of inland navigation crews in accordance with the requirements of EU legislation;

● development and launch of a register of qualification certificates of crew members of inland waterway vessels and related databases, their integration with the relevant EU registers;

● ensuring compliance with the requirements of international agreements of Ukraine and creating an effective mechanism for training and certification of seafarers - members of the command staff of seagoing vessels;

● Improving the regulatory framework and digitizing the process of submitting applications and obtaining qualification documents for ship's crew members.

Projects envisaged by the Seaport Development Plans for the short-, medium- and long-term perspective, approved in the manner prescribed by the Law of Ukraine “On Seaports of Ukraine”, are subject to implementation within the timeframe specified in such plans and in the manner prescribed by current legislation of Ukraine. additionally not included in the list of projects for the implementation of the recovery plan.

STAGE OF WAR-WAY ECONOMY AND INSTITUTIONS (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022 *

** In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.*

1. Restoration and development of maritime and inland water transport: lifting the sea blockade of Ukrainian seaports and liberation of seaports occupied by terrorist troops of the russian federation in Kherson, Skadovsk, Berdiansk and Mariupol, seaports of Crimea and Sevastopol Dni, as well as Sevastopol Dni, and with the Kakhovka navigable lock; demining and trawling of seaports and inland waterways;

3. Optimization, clarification of the existing boundaries of water areas, seaports of Mykolaiv, Olviia, Pivennyi, Odesa, Chornomorsk, Kherson, Ust-Dunaisk, Izmail to ensure their sustainable development, increase cargo flows, reduce costs and ensure the safety of navigation;

4. Adoption of a decision by the Cabinet of Ministers of Ukraine on allotment of land plots within the territory of seaports (within the width of hydraulic structures due to structural elements) and allotment of water fund land areas within seaports along the border line of hydraulic structures (moorings, protective, shore) 20 m wide;

5. Preservation and maintenance in satisfactory technical condition of infrastructure facilities of seaports of the Danube region (Izmail, Reni, Ust-Dunaisk), seaports of Big Odesa (Odesa, Pivdennyi, Chornomorsk) and Mykolaiv region.

6. Increasing the capacity of the seaports of Reni, Izmail and Ust-Dunaisk and inland waterways by:

implementation of operational dredging (maintenance of the set depths and navigational dimensions provided by the passport of the port waters) of the seaports of Reni, Izmail and Ust-Dunaisk, in order to ensure safe acceptance for loading and unloading of sea-class vessels with a draft of up to 7.0 m about 500 thousand m3 (volume can be adjusted depending on urgent needs and necessity), as well as navigation on inland waterways and operational waters of river port berths (terminals) (at the expense of users of such berths). Revision of plans of road works on inland waterways taking into account changes of reorientation of cargo flows;

implementation of the GSC Danube - Black Sea project for the possibility of entering the Danube ports on the Ukrainian ship's course of large-tonnage vessels;

organization of additional cargo handling places, including with the use of raid parking lots, construction of river ports (terminals);

electrification of the railway track section from the station Bilhorod-Dnistrovskyi to Izmail station to reduce the total cost of logistics;

organization of additional transhipment sites in ports;

providing ports with modern equipment for cargo handling, including mobile elevators for agro-industrial complex products, tippers, etc.

7. Restoration of seaports and inland waterways by:

- demining, trawling of seaports, access canals, sea and inland waterways; unlocking of seaports and river ports (terminals);

- amendments to the legislation in order to implement infrastructure projects, restoration of destroyed infrastructure and development plans in sea and river ports of Ukraine;

- restoration of navigation on the rivers Dnipro and Southern Bug, as well as the work of the Kakhovka navigable lock (including repair work and installation of necessary equipment).

8. Resumption of the process of employment of Ukrainian seafarers by ensuring the possibility of departure of seafarers and personnel of inland waterway vessels for employment on seagoing vessels and inland waterway vessels;

9. Providing state support for the development of inland water transport and attracting additional investment in the shipping business in order to effectively allocate the cost of maintaining logistics by reorienting the flow of goods from roads to IWT - ensuring the functioning and filling of the State fund of inland waterways;

10. Fair optimization of the port fee system, creation of favorable conditions for improving the efficiency of logistics routes involving water transport, in particular the release of inland waterway vessels with a maximum draft of up to 4.5 m from the port fee, exemption of certain categories of vessels from anchor fee in ports Danube region;

11. Rehabilitation of the railway track on the section "Berezine-Basarabeasca" to ensure the diversification of supply chains to the seaport of Reni.

RECOVERY STAGE (MEDIUM-TERM) - "RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

** In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.*

1. Creation of a multimodal hub on the basis of one of the ports of the Danube (Reni or Izmail) and creation of river ports (terminals) for activation of cargo communication both with the EU countries and with other countries, including transportation in containers, and also the organization on the Dnipro River (Middle Dnipro) of the multimodal terminal;

2. Organization of a simplified navigable connection between the seaports of the Danube and the ports of the Dnipro and the Southern Bug for inland waterway vessels, taking into account the necessary technical / design characteristics for safe passage;

3. Involvement in cargo transportation between EU ports and in the middle of the country of the fleet of Ukrainian carriers (including state: PJSC "Ukrainian Danube Shipping Company" (on the Danube), SE "River Ports Administration" (on the Dnipro) by its modernization (re-equipment)), as well as the construction of a new fleet at Ukrainian shipyards for these enterprises, including the use of alternative energy sources (electricity, hydrogen), the construction of appropriate gas stations;

4. Simplification of administrative procedures, formalities in ports, reduction of time for cargo handling and applications by modernization of the River Information Service in accordance with EU requirements and management of the logistics water corridor, creation and implementation of information system for automated accounting of transportation by inland waterways and databases of the Shipping Administration(Registered of inland water transport infrastructure facilities, database of qualification documents of ship personnel, ship documents);

5. Increasing the capacity of seaports of Ukraine, the creation of river ports (terminals) on inland waterways by increasing the depth of seaports and inland waterways, in comparison with the passport parameters;

6. Further digitalization of processes, modernization of software packages and access control systems in sea and river ports of Ukraine;

7. Development of "Schemes of development of sea and river ports of Ukraine" taking into account urgent needs, perspective cargo flows and development of capacities of port operators;

8. Transition to alternative sources of energy supply, taking into account economic feasibility and efficiency, as well as the needs for the implementation of environmental safety programs;

9. Establishment of an effective mechanism for the allocation of water fund lands occupied by the territorial sea, inland sea waters, including under the water area of seaports under water bodies, as well as inland waterways;

10. Establishment of an effective and transparent mechanism for training and certification of seafarers and crew members of inland waterway vessels in accordance with the requirements of international agreements of Ukraine and legislation in the EU;

12. Ensuring compliance with international requirements, including EU legislation on merchant shipping and inland waterways of Ukraine;

13. Ensuring the growth of tonnage under the Ukrainian flag;

14. Creation of an effective mechanism for attracting private investment in financing the repair, modernization, reconstruction or construction of port infrastructure. Optimization of work and management structure of enterprises of maritime and inland water transport, reduction of expenses of such enterprises;

15. Implementation of EU directives and regulations into Ukrainian legislation in accordance with, in particular, the Association Agreement;

16. Improving the transport connection of sea and river ports on the territory of Ukraine with railway stations by building an access railway to the port of Reni exclusively through the territory of Ukraine.

STAGE OF MODERNIZATION (STRATEGIC) -

"STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

1. Increasing the capacity of locks and minimizing interruptions in navigation (application of technologies that will allow locks to work in adverse weather conditions (at low temperatures) by modernizing the lock on the Dnipro River. Ensuring the reorientation of part of the cargo from road transport to inland water transport; construction of the second Kakhovsky lock with expanded characteristics (reduction of budget expenditures for road repairs, reduction of emissions into the atmosphere, the possibility of one-time transportation in large batches, cheaper logistics);

2. Improving the investment climate in seaports of Ukraine (simplification of the mechanism of construction on sea ways classified as navigable, within the waters of seaports, in the area of navigation equipment, avoidance of unauthorized construction in the water area and on the territory of seaport, the possibility of creating artificial territories in ports);

3. Ensuring sustainable development for the renewal of the infrastructure of seaports of Ukraine, in particular by updating and implementing the Development Plans of seaports of Ukraine;

4. Ensuring the sustainable development of the maritime industry, taking into account the European experience, attracting investment and the latest technologies;

5. Transition to the European model of management of strategic objects of port infrastructure, which are objects of state property - "port landlord", as well as consideration of the possibility of introducing other management models;

6. Increasing the tonnage of merchant ships under the Ukrainian flag to improve trade with other countries;

7. Implement joint procedures with the EU to ensure the safety of navigation, namely monitoring the movement of ships, providing assistance at sea, maritime communications, reaction in case of pollution from ships and the creation of a national segment of the information exchange system SafeSeaNet about movement of ships and accidents;

8. Construction of LNG (liquefied natural gas) terminals in seaports;

9. Development of liner shipping;

10. Adaptation of Ukrainian legislation in the field of water transport to EU legislation;

11. Encouragement of port operators to use high-performance transhipment equipment by introducing increasing coefficients to tariffs for access of the port operator to the berth in case of non-compliance with gross loading / unloading norms.

IV. Sphere of postal services

1. The main issues that need to be addressed in the framework of the Recovery Plan in the field of postal services

Current status of postal services

Since the beginning of the military aggression of the Russian Federation, most postal operators have suffered significant losses due to significant destruction of postal facilities and postal infrastructure in areas where active hostilities were taking place. Some of the postal facilities remained in the temporarily occupied territories. Most market participants have experienced significant labor outflows in the North, East and South of Ukraine. There was a destruction of air and sea logistics routes for delivery of international mail and express items. Logistics within the country has become much more complicated, including due to fuel shortages.

Regarding the state of implementation of program documents

There are currently no program documents in the field of postal services. The key areas of development of the sphere are defined in the Program of Activities of the Cabinet of Ministers of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine № 471 of June 12, 2020.

Key challenges in the field:

● The need to restore damaged or destroyed postal infrastructure, damaged or destroyed as a result of the military aggression of the Russian Federation against Ukraine;

● significant deterioration of logistics during domestic and international transportation;

● rising fuel prices in conditions of its deficit;

● closed airspace and blocked seaports.

Key features:

● Harmonization of Ukrainian legislation in accordance with EU legislation (bringing into line with the requirements of EU Directive 97/96) by adopting the draft Law of Ukraine "On Postal Services";

● liberalization of the sphere;

● creation of competitive conditions among current and future market players;

● attracting international investment.

Key limitations:

● The actual functioning of the sphere under martial law for an indefinite period;

● economic and social crisis caused by hostilities;

● partial or complete loss of property (property) in the temporarily occupied territory of Ukraine;

● destruction of air and sea logistics routes for delivery of international postal and express items;

● significant outflow of labor in the North, East and South of Ukraine;

● complication of logistics in the delivery of postal items within the country;

● over 30% of the population of Ukraine living in rural areas and remote settlements do not have access to financial services.

2. Goals, objectives, stages of the Recovery Plan in the field of postal services

2.1. The goal is one or more generalized goals, proposed changes to solve problems in the area.

Integration of the market of postal services of Ukraine into the market of postal services of the EU, by full harmonization of the legislation of Ukraine and the EU in the field of postal services and the relevant standards of service provision.

Objective 1. Modernization of the model of legal regulation of the provision of postal services

● Maximum simplification for consumers of postal services: simplified pricing and product range of universal services;

● Clear definition of the requirement to provide universal services;

● Full harmonization of Ukrainian legislation in the field of postal services with EU legislation;

● Integration of the Ukrainian postal services market into the EU postal services market.

Objective 2. Ensuring the sustainable functioning of the market for the provision of postal services in the context of the military aggression of the Russian Federation against Ukraine and its postwar recovery

● Arranging certain issues of organization of work of postal operators in martial law;

● Ensuring access of citizens to the full range of quality postal services and related services, including financial, throughout Ukraine;

● Modernization and development of the industry through the formation of a competitive environment and increasing the level of welfare of citizens;

● Partial privatization of JSC Ukrposhta.

2.2. The main tasks indicating the necessary measures / steps for their implementation, divided into stages

Ensuring the sustainable functioning of the market for the provision of postal services under martial law and its comprehensive development with a view to its further integration into the common EU postal market in the post-war period.

STAGE OF ECONOMICS AND INSTITUTIONS OF WAR (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022 *

* In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

Main priorities / accents:

1. Ensuring the use of the infrastructure of the national postal operator to ensure access of the population living in rural areas and remote settlements to financial services and the electronic market of goods and services;

2. Development and adoption of a draft resolution of the Cabinet of Ministers of Ukraine "On the peculiarities of the operator in postal service under martial law ";

3. Adoption of the draft Law of Ukraine “On Postal Services” (Reg. № 4353 of November 10, 2020).

RECOVERY STAGE (MEDIUM-TERM) - "RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

* In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

Main priorities / accents:

1. Creating favorable conditions for the development of a network of mobile offices of postal operators.

2. Adoption of bylaws within 12 months after the adoption of the Law of Ukraine "On Postal Services", in particular:

a. Adoption of the Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Rules for the Provision of Postal Services".

b. Issuance of the order of the Ministry of Transport and Communications of Ukraine dated January 19, 2010 № 10 "On approval of the Procedure for determining and equipping places of international postal exchange".

3. Adoption of the draft Law of Ukraine “On the list of objects of state property that are not subject to privatization” (Reg. № 4020 of September 2, 2020);

4. Restoration of full-fledged work of the sphere and pre-war volumes of postal services. Increasing the pre-war number of postal service operators.

STAGE OF MODERNIZATION (STRATEGIC)

"STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

Main priorities / accents:

1. Full harmonization of Ukrainian legislation in the field of postal services with EU legislation.

2. Integration of the market of postal services of Ukraine into the market of postal services of the EU.

3. Modernization and development of the sphere due to the formation of a competitive environment and increasing the level of welfare. Increasing the number of postal service operators at the expense of foreign companies entering the Ukrainian market.

4. Partial privatization of JSC Ukrposhta.

V. Sphere of tourism and resorts

1. The main issues to be addressed in the framework of the Recovery Plan

Current state of tourism and resorts:

The situation in the industry until February 24, 2022

Tourism in Ukraine reflects its domestic socio-economic and political situation. Thus, the annexation of Crimea and Russia's military aggression sharply reduced the flow of foreign tourists. Inflation and the devaluation of the hryvnia in 2014-2015 led to a decrease in the number of outbound tourists. Territorial unrest, economic problems and political uncertainty have led Ukraine's tourism industry to a deplorable state: in 2014-2015, the tourism market fell by 40%. The World Tourism Organization (UNWTO) estimated the tourist flows of Ukraine in 2012 at $ 4.8 billion, and in 2014 - only $ 1.6 billion.

The World Economic Forum estimated the total income from tourism in Ukraine in 2012 at $ 3.2 billion, but in 2014-2015, due to the crisis and Russian aggression in the east, Ukraine was not included in the ranking. But according to the results of the World Economic Forum in Davos in 2016, Ukraine can boast of the following:

- 124th place in the ranking of investments in the tourism business in Ukraine;
- 88th place in terms of attractiveness for tourists. (Note that in 2019 Ukraine rose by 10 places to 78th place in the ranking of tourist attractions. Which means that the country is interesting for foreigners, but also important is the general systematic work to improve Ukraine's image in the international arena and attract target audiences tourists to Ukraine);
- 79th place in aviation infrastructure4
- 81st place in port and land infrastructure4
- 45th place in terms of prices4
- 78th place in the rating of international openness4
- 71st place in travel service and in the Expat Insider ranking, which was attended by more than 14 thousand people from 191 countries, Ukraine is proud of the following indicators:
- first place in terms of affordability;
- second place in terms of satisfaction of foreigners in Ukraine;
- 74% consider their income sufficient to live in Ukraine;
- 45% of respondents said that the cost of living in the country is affordable.

The tourism industry has been hit hardest by quarantine restrictions caused by the Covid-19 pandemic.

2020 has radically changed the current trends in tourism and the approach of tourists to choose countries for recreation.

Despite global trends, during 2020-2021, domestic tourism has become a springboard for the recovery of the industry. Despite the closed borders and the absence of foreign tourists, in 2020 it was possible to increase domestic tourism in Ukraine. In terms of the amount of tourist tax, we can assume that tourist flows continued to grow rapidly: during 2021 there was an increase of 24% compared to 2019.

In 2021, 4.2 million foreigners crossed the Ukrainian border. This is 26.3% more than during the 2020 pandemic. However, in the pre-pandemic period, Ukraine received 12-14 million foreigners. New tourist markets were opened, in particular the Arabian Gulf countries. In 2021, more than 56,000 Saudis came to Ukraine. Our country has become the TOP-1 tourist market for the citizens of Saudi Arabia, and their costs amounted to about $ 2,000 per tourist.

The situation in the industry after February 24, 2022

2022 has become another test for the sphere of tourism in Ukraine. In Kyiv, eastern and southern Ukraine, the tourism industry has come to a complete halt. At present, it is still difficult to estimate the losses and they will depend on the number of destroyed cultural and historical monuments, tourist destinations, the duration of hostilities, the size of the occupied and mined areas.

During the first month of the war, the losses of Ukrainian business exceeded the losses of two years of the pandemic. According to Euromonitor International, global inbound tourism lost $ 6.9 billion in 2022 due to the war in Ukraine. Hotel experts in Turkey and Egypt note a decrease in tourists from 60% to 70% for the 2022 season and note that the effects will be felt in at least three to four years. The extent of the damage and the long-term consequences are difficult to assess, as hostilities continue across the country.

Key challenges in the field:

● Lack of tourist flows to Ukraine;

● Outflow of investments from the sphere of tourism of Ukraine;

● High level of danger of staying in many regions of the country;

● Critical destruction of tourist infrastructure, historical monuments, museums, theaters, etc .;

● Lack of information on the condition of tourist facilities in different cities and regions of Ukraine;

● Limited tourist information network;

● Outdated classification system by categories of hotels and other accommodation establishments;

● Lack of an automated system for collecting tourism statistics to assess the state of the industry, the amount of income and losses in the industry, and the possibility of formulating public policy;

● Prohibition of flights in the airspace of Ukraine;

● Lack of an all-Ukrainian tourist portal for foreigners, which highlights the country's tourism potential in the postwar period.

Key features:

● Use of the international information field the level, which is currently full of news about Ukraine, to cover the current situation, as well as to highlight the country's tourism potential in the postwar period;

● Development of a communication strategy focused on the international market;

● Creating a new positive image of the country;

● Creation of mechanisms and conditions for attracting investments;

● Involvement of stakeholders in the development of digital tools in the field, in particular for operational data collection;

● Development and implementation of the project "War Routes", which in the initial stages involves the conservation of prominent sites affected by hostilities, or in some way played an important role in the war;

● Focus on conditionally safe areas where there is no active hostilities;

● Establishment of the Tourism Support Fund (particularly in Ukraine);

● Ability to increase the level of comfort, quality management and implementation of a classification system by category of hotels and other accommodation facilities in wartime.

Key constraints / framework:

● Martial law in the country;

● Lack of legal documents on guarantees of safety of potential tourists and compensation in case of emergency;

● Closure of Ukrainian airspace due to martial law.

2. Goals, objectives, stages of the Recovery Plan in the field of tourism and resorts

2.1. The goal is one or more generalized goals, proposed changes to solve problems in the area

● Carrying out an audit and digital collection of data on the state of destruction of tourist facilities in each region;

● Reconstruction of tourist infrastructure;

● Implementation of grant support for representatives of the tourism sector affected by hostilities on the territory of Ukraine;

● Restoration of tourist locations and objects of national, regional and local level;

● Support and stimulation of interest in Ukraine through promotional, tourist, cultural online and offline events;

● Improving service and quality of service, including - through training;

● State program of job creation;

● Creation of mechanisms to provide sustainable financial support to the tourism sector (including the National Tourism Fund, local tourism funds, investment hubs, accelerators, PPPs, etc.);

● Ensuring the formation of the regulatory framework, taking into account the current situation and market realities;

● Development of the Sphere-2040 Strategy taking into account realities;

● Introduction of normative-legal documents and attraction of foreign programs on economic assistance to Ukraine after the end of the war (by analogy with the Marshall Plan).

2.2. The main tasks indicating the necessary measures / steps for their implementation, divided into stages

1) Reconstruction of tourist infrastructure:

● Creating a register of destroyed tourist attractions;

● Search for stakeholders in reconstruction;

● Creating a memory archive and developing route projects that will be ready for implementation;

● Creation of the concept of restoration of light tourist infrastructure - during the reconstruction of the affected regions;

● Attracting investors to the process of restoring the tourist infrastructure and starting reconstruction work;

● Program for the development of tourist infrastructure in the National Natural Parks of Ukraine;

● Creation of "War Memory Routes";

● Creation of light tourist infrastructure for travels in Ukraine;

● Development and implementation of the concept of development of resort towns in the south of Ukraine and "roads of diversity";

● Development and implementation of a system of tourist orientation and navigation system;

● Preparation of a draft law "On special tourist areas";

● Completion and commissioning of all destroyed or partially damaged tourist sites, and restoration of historical monuments.

2) Development of domestic and inbound tourism. Implementation of the communication strategy to promote the tourism potential of Ukraine:

● Development of a marketing vision strategy for tourism until 2032;

● Information campaign Ukraine NOW and Travel Ukraine (online and offline);

● Carrying out a number of events in hotels and tourist facilities in Europe in order to promote Ukraine through the disclosure of tourism potential in the international arena and the formation of a lasting desire to visit Ukraine after the victory;

● Support of interest in Ukraine through promotional, tourist, cultural events;

● Creating a security strategy for the resumption of tourist travel, increasing the number of users covered;

● Implemented marketing strategy, regular promotions of tourism products for target segments;

● Production of promotional content (videos, photos, graphics, advertising texts, etc.) and advertising of promotional posts (social networks, television, specialized Internet sites, outdoor advertising, etc.);

● Participation in international tourism exhibitions, forums, etc. (including membership in international professional associations);

● Creation of an information portal and single content for tourists interested in places of active hostilities;

● Creation of a network of tourist information centers;

● Creation of national conference bureau to attract and support major international events in Ukraine;

● Conducting promotions along memory paths for foreign, Ukrainian media and opinion leaders;

● Travel support programs for children, youth and the elderly;

● Conducting annual surveys of domestic, inbound and outbound tourists in accordance with UNWTO recommendations;

● Getting tourist Big Data;

● Implementation of the strategy of promotion of Ukraine in the domestic and foreign markets as a safe tourist destination;

● Holding mass events of national and international level (festivals, concerts, sports events, conferences, symposia, forums, exhibitions, etc.).

3) Institutional support of tourism entities and further business development:

● Adoption of the Law of Ukraine "On Tourism" in the second reading, taking into account the provisions of the EU Directive;

● Preparation of a draft law "On the National Tourist Organization";

● Program for rehabilitation and rehabilitation of victims of hostilities in Ukraine (servicemen, their families, temporarily displaced persons, women and children from the occupied / deoccupied territories, etc.);

● Preferential / simplified lending for the reconstruction of destroyed infrastructure;

● Changing the criteria for categorization of hotels;

● Submission of an application to the Executive Board of the World Tourism Organization (UNWTO);

● Submission of an application for holding the European Meeting of the World Tourism Organization (UNWTO) in Ukraine;

● Creation of local tourism development programs and tourism trust funds at the local level, where the tourist tax will be redirected;

● Creation of mechanisms for financing the industry through tourism funds and other tools to attract investment;

● Launch of an effective National Tourism Organization and local organizations for management and marketing as a form of public-private partnership on the principle of co-financing;

● Development of quality educational programs in the field of tourism;

● Improvement and launch of the Unified Tourist Register in accordance with changes in legislation;

● State program of job creation and development;

● Creation of a satellite account in tourism and calculation of the contribution of tourism to the country's GDP;

● Regular collection of market statistics, data - in the public domain.

STAGE OF ECONOMICS AND INSTITUTIONS OF WAR (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022 *

* In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

● Carrying out a number of events in hotels and tourist facilities in Europe in order to promote Ukraine through the disclosure of tourism potential in the international arena and the formation of a lasting desire to visit Ukraine after the victory;

● Conducting an information campaign on the pages Ukraine NOW and Travel Ukraine;

● Adoption of the Law of Ukraine "On Tourism" in the second reading, taking into account the provisions of the EU Directive;

● Development of marketing vision strategy of tourism;

● Institutional support of tourism business in martial law;

● Establishment of a program of summer children's and family camps for temporarily displaced persons affected by hostilities in Ukraine;

● Creation of a single content and information portal for tourists interested in cities of active hostilities, for joint promotion with hotels and tour operators, including at international exhibitions;

● Creating a security strategy for the resumption of tourist travel;

● Reconstruction of destroyed tourist infrastructure;

● Creating an archive of war memory;

● Creation of light tourist infrastructure for travels in Ukraine.

RECOVERY STAGE (MEDIUM-TERM) - "RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

* In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

● Development of a tourism development strategy taking into account international experience and European integration;

● Creation of an effective system of management of the tourism industry at the state and local levels with a system of co-financing of the state and business - launch of the National Tourism Organization and local organizations for management and marketing;

● Building mechanisms for financing the industry through tourism funds and tools to attract investment;

● Creation of tourism trust funds at the local level, where the tourist tax will be redirected;

● Creation of "War Memory Routes";

● Submission of an application to the Executive Board of the World Tourism Organization (UNWTO);

● Submission of an application for holding the European Meeting of the World Tourism Organization (UNWTO) in Ukraine;

● Development and implementation of the concept of development of resort towns in the south of Ukraine "Roads of Diversity";

● Program for the development of tourist infrastructure in the National Natural Parks of Ukraine;

● Creation and introduction of the Unified Tourist Register in accordance with the amendments to the Law of Ukraine nor "About tourism";

● Grant support for projects in the field of tourism;

● Creation of local tourism development programs, supported by local trust funds for tourism development;

● Creation of a satellite account in tourism and calculation of the contribution of tourism to the country's GDP;

● Application of European quality standards in tourism;

● Creation of new high-quality educational programs in the industry;

● Development of a program to support the restoration of tourist infrastructure in Ukraine;

● Formation of competitive tourist products in close cooperation of the state, local authorities and business (infrastructure + content + communication);

● Launch of a state support program for the sale and promotion of tourism products;

● Establishment of a national conference bureau to attract and support major international events in Ukraine;

● Launch of a travel support program for young people and the elderly;

● Implementation of the strategy for the promotion of tourism products and events at the international level;

● Launch of the State program of job creation;

● Creation of a network of tourist information centers.

STAGE OF MODERNIZATION (STRATEGIC)

"STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

● Regular collection of statistical data from the market, data - in the public domain;

● Providing conditions for the creation of competitive tourism products on the world market;

● Formation of a national tourist product, which will have its clear positioning and will be well known in the world;

● Supporting interest in Ukraine due to the high positions of Ukrainian cities in international rankings;

● Increasing investment due to constant and growing demand for tourism products at all levels;

● Implementation of marketing strategy, regular promotions of tourism products for target segments.

VI. Sphere of automobile, city electric transport, highways and road economy

1. The main issues to be addressed in the framework of the Recovery Plan

According to operative information, as of June 8, 2022, as a result of hostilities, about 23.9 thousand km of public roads of state importance in Volyn, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhia, Kyiv, Luhansk, Mykolaiv, Odesa, and Sumy were destroyed. , Kharkiv, Kherson, Chernihiv regions. 304 bridges and overpasses were also destroyed.

Due to the continuation of hostilities in some parts of our country, the total final extent of the destruction of public roads is currently impossible to determine.

Since the beginning of the martial law, the road infrastructure has performed vital functions - providing the possibility of evacuation and movement of the population, movement of military equipment and humanitarian goods, ensuring the functioning of the economy, social sphere and industries. According to the Law of Ukraine of March 15, 2022 № 2120-IX "On Amendments to the Tax Code of Ukraine and other legislative acts of Ukraine on the application of norms for the period of martial law" temporarily, for the period of martial law, state of emergency, excise rate tax on gasoline, heavy distillates and liquefied gas in the amount of 0 euros per 1000 liters.

The Law of Ukraine "On the State Budget of Ukraine for 2022" provides for the receipt of the special fund of the state budget from the sources of the state road fund 86 092 109.7 thousand UAH, the estimated amount of funds from these sources is 11 926 506,67 thousand UAH, which is 74 165 603.0 thousand UAH less than expected.

Thus, there is a significant shortage of funds to meet debt obligations on borrowings raised by the state or under state guarantees for the development of the network of public roads, there are virtually no funds to pay for works and services for construction, reconstruction, repair and maintenance of roads. public use, which are necessary to ensure transport links and increase the defense capabilities of the state.

Given the current state of passenger traffic in the settlements of Ukraine, as well as in their suburbs, the destruction of infrastructure and destruction or damage to buses, trolleybuses, trams, subway cars, etc. and blocking the operation of urban electric transport due to military aggression by the Russian Federation. the need for a comprehensive solution to the problems of stable operation of the network of urban and suburban routes. Currently, due to the military aggression of the Russian Federation against Ukraine, approximately 40% of settlements have stopped passenger traffic, as well as settlements without a road connection in the 50-kilometer zone. This is primarily due to the destruction of the transport infrastructure of cities and rolling stock, which was used to transport / evacuate the population, as well as the road and bridges in the suburban area.

To ensure free trade between Ukraine and the EU, the permit system, which currently operates in the field of international transport, is a major factor that negatively affects the further development of freight transport. Given the growth of exports and imports to Western countries, the shortage of permits does not fully predict and ensure the implementation of long-term contracts for the supply of goods from / to Ukraine, and as a consequence affects economic performance.

Under martial law, the transportation of goods by sea and air is not carried out temporarily, and by rail - limited, in connection with which the domestic market of transport services is transformed in the direction of priority use of road transport for transportation of goods (both commercial and humanitarian). cargo). The impossibility of transit through the territory of the aggressor country and its ally Belarus has affected the logistics of road transport in international traffic. Measures are also needed to diversify fuel supplies from Western countries. Currently, fuel

is imported mainly from Poland, Romania, Slovakia, Moldova and Hungary, and its volume is constantly growing. Also, today, as a result of Russian aggression, Ukraine has experienced problems with the export of Ukrainian products, including agro-industrial products. To do this, it is necessary to develop alternative routes for delivery of goods to EU countries and other markets through Europe. The abolition of the administrative barrier in the form of permits, which is a deterrent to the free market, is necessary and important to ensure the intensification of economic processes, especially in wartime. In the future, it is necessary to continue cooperation in the direction of liberalization of freight transportation, the work on which was started before the war.

Regarding the state of implementation of program documents - State target economic program for the development of public roads of state importance for 2018-2022, approved by the Cabinet of Ministers of Ukraine from March 21, 2018 № 382. During 2018-2021, the program was implemented ahead of the approved targets for the relevant years. This was due to the gradual increase in funding for repair and construction work during the reporting years.

In order to implement the Strategy for Improving Road Safety in Ukraine until 2024 (Order of the Cabinet of Ministers of Ukraine of October 21, 2020 № 1360-r), the State Program for Improving Road Safety in Ukraine until 2023 was approved (Resolution of the Cabinet of Ministers of Ukraine of December 21, 2020 № 1287), which is currently not funded, which jeopardizes the implementation of the indicators specified in the Strategy.

At present, the implementation of the planned scope of work for 2022 is actually suspended due to hostilities, with varying degrees of destruction of road sections and their components, which were built or repaired as part of the program.

Based on this, there is a need to reconsider the approach to the current version of the program, and the new challenges facing the road industry require changes in approaches to the design and implementation of repair and construction works, changes in strategic plans for the development of individual routes, given their relevance.

According to the results of 2021, the effective indicators of the Program (as amended by the resolution of the Cabinet of Ministers of Ukraine dated 15.12.2021 № 1339) were fulfilled by 109%, respectively, the level of achieving the goal of the Program was assessed by the state customer as high.

An assessment of the effectiveness of the Program in 2018-2021 in accordance with M 42.1-37641918-769: 2018 "Methodology for assessing the effectiveness of the implementation of state target programs for the development of public roads" (hereinafter - the Methodology). The consolidated indicator of the effectiveness of the Program in 2018-2021 was 8.73, which is 14 times higher than the assessment of the effectiveness of the State Targeted Economic Program for the Development of Public Roads for 2013-2018, which according to the final report for the period 2013-2017 was 0 , 62. For 2022, in accordance with the resolutions of the Cabinet of Ministers of Ukraine dated 19.01.2022 №№ 64 and 65, a new version of the Program was approved.

In connection with the adoption of the Decree of the President of Ukraine of February 24, 2022 № 64/2022 "On the imposition of martial law in Ukraine" (as amended) the State Agency of Automobile Roads of Ukraine is implementing a plan to implement and ensure measures of martial law in Ukraine, approved by order of the Cabinet of Ministers of Ukraine of February 24, 2022 № 181-r (as amended). In order to implement the provisions of Regulation (EC) № 1370/2007, the Ministry of Infrastructure of Ukraine has developed and the Cabinet of Ministers of Ukraine has submitted to the Verkhovna Rada of Ukraine a draft Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine on Publicly Important Passenger Car transport ". The draft Law was registered on January 13, 2021 under number 4583.

Key challenges in the field:

● impossibility due to hostilities to determine the required full amount of work on new construction, reconstruction, current repairs and current average repairs and maintenance on the road network for unimpeded and safe traffic;

● abolition of sources of filling the road fund and the need to ensure the minimum necessary and regulatory level of funding for the road sector;

● the need to quickly restore the sections of roads or their components destroyed as a result of hostilities and to create conditions for safe passage;

● significant increase in the volume of freight transport by road due to blockage of ports and low capacity of transshipment railway stations in places of change of track width, which in turn leads to accelerated destruction of roads due to excessive load;

● shortage of road construction materials and structures, violation of logistics routes for their supply;

● increase in the number of fatalities during traffic accidents;

● the need to ensure the smooth operation of the road network and rapid response to changes in the operational situation;

● imperfect procedure for organizing commercial transportation;

● Insufficient number of trucks that meet the Euro-5, Euro-6 standard, in particular specialized vehicles for transportation of fuels and lubricants, agricultural products, etc.);

● reduction of traffic and emissions, as well as improvement of the quality of transport services;

● unprofitable activity of municipal electric transport, which is complicated by the lack of revenues to local budgets;

● increase in the cost of fuel oil materials, which leads to a decrease in the volume (increase in cost) of bus transportation;

● low level of inclusion (accessibility for people with disabilities and other low-mobility groups);

● Insufficient capacity of car checkpoints;

● shortage of permits for international road transport of goods.

Key features:

● rehabilitation of roads and man-made structures will accelerate the reconstruction of defense, civilian and critical infrastructure, as well as ensure the connection of deoccupied villages, towns and cities with district and regional centers for the timely delivery of humanitarian aid and other goods;

● changing approaches to the design and maintenance of highways will increase the emphasis on road safety, reduce the number of accidents, the severity of their consequences and, as a result, save lives and health;

● localization of road construction and fuel and lubricants (first of all, to establish the production of quality road bitumen in Ukraine, as well as to organize cost-effective supply of

bituminous binders), structures of transport facilities, inert materials to prepare for winter and work on logistics routes their supply;

● introduction of the best world practices in the design and construction of highways;

● improvement and simplification of procedures for designing roads and putting them into operation;

● revision and amendment of legislation, national standards and regulations to simplify procedures related to the implementation of road management projects, the application of world best practices; restoration and reform of urban and suburban passenger traffic will accelerate the reconstruction of civil and critical infrastructure of settlements of Ukraine, as well as ensure proper and high-quality passenger transport in cities and suburbs;

● stricter standards for pollutant emissions for vehicles with internal combustion engines (hereinafter - internal combustion engines), with a full transition in the future to electric vehicles within cities and other settlements;

● improvement of the system of transport flows (including development and implementation of the scheme of traffic organization with the help of automated traffic management systems), modernization of depots and technical services of public transport;

● increasing the cost of fuels and lubricants may increase the share of travel by public transport by reducing travel by private cars;

● development of infrastructure for electric cars, cyclists and users of personal electric transport, ensuring inclusiveness in cities;

● transition of urban and suburban public transport to payment for work performed (Public Service Contracts), which will allow to constantly improve the quality of transportation.

● the potential for integration of suburban bus and rail transport with urban (unified tariff systems, free transfer, single subscription, convenient transport interchanges, etc.);

● improvement of procedures for control and registration of commercial motor vehicles, construction and reconstruction of international road checkpoints, well-established logistics of border crossing will create conditions for rhythmic crossing of the state border and increase capacity at checkpoints for freight and passenger road transport;

● automation of information exchange between government databases at all levels;

● introduction of a modern system for collecting and exchanging information on road accidents with ensuring integration into the unified CADaS statistics system;

● introduction of intelligent transport systems, including geolocation of vehicles and automatic transmission of traffic accident notifications;

● increase and renewal of road freight rolling stock to meet the full needs of Ukraine's economic recovery

Key limitations:

● lack of financial resources for the restoration of destroyed road infrastructure, as well as the implementation of repair and construction works on other priority roads;

● lack of domestic production of quality road bitumen, vehicles, disruption of production and supply of other materials;

● the need to demine relevant facilities and determine their actual technical condition, including road safety requirements;

● lack of economically justified conditions for the purchase of trucks;

● lack of financial resources for the restoration or acquisition of new or used rolling stock of road carriers, as well as the restoration, repair or construction of material and technical bases of road carriers which must provide the technological process of providing safe services for the carriage of passengers and goods by road transport.

2. Purpose and, tasks, stages of the Recovery Plan

2.1. The goal is one or more generalized goals, proposed changes to solve problems in the area

Creating conditions for the development and restoration of road transport, increase traffic, restoration and development of infrastructure, road safety.

2.2. The main tasks indicating the necessary measures / steps for their implementation, divided into stages

1. Restoration and development of the road network with clear priorities for the state to ensure its defense capabilities, taking into account the development of regions, increasing traffic intensity and integration of the Ukrainian road network into the European, introduction of modern materials and technologies, management systems, road safety requirements promoting the development of Ukraine's economy;

2. Ensuring inclusiveness, infrastructure of urban electric transport, vehicles;

3. Harmonization of legislation with EU legislation on tolling in order to ensure sustainable funding for their maintenance and repair;

4. Identification of sources of financing for construction, current repairs, current average repairs and maintenance of roads;

5. Development of infrastructure and increasing the availability of facilities / devices for charging electric vehicles, taking into account the development of charging technologies, mobile communication with high-speed Internet access on public roads; development of a bicycle network on public highways, as well as the use of the right-of-way of the public highways;

6. Ensuring the safety of roads;

7. Analysis of the state of functioning of urban electric and suburban road transport in Ukraine;

8. Collect information on the damage to the infrastructure of settlements and in the suburbs, as well as on the number of destroyed / damaged rolling stock that was used to transport passengers;

9. Based on the results of the received information, generate a report on the needs of cities in the purchase or repair of rolling stock and restoration of transport infrastructure, identifying possible sources of funding;

10. Local executive bodies to develop regional programs for the restoration and development of transport infrastructure, including urban electric transport;

11. Increasing the capacity of road checkpoints;

12. Liberalization of international cargo transportation by road;

13. Reforming the system of state supervision and control over road safety;

14. Ensuring the full needs of the economy of Ukraine in road transport by restoring and reforming them.

STAGE OF ECONOMICS AND INSTITUTIONS OF WAR (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022 *

* In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

1. Survey and determination of the minimum required amount of work on new construction, reconstruction, current repairs, current average repairs and maintenance on highways (including areas damaged by hostilities) in order to ensure the smooth operation of the road network in 2022 year, as well as the implementation of the minimum required amount of such work on highways (including areas damaged by hostilities) and design work and the formation of plans for the implementation of medium-term (2023-2025) and long-term (2026- 2032) work plans;

2. Formation of the list of building norms which need to be developed, revised for the purpose of introduction of the internationally recognized principles of rationing in construction of highways;

3. Formation of the list of normative documents which need to be developed, revised for the purpose of introduction of leading requirements to technologies and materials at construction, repair and operational maintenance of highways of the general use, including concerning designing of designs of road clothes taking into account the internationally recognized principles of rationing of interrepair terms of their service;

4. Determining the sections of roads on which maintenance will be carried out under long-term contracts based on the final results (OPRC);

5. Development of a plan for digitalization of the road management system;

6. To form the list of highways of the general use (their components) concerning which new construction, reconstruction, capital repairs, current repairs, current average repairs taking into account requirements of DBN B.2.3-4: 2015 “Roads. Part I Design. Part II Construction” with Changes 1,2; DBN B.2.2-40: 2018 “Inclusiveness of buildings and structures. Basic provisions”, GBN B.2.3-37641918-549: 2018 “ Roads. Platforms for parking of vehicles and rest of road users. General design requirements”; GBN B.2.3-37641918-550: 2015 “Roads. Stops of route transport. General design requirements”, DSTU 8906: 2019 “Planning and design of bicycle infrastructure. General requirements”;

7. Introduction of the system of collecting tolls for the use of public roads by motor vehicles with a gross weight of 12 tons and more due to the adoption by the Verkhovna Rada of Ukraine of draft Laws of Ukraine 6087 "On Amendments to Certain Laws of Ukraine on Tolls for the Use of Public Roads"; 6088 "On Amendments to the Budget Code of Ukraine on Fees for the Use of Public Roads"; 6089 "On Amendments to the Code of Ukraine on Administrative Offenses to establish liability for violation of the legislation on tolls for the use of public roads" in order to implement Directive 1999/62 / EC of 17.06.1999 on fees for vehicles for the carriage of goods of large scales for the use of certain infrastructure;

8. Allocation of funds for the implementation of priority measures to ensure transport links by road;

9. Definition at the state level, taking into account the best world practices, of technical requirements for the placement of objects intended for charging electric vehicles on public roads;

10. Definition at the state level, taking into account the best world practices of technical requirements for the placement on public roads of facilities designed to provide cellular and Internet (primarily 4G) communication, the introduction of approaches "Vision Zero and Safety System";

11. Definition at the state level, taking into account the best world practices of technical requirements and recommendations for the placement on highways of facilities designed to provide bicycle traffic between large cities and within settlements, as well as for tourist and recreational cycling;

12. Definition at the state level, taking into account the best world practices of technical requirements for safe transport connections with public roads of road service facilities, prohibition of placement of advertising media and laying along the lane of public roads of utilities and networks, taking into account the need for mobile network development connection with access to high-speed Internet;

13. Adoption of bylaws on the procedure for determining the places of concentration of accidents and methods of determining economic losses due to death or injury (trauma) of people due to traffic accidents;

14. Development and adoption of the Law of Ukraine on reforming the system of passenger transport by road and urban electric transport in accordance with European Union standards in order to implement № 1370/2007 of the European Parliament and of the Council of 23 October 2007 on public passenger transport services by rail and road;

15. Transition to targeted financial assistance;

16. Adoption of bylaws on the practical implementation of the principle of procurement of transport services on urban and suburban routes;

17. Conclude an agreement with Poland on joint control on the Polish side at checkpoints, in particular Dorogusk, Khrebene, Korchova, Medica;

18. Carrying out an analysis of the route network, making changes to existing and opening new bus routes under a simplified procedure, as well as conducting the necessary number of tender committees and commissions to determine carriers that will provide transportation of passengers on such routes with the issuance of permits or contracts transportation;

19. Consultations and negotiations with the European Union on the conclusion of an agreement on road freight transport between Ukraine and the EU;

20. Amendments to the NPA aimed at adapting the legislation of Ukraine to the legislation of the European Union in terms of requirements for carriers of goods, in particular the licensing of carriers of goods;

21. Develop a mechanism for creating favorable conditions for the increase and renewal of road freight rolling stock in order to fully meet the needs of Ukraine's economic recovery;

22. Initiate a project for the restoration and development of domestic production of quality road bitumen (jointly with the Ministry of Energy and the Ministry of Economy).

RECOVERY STAGE (MEDIUM-TERM) -

"RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

* In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

1. Execution of the required amount of work on new construction, reconstruction, current repairs and current average o repair and maintenance on highways (including areas damaged by hostilities) for the implementation of the medium-term work plan for 2023-2025, as well as project work for the implementation of the long-term work plan in 2026-2027;

2. Reducing the number of accidents and the severity of their consequences, which will increase the level of safety of public roads by 15% by auditing and checking the safety of public roads, the implementation of appropriate measures to improve road safety;

3. Development of building norms and normative documents that create conditions for the introduction of modern materials and technologies, scientific and technical support for the introduction of modern materials and technologies at road construction sites, design of 100% of new construction, reconstruction, overhaul, current average repairs, current repairs of public roads (their components) are performed taking into account the requirements of DBN B.2.3-4-2015 “Roads. Part I Design. Part II Construction” with Changes 1,2, in particular, in terms of stationary outdoor lighting, overground pedestrian crossings, planning and design of cycling infrastructure, parking lots for trucks and recreation of drivers, minimum thicknesses of layers of pavement, with subsequent provision of dimensional and weight control during operation;

4. Improving analytical and information work in the road sector;

5. Approval of new building norms or changes to the current ones, as well as normative documents or changes to the current ones according to the lists approved by the Ministry of Infrastructure in 2022;

6. Implementation of road maintenance under long-term contracts based on final results (OPRC): 2023 - 500 km, 2024 - 1000 km, 2025 - 2000 km;

7. Introduction of measurement of indicators of transport and operational condition of roads of state importance and planning of current repairs and current average repairs with the use of digital systems (HDM IV, SUSP, CYM, etc.);

8. Implementation in practice of the requirements of construction norms and normative documents that have been revised / developed according to the list approved by the Ministry of Infrastructure in 2022;

9. Achieving accident rates on the road network, which is typical of developed European countries;

10. Design of new construction, reconstruction, overhaul, current average repair of public roads (their components) taking into account the requirements of DBN B.2.3-4-2015 "Roads. Part I Design. Part II Construction "with Changes 1,2; DBN B.2.2-40: 2018 "Inclusiveness of buildings and structures. Basic provisions ", GBN B.2.3-37641918-549: 2018" Roads. Platforms for parking of vehicles and rest of road users. General design requirements "; GBN B.2.3-37641918-550: 2015 "Roads. Stops of route transport. General design requirements "DSTU 8906: 2019" Planning and

design of bicycle infrastructure. General requirements ", in accordance with the list of public highways approved by the Ministry of Infrastructure in 2022, as well as taking into account the requirements for the placement on public highways of facilities intended for charging electric vehicles, provided in 2022 updated to DBN B .2.2-12: 2019 "Planning and development of territories", taking into account the requirements for placement on public roads of facilities designed to provide cellular and Internet (primarily 4G) communication, taking into account the requirements for placement on highways facilities designed to provide bicycle traffic between large cities and within settlements or a network of bicycle paths laid separately from public roads;

11. Issuance of acts of the Cabinet of Ministers of Ukraine, orders of the Ministry of Infrastructure and the Ministry of Finance on regulation of the mechanism and introduction of the system of charging for the use of public roads by motor vehicles with a gross weight of 12 tons and more;

12. Attracting credit funds and grants from international financial organizations for the construction of roads;

13. Design of new construction, reconstruction, overhaul, current medium repair and current repair of public roads (their components) taking into account the requirements for placement on public roads of facilities intended for charging electric vehicles, provided for updated in 2022 to DBN B.2.2-12: 2019 "Planning and development of territories";

14. Design of new construction, reconstruction, overhaul, current average repair and current repair of public roads (their components) taking into account the requirements for placement on highways facilities for the provision of cellular and Internet (primarily 4G) communications;

15. Design of new construction, reconstruction, overhaul, current average and current repair of highways (their components) taking into account the requirements for placement on highways of facilities designed to provide bicycle traffic between large cities and within settlements; design of a network of bicycle paths laid separately from public roads;

16. Settlement in the legal field of issues of use of the lane of public roads by economic entities for the arrangement of entrances / exits and transition lanes to the objects of road service and / or for crossing the lane of public roads by utilities and networks, which will increase the level of road safety, comfort and efficiency of transportation of goods and passengers by road;

17. Formation of plans for auditing and checking the safety of roads, identifying places of concentration of accidents. Implementation of appropriate measures to improve road safety;

18. Ensure practical implementation of the principle of procurement of transport services on urban and suburban routes;

19. Transition completely to electric transport on urban and suburban routes;

20. Decrease in the share of private car travel and increase in the share of public transport, cycling and walking;

21. Updating the principles of development of urban planning documentation and documentation on spatial development, legislative implementation of the need to develop plans for sustainable urban mobility;

22. Gradual simplification of competitions and commissions with the transition to electronic form and the abolition of permits based on the results of such competitions and commissions;

23. Development of a draft Special Agreement in the field of international road transport, conciliation procedures and exchange of diplomatic notes;

24. Stimulating the use of industrial waste;

25. Reforming the system of organization of passenger traffic in settlements and suburbs by moving the introduction of socially important services;

26. Analysis of the network of interregional and international bus routes, development of measures to stimulate the opening of new international and interregional bus routes under the simplified procedure, approval of electronic registers of international and interregional bus routes and creation of software for maintaining such registers, introduction of GPS tracking on all buses , which will be used to carry passengers and appropriate control over their movement, as well as other systems of automation of control over compliance with the requirements of transport safety and other norms of current legislation;

27. Ensuring coverage of 85% of the network of international and national roads by mobile communication with access to high-speed Internet.

STAGE OF MODERNIZATION (STRATEGIC)

"STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

1. New construction, reconstruction, current average repair, current repair and maintenance of roads, implementation of the necessary design work for the implementation of the work plan in the coming years;

2. Implementation in practice of the requirements of construction norms and normative documents that have been revised / developed according to the list approved by the Ministry of Infrastructure in 2022;

3. Execution of construction and repair works according to the project documentation, developed taking into account the requirements of construction norms and normative documents, which were revised / developed according to the lists approved by the Ministry of Infrastructure in 2022;

4. Acquired the right to perform construction works according to the project documentation, developed taking into account the requirements of construction norms and normative documents, which were revised / developed according to the lists approved by the Ministry of Infrastructure in 2022;

5. Transition to the maintenance of 100% of international and national public roads under long-term contracts on final results (OPRC);

6. Improvement of digital control systems (HDM-4, SUSP, CYM, etc.), measurement of indicators of transport and operational condition of roads of state importance and optimization of current repairs and current average repairs;

7. Implementation in practice of the requirements for inclusiveness of public roads (their components) according to the list of objects of public roads approved by the Ministry of Infrastructure in 2022;

8. Receipt of additional revenues of up to UAH 9 billion to the state road fund depending on the established average tariff (1.0 - 3.0 UAH / km) and the length of roads for which the fee is charged;

9. Providing 95% of the general road network o the use of facilities intended for charging electric vehicles, located within 20 minutes of access to them by electric vehicle;

10. Ensuring coverage of 95% of the network of international and national highways by mobile communication with access to high-speed Internet;

11. Availability of a bicycle network for access to important tourist and natural objects located outside the settlements;

12. Ensuring the Euro-Velo-4 route within Ukraine outside the settlements on a separate network of bicycle paths;

13. Ensuring the preservation of road integrity, elimination of restraining factors for the development of roads, creating comfortable conditions and traffic safety;

14. Liberalization of international road transport (in particular, primarily in transit);

15. Liberalization of the market for the provision of passenger services in domestic and international traffic.

VII. Strategic transport infrastructure initiatives

1. The main issues to be addressed in the framework of the Recovery Plan

Current state of the industry / sector:

Since the beginning of the war of the Russian Federation against Ukraine, significant amounts of transport infrastructure have been damaged. Thus, as of the beginning of May 2022: 41 railway bridges were destroyed, 20 railway stations ceased to function, more than 25 thousand km of roads and 289 road bridges were destroyed. Due to the continuation of hostilities in some areas of our country, the total final number of destructions is currently impossible to establish.

Seaports located in the Black Sea are blocked. The order of the Ministry of Infrastructure of Ukraine dated April 28, 2022 № 256 "On closure of seaports", registered in the Ministry of Justice of Ukraine on April 29, 2022 for № 470/37806, closed seaports Berdiansk, Mariupol, Skadovsk, Kherson from the date of entry into force of the order to restore control over these seaports. Also closed 5 seaports of the Autonomous Republic of Crimea, the consequences of the occupation of which are not yet known. Only 3 ports (Reni, Izmail, Ust-Dunaisk) operate normally on the Danube River.

In 2021, the volume of cargo processing amounted to 153, 3 million tons, and the volume of cargo flow, which was projected for 2022, was expected at 161, 2 million tons.

Also, today the airspace of Ukraine is closed for civil aviation flights, which made it impossible for both Ukrainian and foreign airlines to operate, and led to the suspension of the provision of air navigation services by UkSATSE.

In January-April 2022, 65.9 million tons of cargo were transported by rail, which is only 69% of the level of the same period in 2021.

At the same time, since the beginning of the martial law, road and railway infrastructure has performed important functions - evacuation and movement of the population, movement of military equipment and humanitarian cargo, ensuring the functioning of the economy, social sphere and industries of the country.

At the same time, the challenges associated with the change of transport and logistics routes, the destruction of transport infrastructure necessitate an increase in the capacity of western border crossings and transport infrastructure, including the development of multimodal terminals.

This work should be coordinated with Western partners (Poland, Slovakia, Hungary, Romania and Moldova).

Currently, the railway infrastructure of JSC ‘Ukrzaliznytsia” has 13 existing railway border crossings with Western countries, 4 of which are on the TEN-T network, which directly connects with EU countries (3 more connect Ukraine and Moldova).

The actual average daily delivery of export goods is 1904 cars (about 124 thousand tons), or 55.8% of potential capacity. Including grain cargo - 314 cars (about 20 thousand tons), or 43%.

Today, up to 80,000 people and 20,000 vehicles a day cross the state border with EU countries.

The key problem of providing logistics by rail is the uneven distribution of freight traffic across the western border crossings on the state border of Ukraine (crossings with Poland are congested, with almost no traffic at checkpoints with Hungary).

There are currently about 60 checkpoints for road transport (except for closed checkpoints from Russia and Belarus), 18 of which are with EU countries (8 with Poland, 5 with Hungary, 3 with Romania, 2 with Slovakia).

Reorientation of cargo flows and increasing load on the western border crossings for road traffic has led to a long waiting time when crossing the state border (up to 3-5 days) due to inconsistency of control by the relevant services of Ukraine and neighboring countries, insufficient scanning customs control systems. One of the main tasks is to ensure unimpeded exports (granting appropriate permits to carriers) and the prompt import of humanitarian and defense cargo to the territory of Ukraine.

Key challenges in the field:

ensuring prompt response and fulfillment of state orders for transportation of passengers and cargo;

establishing clear coordination of work with friendly countries on the organization of the transportation process and the creation of a network of transport routes;

forced change in the approaches to the formation of transport logistics in connection with the closure of a number of seaports, the destruction of transport infrastructure and, as a consequence, the rupture of transport and logistics transport chains;

restoration of domestic and international accessibility of passengers and cargo owners to the market of transport services on the territory of Ukraine;

elimination of technical and technological backwardness in the organization of transportation, in particular the lack of effective interaction of different types of transport in the implementation of multimodal transportation, development of the necessary transport infrastructure and checkpoints across the state border (development transport and logistics terminals, increase in capacity, use of modern technologies of registration of transportations, etc.);

increasing risks for investments in connection with hostilities, lack of own financial resources and the need to attract new sources of their receipt, reducing the interest of private investors to participate in PPP investment projects in Ukraine due to security and financial risks;

insufficient integration of Ukrainian transport networks into the European transport network TEN-T;

the need to liberalize the pricing system in the construction, maintenance and operation of infrastructure, including public roads;

simplification of the mechanism of procurement procedures for works and services related to the restoration of destroyed property and infrastructure.

Key features:

increasing the technological capacity of the organization of multimodal transportation (including the development of transport and logistics terminals for passenger and freight transportation), ensuring the smooth functioning of all parts of the supply chain using several modes of transport;

establishing clear coordination of work with EU countries on the organization of transportation and development of the TEN-T network;

improving the efficiency of checkpoints across the state border, synchronizing work with customs and border authorities of EU countries and implementing projects to develop the infrastructure of checkpoints, increase their capacity, transition to paperless technology, use of modern equipment and reduce corruption risks;

upgrading of equipment and rolling stock to ensure effective interaction of different modes of transport;

transition to sustainable and smart mobility in line with the European Green Course;

attracting private investment, including foreign direct investment in infrastructure facilities of Ukraine by harmonizing sectoral legislation and standards with the EU;

opportunities to reform and improve the investment climate in the long run by introducing additional incentives, the possibility of using significant resources of donor countries to support Ukraine's development, the possibility of attracting retail (portfolio) investments or donations for the country's reconstruction;

implementation of European approaches in pricing, which will simplify the forms of reporting documentation to increase competition in the market of road works and services, reduce the pressure of regulatory authorities on business, stimulate innovation.

Key constraints / framework:

Russia's ongoing large-scale military aggression against Ukraine, lack of objective information on the extent of destruction of transport infrastructure;

lack of a single center at the Government level for operational analysis and solution of problematic issues of transport logistics;

lack of sustainable financing of works on restoration / construction / modernization of transport and logistics (multimodal) terminals in accordance with the requirements of radical change of cargo flows;

different from the EU countries regulatory framework governing the activities of the transport sector and the conduct of control procedures when crossing the state border;

technical and technological backwardness of checkpoints at the state border, limited capacity (in some - reaching the limit of its design capacity);

inconsistency of the development of checkpoints across the state border with the EU countries in terms of their construction sites and capacity;

lack of capacity and standards to create a list of investment infrastructure projects.

2. Goals, objectives, stages of the Recovery Plan

2.1 Purpose - one or more generalized goals, proposed changes to solve problems in the area

The goal is to harmonize the legal and organizational aspects of Ukraine's transport sector with EU countries to meet the needs of the population in transportation and ensure the development of the country's economy by changing approaches to the formation of transport and logistics solutions and development of modern transport infrastructure.

2.2 The main tasks indicating the necessary measures / steps for their implementation, divided into stages.

Development of multimodal transportation:

stimulating the reorientation of traffic to more environmentally friendly modes of transport, in particular the formation of a package of regulatory and incentive measures for the development of multimodal transport (in particular, state support, exclusion of dimensional and weight requirements for certain sections of the route). multimodal terminals;

modernization of existing and construction of new logistics multimodal terminals in the western and southern regions of Ukraine with the functions of integrated transport and logistics centers, customs services and the use of modern digital logistics management solutions (TMS, YMS, WMS);

development of the legal framework with partner countries to ensure harm technological issues of international multimodal transportation.

Expansion of the network of transport corridors:

implementation of joint projects and integration with EU transport and logistics networks by harmonizing organizational and legal aspects of activities;

improving cross-border cooperation and international cooperation;

development of a step-by-step plan for the full transition to paperless transportation support technologies, including customs and border control procedures, including with the EU countries, introduction on the territory of Ukraine of electronic document circulation of electronic consignment note (e-TTN);

taking into account the prioritization of infrastructure projects - preparation of proposals for the development of the TEN-T network within Ukraine and coordination with the TEN-T network in neighboring EU countries.

Attracting investments to ensure the implementation of infrastructure development, construction, reconstruction and modernization projects:

simplification of mechanisms for attracting investments (PPP and others), digitalization of procedures for interaction between investors and the state;

adoption of amendments to the legislation that simplify the procedures for attracting investments;

introduction of state investment support instruments;

compiling a list of priority projects for the state;

application of mechanisms for attracting and stimulating investments;

development and approval of the concept of the State Insurance Fund of Investments, creation of the State Insurance Fund of Investments.

Carrying out works related to construction, equipment, maintenance and repair at checkpoints across the state border of control rooms and office premises for the placement of relevant border units, customs and other institutions exercising control at the state border (except for engineering, technical means for border, customs and other types of control):

implementation of the project of electronic reservation of queues in front of checkpoints for automobile communication "Electronic queue";

conducting negotiations with partner countries to decide on the opening of new checkpoints for road transport (Adamchuky, Lopushanka, Varyazh, Belz, Mshanets, Boberka, Komarivtsi, Velyka Palad, Shepit, Khyzha);

overhaul and modernization of the infrastructure of checkpoints for road transport (Yagodyn, Ustyluh, Krakivets, Shehyni, Luzhanka, Uzhhorod, Chop, Vylok, Dzvinkove, Dyakove, Kosino, Porubne, Dyakivtsi, Krasnoilsk);

construction and opening of new checkpoints for road transport (Bila Tserkva, Dyida, Ruska).

attracting investments to ensure the implementation of projects for the development, construction, reconstruction and modernization of infrastructure.

Reforming the pricing system for construction, current repairs and maintenance of transport infrastructure:

Improving methodological approaches to compiling investor budget documentation by building an effective system for monitoring prices for construction materials, changing the methodology for determining cost components, taking into account the mechanism for determining the expected value for advanced forms of contracts "Design / Build", introduction of a new consolidated classifier of road works and databases of analogous objects;

introduction of a new pricing model in construction, which will provide for the compilation of information on the volume of work on international measurement systems, in particular CESMM4 and the use of internationally recognized forms of reporting on work performed.

Simplification of the mechanism of procurement procedures for works and services related to the restoration of destroyed property and infrastructure:

updating the Law of Ukraine “On Public Procurement” taking into account the best world practices, manuals on MFI procurement, etc .;

formation and implementation of model contracts for the performance of works and services.

Integration into the EU logistics network:

coordinated planning and organization of transportation between Ukrainian railways and EU railways, in particular the formation of agreed schedules of loading and unloading, the establishment of shippers of logistics chains in other countries;

increasing the capacity of the railway with the EU countries, taking into account the requirements of interoperability;

harmonization of project definition procedures and technical conditions;

harmonization of procurement rules with international standards;

harmonization of rules for budget evaluation, remuneration and supervision;

regulation at the secondary level of the procedure for determining the cost of construction, reconstruction, repair and maintenance of public roads and the practical application of the principles of market pricing and free prices.

STAGE OF ECONOMICS AND INSTITUTIONS OF WAR (SHORT-TERM) - "EVERYTHING FOR VICTORY!"

June 2022 - end of 2022 *

* In the event of a delay in active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be extended to 2023.

Issues that need to be addressed urgently: meeting the needs of transportation during the evacuation of people, delivery of humanitarian aid, equipment, requirements of the agricultural and energy markets of the country;

restoration of destroyed and development of modern transport and logistics infrastructure, in particular by attracting international financial institutions and private investment;

improving cross-border cooperation and international cooperation;

implementation of joint projects and integration with EU transport and logistics networks by harmonizing organizational and legal aspects of activities.

Main priorities / accents:

providing a systematic approach to transportation planning by all modes of transport;

improvement of the system of collection and analysis of the following data: registration of needs and available deliveries, in particular export / import transportation, delivery of humanitarian aid; determination of the main transportation routes; resource planning (containers, vehicles, fuel, drivers, etc.);

ensuring the necessary capacity of railways and highways on the basis of the analysis of "bottlenecks" on the main transport routes and preparation of proposals for their elimination and expansion of capacity;

coordinated planning and organization of transportation between Ukrainian railways and EU railways, in particular the formation of agreed schedules of loading and unloading, the establishment of shippers of logistics chains in other countries;

stimulation of containerization of transportations, development of measures on updating of container cars, development of new types of containers of the increased capacity and the nomenclature of freights (flour, oil, etc.) and railway cars for transportation of replaceable bodies;

increasing the capacity of checkpoints at the state border in coordination with friendly countries: modernization and development of checkpoints, their technical equipment (in particular, installation of scanning systems, etc.), implementation of joint projects to remove infrastructure constraints on transport, in particular, matching adjacent capacity checkpoints;

coordination with friendly countries on the division of freight and passenger traffic at individual checkpoints, the priority of the passage of humanitarian and defense goods;

creation of a reporting system for reports on destroyed / damaged transport infrastructure facilities, maintaining their register and prioritizing their restoration;

creation of the Logistics Coordination Committee at the level of members of the Government as an institutional mechanism with certain powers to improve coordination of work between public authorities and business, prompt resolution of logistics issues and the most effective satisfaction of demand for transportation;

stimulating the reorientation of transport to more environmentally friendly modes of transport, in particular the formation of a package of regulatory and incentive measures for the development of multimodal transport (including state support, exclusion of dimensional and

weight requirements for certain sections of the route ("last mile" and between terminals, etc.) terminals;

analysis of the potential for increasing the interoperability of transportation on technical and technological issues;

introduction of joint control at the state border:

coordination with neighboring countries of the list of checkpoints with the possibility of joint control;

coordination of technology of joint control operations;

determination of territories at checkpoints for joint control;

approval of the procedure for joint control of persons, vehicles and cargoes by signing the relevant regulations;

making changes to the relevant international agreements taking into account the requirements of the Schengen Code;

development of a step-by-step plan for the full transition to paperless transportation support technologies, including customs and border control procedures, including with the EU countries, introduction on the territory of Ukraine of electronic document circulation of electronic consignment note (e-TTN);

implementation of the project of electronic reservation of queues in front of checkpoints for automobile communication "Electronic queue";

conducting negotiations with partner countries to decide on the opening of new checkpoints for road transport (Adamchuky, Lopushanka, Varyazh, Belz, Mshanets, Boberka, Komarivtsi, Velyka Palad, Shepit, Khyzha);

taking into account the prioritization of infrastructure projects, preparation of proposals for the development of the TEN-T network within Ukraine and coordination with the TEN-T network in neighboring EU countries.

RECOVERY STAGE (MEDIUM-TERM) - "RECONSTRUCTION, RESTART OF THE ECONOMY AND INSTITUTIONS"

2023 - 2025 *

* In case of protracted active hostilities, the plan will be adjusted in the 4th quarter of 2022, respectively, this phase (with the planning of major activities and their financing) will be postponed to 2024-2026.

Main priorities / accents:

modernization of existing and construction of new logistics multimodal terminals in the western and southern regions of Ukraine with integrated functions their transport and logistics centers, the implementation of customs services and the use of modern digital logistics management solutions (TMS, YMS, WMS);

increasing the capacity of the railway with the EU countries, taking into account the requirements of interoperability;

construction of critical infrastructure using modern technologies (including underwater tunnels) taking into account the needs and objectives of defense (Ministry of Infrastructure);

implementation of the plan of full transition to paperless support of freight transportation;

introduction of technological solutions to increase the competitiveness of multimodal transport, in particular the introduction of a single freight transport document in electronic form for all areas of transport by different modes of transport, which meets the requirements and recommendations of the UNECE;

development of the legal framework with partner countries to ensure the settlement of technological issues of international multimodal transport;

overhaul and modernization of the infrastructure of checkpoints for road transport (Yagodyn, Ustyluh, Krakivets, Shehyni, Luzhanka, Uzhhorod, Chop, Vylok, Dzvinkove, Dyakove, Kosino, Porubne, Dyakivtsi, Krasnoilsk);

construction and opening of new checkpoints for road transport (Bila Tserkva, Dyida, Ruska);

attracting investments to ensure the implementation of projects for the development, construction, reconstruction and modernization of infrastructure;

simplification of mechanisms for attracting investments (PPP and others), digitalization of procedures for interaction between investors and the state;

adoption of amendments to the legislation that simplify the procedures for attracting investments;

introduction of state investment support instruments;

compiling a list of priority projects for the state;

application of mechanisms for attracting and stimulating investments;

development and approval of the concept of the State Insurance Fund, creation of the State Insurance Fund;

improvement of customs procedures and control procedures of vehicles at checkpoints, as well as the establishment of logistics for crossing the border by freight and passenger transport;

arrangement by state bodies of service zones for waiting (accumulation) of vehicles near checkpoints across the state border (first of all - construction of terminals (waiting zones) for sediment of freight vehicles);

viewing the TEN-T map and coordination with the EU TEN-T network.

STAGE OF MODERNIZATION (STRATEGIC)

"STRUCTURAL MODERNIZATION AND INTEGRATION INTO THE EU"

2026 - 2032 *

* The planning dates of the stage will be adjusted based on the results of 2022 - 2023.

Main priorities / accents:

development of a network of logistics multimodal terminals with the functions of integrated transport and logistics centers, the implementation of customs services and the use of modern digital logistics management solutions;

construction of critical infrastructure using modern technologies (including underwater tunnels) taking into account the needs and objectives of defense (Ministry of Infrastructure);

impact assessment of projects using the “Transport Model”;

attracting investment in transport infrastructure;

harmonization of project definition procedures and technical conditions;

harmonization of procurement rules with international standards;

harmonization of rules for budget evaluation, remuneration and supervision;

regulation at the secondary level of the procedure for determining the cost of construction, reconstruction, repair and maintenance of public roads and the practical application of the principles of market pricing and free prices;

deepening the integration of the national transport network with the EU transport network, expanding the list of routes included in the TEN-T transport network.

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN
for the railway transport sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
Infrastructure projects							
1.	**Projects aimed at the recovery of destroyed or damaged railway infrastructure** ***(to be implemented in 2022)***	The damages and destruction caused to the railway infrastructure on a day-to-day basis by the military aggression of the Russian Federation may lead to unstable freight and passenger traffic. A continuous trouble-free transportation requires undertaking timely railway infrastructure recovery works.	Overhaul repairs: - railway signalling arrangements; - traction substations; - transformer substations; - catenary systems; - engineering structures	Ministry of Infrastructure	2,485	State Budget, funds from the new special funds	
2.	**Railway infrastructure support projects to ensure**	Timely overhaul repairs of the railway infrastructure ensure continuous freight	Overhaul repairs 293 km of railway track;	Ministry of Infrastructure	3,327	Ukrainian Railway's own funds / State Budget, funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
	continuity of the transportation process ***(to be implemented in 2022)***	and passenger traffic. However, in the context of military aggression of the Russian Federation, the Company's financial capabilities are insufficient to timely overhaul the infrastructure, which in turn may lead to traffic restrictions.	95 sets of track switches			from the new special funds	
3.	**Modernisation projects for the infrastructure adjacent to the western junctions with the European countries** ***(to be implemented in 2022)***	Implementation of those projects will enable the increase in the traffic capacity, cargo traffic and passenger traffic between the EU and Ukraine. It requires the reconstruction of 1,435 mm Eurotrack, construction of 1,435 mm Eurotrack, reconstruction of 1,520 mm track and	**Laying 88 km of 1,435 mm track:** Rava-Ruska–State Border, 7 km Mostyska II–State Border, 81 km **Reconstructing 94 km of 1,520 mm track** on Kovel–Izov–State Border section (construction of 2 traction substations;	Ministry of Infrastructure	1,503	Ukrainian Railway's own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		repair of 750 mm track, construction and reconstruction of traction substations on sections: Mostyska II–State Border, Rava-Ruska–State Border (Hrebenne), Kovel–Izov–State Border, Haivoron–Rudnytsia, Berehovo–Vynohradovo, Antohivka–Zarichna.	reconstruction of transformer substations) **Repair of 750 mm track**				
4.	**Projects aimed at increasing the railway transport capacity between the EU and Ukraine** ***(to be implemented in 2023–2025)***	Implementation of those projects will enable the increase in the traffic capacity, cargo traffic and passenger traffic between the EU and Ukraine. It requires the reconstruction of 1,435 mm Eurotrack, construction of 1,435	**Laying 125.8 km of 1,435 mm track:** Kovel–Yahodyn–Polish Border, 65 km, Chop–Uzhhorod, 22 km, State Border–Starzhava–Khyriv–Nyzhankovychi–State Border, 38.8 km;	Ministry of Infrastructure	35,647	Ukrainian Railway's own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		mm Eurotrack, increasing the carrying capacity, reconstruction and construction of 1,520 mm track, modernisation of signalling arrangements and construction of a number of engineering structures on sections: Kovel–Yahodyn–Polish Border, Chop–Uzhhorod, State Border–Starzhava–Khyriv–Nyzhankovychi–State Border, Odesa–Izmail, Izmail–Reni, Berezyne–Basarabiaska.	**Reconstructing 192 km of 1,520 mm track:** Odesa–Izmail, 116 km (construction of 22 bridges, 102 track switches), Izmail–Reni, 55 km, Berezyne–Basarabiaska, 21 km (construction of 14 bridges and 3 level crossings, modernisation of signalling arrangements)				

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
5.	**Project for construction of railway track to port station Kiliia, Ust-Danube Commercial Seaport SoE** ***(to be implemented in 2023–2025)***	At present, there is no railway service to Ust-Danube Commercial Seaport SoE, port station Kiliya, but given the increase in grain exports through the Danube ports, it will play a crucial role in the near future.	Laying 35 km of 1,520 mm track on section Artsyz–Dzinylor–Kiliia	Ministry of Infrastructure	3,200	State Budget, funds from the new special funds	
6.	**Project aimed at resumption of work and modernisation of key railway yards of Ukrzaliznytsia JSC, equipped with humps** ***(to be implemented in 2023–2025)***	Most of Ukrzaliznytsia JSC's humps were designed and built back in the 1950–1980s. Their inability to meet the modern demand for increase in transportation capacity became obvious in the pre-war period. Increase in the railway transportation (primarily export) in the post-war period is impossible without modernisation	Restoration of the damaged and modernisation of the existing railway yards and their humps, achieving an increase in capacity by more than 50%, savings of at least 40% on electricity consumption and at least 30% on maintenance costs.	Ministry of Infrastructure	5,000	Funds from IFO	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		(mechanization and automation) of Ukrzaliznytsia JSC's key routes.					
Passenger transportation projects							
7.	**Projects aimed at ensuring continuity of passenger traffic during hostilities** ***(to be implemented in 2022)***	To ensure the continuity of passenger traffic and the effective evacuation of the population from the territories where active hostilities are taking place, it is necessary to overhaul the existing fleet of passenger cars and the motor-driven rolling stock, and purchase new units of passenger cars.	80 cars purchased; 15 units of motor-driven rolling stock overhauled; 370 cars overhauled; 740 cars depot repaired	Ministry of Infrastructure	2,700	Ukrainian Railway's own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
8.	**Kyiv–Warsaw high-speed railway (HSR) construction project** ***(to be implemented in 2026–2032)***	The project implementation will help to reduce travel time on the route from 17–19 hours to 5–6 hours by achieving an average speed of 180 km/h.	Ukrainian component of the project involves reconstruction, modernisation and electrification of 585 km of tracks (Kyiv–Yahodyn–State Border), engineering structures and stations	Ministry of Infrastructure	35,958	Ukrainian Railway's own funds / State Budget, funds from the new special funds, funds from IFO	
Cargo transportation projects							
9.	**Increasing the capacity of change of gauge points** ***(to be implemented in 2022)***	In the context of the military aggression of the Russian Federation and hostilities in the south of Ukraine, and striving to preserve the volumes of exports and imports of goods, it is necessary to modernise the mechanisms for gauge changing from 1,520 mm to	Overhaul repairs of 23 units of equipment for rearrangement of wagons from 1,520 mm bogies on 1,435 mm bogies	Ministry of Infrastructure	7	Ukrainian Railway's own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		1,435 mm. This will allow increasing the capacity of cargo transportation westwards.					
10.	**Projects aimed to support an uninterrupted cargo transportation** ***(to be implemented in 2022)***	Increase in exports and imports with European countries through the western junctions necessitates overhaul repairs of freight wagons to ensure transportation of the needed amount and types of goods	Overhaul repairs of 5,766 wagons;	Ministry of Infrastructure	1,128	Ukrainian Railway's own funds / State Budget, funds from the new special funds	
11.	**Projects for restoration of damaged operational facilities** ***(to be implemented in 2022)***	The Russian military aggression caused damages to locomotive servicing depots. To ensure fulfilment of the locomotive repair schedules, it is	Restoration of 2 locomotive servicing depots	Ministry of Infrastructure	26	State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		necessary to restore the damaged depots.					
12.	**Locomotive fleet repair and refurbishment projects** ***(to be implemented in 2022)***	The performance of necessary modernisation and overhaul repairs of the existing locomotive fleet will allow ensuring the required traction capacity for transportation of freights and passengers.	Modernisation of 28 locomotives; Overhaul repairs of 160 locomotives.	Ministry of Infrastructure	980	Ukrainian Railway's own funds / State Budget, funds from the new special funds	
13.	**Wagons fleet renewal incentive programme** ***(to be implemented in 2023–2025)***	To renew the fleet of freight wagons — having due regard to the limitation of their service life in accordance with Order of the Ministry of Infrastructure No. 647 of 30.11.2021 — it is necessary to provide financial	Compensation for interest rate under the rolling stock lease agreements (up to 100 wagons per company) for up to 3,000 wagons per year	Ministry of Economy Ministry of Finance	5,000	State Budget, loans from international financial organisations	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million, VAT exclusive)	Proposed sources of funding	Legal and regulatory framework
		support to the ordering entities (freight owners, transport companies, etc.) by compensating for financial obligations under the loan and leasing agreements in the engineering sector.					

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the air transport sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
1.	**Establishment of the national air carrier** ***(to be implemented in 2023–2025)***	Ensuring the development of Boryspil Airport as a hub airport with simultaneous development of an extensive network of medium-haul flights from regions and within Ukraine, operation of socially important flights from territories where there is no alternative land transport.	Obtaining a license, air operator certificate, other permits required to start operations, lease/purchase of 2 aircraft.	Ministry of Infrastructure State Aviation Service	2,500	Funds from the State Budget	-
2.	**Establishing, opening and ensuring operation of the Permanent**	Implementation of a number of strategic issues, protection and defence of the national	Normalisation of air traffic flows in the airspace over the Black Sea.	Ministry of Foreign Affairs Ministry of Infrastructure	15 per year	Funds from the State Budget	Adoption of the Decree of the President of Ukraine

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Mission of Ukraine to the International Civil Aviation Organization (ICAO) in Montreal (Canada) ***(to be implemented in 2023–2025)***	interests of Ukraine in the field of civil aviation given the existing political conditions, effective influence on the ICAO work and participation in making decisions that are binding on all ICAO member states require the constant presence in the organisation of the accredited representatives from Ukraine.	Promotion of Ukraine's membership in the ICAO Council. Coordination of Ukraine's actions at the regional level, their support and promotion at ICAO Headquarters. Representing the interests of the aviation industry of Ukraine. Preserving Ukraine's authority as an aviation state in the ICAO.	State Aviation Service			
3.	**Reconstruction/ construction of aviation infrastructure facilities** ***(to be implemented in 2023–2032)***	Recovery and development of the aviation mobility of the population.	5 to 7 international airports that meet the latest ICAO standards and are capable to serve operations of new types of aircraft (for example, A320/NEO and	Ministry of Infrastructure State Agency for Infrastructure Projects Local self-government bodies.	TBD after proper assessment of damaged/destroyed property, but not less than UAH 5,000 million per one airport	Funds from the State Budget, local budget funds, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
			B737NG/MAX)				
4.	**Reconstruction of manoeuvring area No. 2 of Boryspil International Airport SoE** ***(to be implemented in 2023–2025)***	An important competitive advantage of Boryspil International Airport is the existence of two runways. Runway No. 2 and the adjacent network of rapid exit taxiways make up manoeuvring area No. 2. It was put into operation in 1971 and, despite numerous repairs, it requires refurbishment. To ensure an uninterrupted operation of the airport, the reconstruction of manoeuvring area No. 2 should be completed by 2025.	Runway length: 3,800 m	Ministry of Infrastructure	7,200	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
5.	**Construction of a new cargo terminal at Boryspil International**	The existing cargo terminal is overloaded and is equipped with relatively obsolete	Cargo turnover not less than 120 thousand tons per year	Ministry of Infrastructure	600	Funds from the State Budget, loans from international financial organisations, including	Amending a set of articles of the Budget Code,

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Airport SoE ***(to be implemented in 2023–2025)***	technologies and equipment. Its limited infrastructure is the main factor hindering the development of air freight via Boryspil Airport. To this end, a new cargo terminal construction project is to start in 2022.				the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	adoption of the necessary legislative acts in line with the requirements of the lending organisations
6.	**Reconstruction of parking lot P1 and construction of bus terminal at Boryspil International Airport SoE** ***(to be implemented in 2023–2025)***	To follow the modern trends of intermodal travel and create prerequisites for the implementation of single ticket concept in the future, it is necessary to reconstruct the parking lot P1 and construct a bus terminal in close proximity to Terminal D and the railway station.	Traffic capacity of least 700 passengers per hour	Ministry of Infrastructure	125	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
7.	**Reconstruction of the oil terminal of Boryspil**	The airport's fuelling complex is rundown. At the first stage of the	At least 9,000 cubic metres	Ministry of Infrastructure	446	Funds from the State Budget,	Amending a set of articles of the Budget

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	International Airport SoE (located at 16a Zaporizka Street, Boryspil) ***(to be implemented in 2023–2025)***	airport's fuelling complex reconstruction, it is planned to reconstruct the oil terminal (located at 16a Zaporizka Street, Boryspil), increase its capacities and refurbish its technical and technological equipment.				loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
8.	**Reconstruction of centralised fuelling station (CFS) at Boryspil International Airport SoE** ***(to be implemented in 2023–2025)***	It is further planned to reconstruct the central fuelling system, in particular, replace the existing unusable stainless steel vertical tanks, install the pumping and filtration units, fillers, control devices and fire station.	At least 7,000 cubic metres	Ministry of Infrastructure	450	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
9.	**Construction of a terminal complex (at the address:**	It is planned to complete the construction of the	Traffic capacity of least 150 passengers per hour	Ministry of Infrastructure	750	Funds from the State Budget,	Amending a set of articles of the Budget

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	2/1a Kyivskyi Shliakh Street, Boryspil) ***(to be implemented in 2023–2025)***	terminal complex (official delegations hall (ODH) and the adjacent apron). As of 2021, the complex is 60% ready.				loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
10.	**Reconstruction of Terminal D apron at Boryspil International Airport SoE** ***(to be implemented in 2023–2025)***	The extension of apron will contribute to increasing the number of aircraft parking spaces and reducing the time of operations on it.	Additional 11 parking spaces for code C aircraft	Ministry of Infrastructure	150	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
11.	**Construction of a parking lot at Boryspil International Airport SoE**	It is planned to complete the second stage of construction of a parking lot near Terminal D.	Additional 1,019 parking spaces	Ministry of Infrastructure	487	Funds from the State Budget, loans from international financial organisations, including	Amending a set of articles of the Budget Code, adoption of

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	(to be implemented in 2023–2025)					the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	the necessary legislative acts in line with the requirements of the lending organisations
12.	**Overhaul repair of road No. 1 (Terminal D) and construction of an overground pedestrian crossing at Boryspil International Airport SoE** ***(to be implemented in 2023–2025)***	The construction of an overground pedestrian crossing will significantly increase the level of road safety and passenger comfort.		Ministry of Infrastructure	25	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts in line with the requirements of the lending organisations
13.	**Construction of a new road checkpoint at Boryspil International Airport SoE** ***(to be implemented***	The construction of a new checkpoint at the approach to the airport will significantly increase the level of security of the airport facilities.		Ministry of Infrastructure	15	Funds from the State Budget, loans from international financial organisations, including the IBRD, EBRD, EIB,	Amending a set of articles of the Budget Code, adoption of the necessary legislative acts

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	in 2023–2025)					KfW (Credit Institution for Reconstruction)	in line with the requirements of the lending organisations
14.	**Participation of Boryspil International Airport SoE in the operational management of airports abroad** ***(to be implemented in 2023–2025)***	Provision by Boryspil International Airport SoE of operational management services to airports (group of airports) abroad (following the example of Fraport).	Winning a tender for provision of airport management services abroad	Ministry of Infrastructure	30	Airport's own funds (for tendering)	
15.	**Restoration of the air navigation service in the air space of Ukraine in the minimum possible volumes, configurations and time intervals with observance of the flight safety requirements** ***(to be implemented***	The implementation of this project will allow Ukraine to ensure the operation of surviving air traffic and communications, navigation and surveillance equipment, to retain highly qualified personnel (ATS controllers, engineers, etc.) in the face of	Qualitative criterion demonstrating retention of highly competent, qualified personnel of the company (ATS controllers, engineers of communication, navigation and surveillance service, etc.) to prevent the personnel loss and	Ministry of Infrastructure Ukraerorukh SoE	714 (102 per month for the period from June till December this year) with further revision in Q4 of this year	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	in 2022)	military aggression of the Russian Federation, to avoid personnel loss in the air navigation sector and, as a result, to ensure the rapid resumption of flights in the air space of Ukraine after the end of hostilities. The loss of the company's personnel due to the lack of labour costs financing will lead to extremely difficult and almost irreparable consequences for the air navigation industry of Ukraine in terms of dismissal and personnel outflow to other sectors of the economy. This will result in Ukraine's inability to take measures to resume flights in the air space of Ukraine due to	further inability of the state to ensure the resumption of flights in the air space of Ukraine after the end of hostilities. For information: The training of one control or engineering specialist of the communication, navigation and surveillance service lasts for years — 5 to 7 years on average.				

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
		lack of qualified personnel after the end of hostilities.					
16.	**Renewal of the air operator certificate and restoration of airworthiness of the Ukraerorukh SoE's aircraft** ***(to be implemented in 2022)***	Modernisation of AD-FIS airborne systems and overhaul of three engines to arrange flight inspections of ground-based radio technical communications and navigational equipment.	Producing the evidence base of compliance with the operating standards of ground-based radio technical communications and navigational equipment used by the units of Ukraerorukh SoE, at the airfields of Ukraine and at the request of foreign communication, navigation and surveillance equipment providers.	Ministry of Infrastructure State Aviation Service Ukraerorukh SoE	75	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-
17.	**Mobile surveillance radars (MSR)**	The transition period of recovery and construction of a new air traffic surveillance infrastructure for ATFM,	Proper air traffic surveillance for the purpose of ATFM in a certain zone of air space during radars	Ministry of Infrastructure Ukraerorukh SoE	450	Funds from the State Budget. Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Mobile primary surveillance radars (PSR) (2 systems) **Mobile secondary surveillance radars (MSSR) (2 systems)** ***(to be implemented in 2022)***	primarily in the southern and eastern regions of the air space of Ukraine (FIR Odesa, FIR Dnipro and FIR Simferopol), including in the aerodrome zones of Odesa and Dnipro airfields, necessitates the use of both MSSRs and PSRs.	reconditioning or replacement.				
18.	**Aerodrome traffic control towers (ATCT)** **Aerodromes:** **Vinnytsia** **Dnipro** **Mykolaiv** **Kherson** ***(to be implemented in 2023–2025)***	Reestablishing the ATFM in the area of Dnipro, Vinnytsia, Mykolaiv and Kherson airfields. The existing ATCTs were destroyed by rocket attacks. Ensuring civil and military coordination at Dnipro and Vinnytsia airfields.	Ensuring technical infrastructure for the ATFM. Construction of ATCTs with civil controller working positions (CWP) at Dnipro and Vinnytsia airfields for the military flight control group to ensure surveillance and coordination of the joint air and ground traffic in the air space and on the airfield.	Ministry of Infrastructure Ukraerorukh SoE	1,000	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
			CWP should be equipped with communications and other equipment to ensure proper ATFM and civil and military coordination.				
19.	**Primary and secondary surveillance radars (PSR/MSSR) TRLK-10 Zhytomyr, Chuhuiv, Bakhmut (Artemivsk)** **<u>Aerodromes:</u> Odesa, Dnipro, Zaporizhzhia** ***(to be implemented in 2023–2025)***	Restoration of radar coverage in the air space of Ukraine, where the responsibility for ATFM is assigned to Ukraerorukh SoE. The existing surveillance radars were destroyed by rocket attacks.	Proper air traffic surveillance for the purpose of ATFM.	Ministry of Infrastructure Ukraerorukh SoE	900	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-
20.	**Weather radar stations:**	Restoration of meteorological support on the route.	Provision of meteorological information of air	Ministry of Infrastructure Ukraerorukh SoE	7	Funds from the State Budget, Destroyed Property and	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Lviv Kharkiv Zaporizhzhia *(to be implemented in 2023–2025)*		navigation on the route.			Infrastructure Recovery Fund	
21.	**Mobile ATCTs Overhaul repair and modernisation of two existing mobile ATCTs *(to be implemented in 2023–2025)***	Aimed to ensure the transition period of recovery and construction of a new infrastructure for ATFM in the airfield zones.	Ensuring the transition period of recovery and construction of a new infrastructure for ATFM in the airfield zones.	Ministry of Infrastructure Ukraerorukh SoE	8	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-
22.	**ADS-B/WAM surveillance systems *(to be implemented in 2023–2025)***	Aimed to ensure the introduction of air traffic surveillance systems with a distributed infrastructure, which significantly increase the reliability of the surveillance field in critical conditions of a natural disaster or external military aggression.	Introduction of cooperative ADS-B/WAM surveillance systems in the entire country of Ukraine.	Ministry of Infrastructure Ukraerorukh SoE	50	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
23.	**Update of the Ukraerorukh SoE's Aeronautical Message Handling System (AMHS)** ***(to be implemented in 2023–2025)***	The Ukraerorukh SoE's Aeronautical Message Handling System (AMHS) was installed in 2014. Since then, the equipment became obsolete and the ICAO documents regulating the aeronautical fixed telecommunication have been revised. The software and hardware updating will improve the system's reliability and will help achieving full compatibility with the global Aeronautical Fixed Telecommunication Network.	System software update. Obsolete hardware update.	Ministry of Infrastructure Ukraerorukh SoE	80	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-
24.	**Introduction of a new air traffic control automated system (ATCAS) and a voice communication system (VCS) at**	Aimed to ensure air traffic services in the area of responsibility of Odesa ATCC and ATCT.	Performance of the existing contracts for replacement of ATCAS and VCS of Odesa ATCC, which have been in operation since 2000,	Ministry of Infrastructure Ukraerorukh SoE	29.8 7.8	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Odesa Air Traffic Control Centre ***(to be implemented in 2023–2025)***		are technically obsolete and are not subject to further modernisation. New systems are being debugged and prepared for acceptance tests.				
25.	**Modernisation of Strila–Aleniia ATCAS used by Kyiv Air Traffic Control Centre for its further connection to the Ukraerorukh SoE's Aeronautical Message Handling System (AMHS)** ***(to be implemented in 2023–2025)***	Complying with the requirements of Annex 10 – Volume II – ICAO, EUR Doc 020 EUR AMHS Manual, EUROCONTROL SPECIFICATION on the Air Traffic Services Message Handling System (AMHS).	Transition to the global Aeronautical Message Handling System (AMHS), introduced by Ukraerorukh SoE to replace the outdated AFTN.	Ministry of Infrastructure Ukraerorukh SoE	20	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-
26.	**Modernisation of multilateration system (MLAT) at Boryspil aerodrome** ***(to be implemented in 2023–2025)***	MLAT is designed to identify, process and transmit to users the surveillance data about aircraft in the zones of CTR Boryspil and CTR	Completion of the current contract to increase the number of MLAT sensors to eliminate the blind zones that have	Ministry of Infrastructure Ukraerorukh SoE	30.5	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
		Kyiv/Zhuliany, and about ground traffic at Boryspil aerodrome. The modernisation is necessitated by changes in configuration of Boryspil aerodrome after the opening of Terminal D.	occurred after the Terminal D construction.				
27.	**Reconstruction of the existing passenger terminal at Lviv International Airport SoE (construction of external engineering networks) Reconstruction of the aerodrome at Lviv International Airport SoE** ***(to be implemented in 2023–2025)***	Construction completion and commissioning of Euro-2012 facilities at Lviv International Airport and their placing on the airport's balance sheet.	Allocation of funds	Ministry of Infrastructure Ministry of Finance	62.06 (as of 2013)	Funds from the State Budget	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework
	Reconstruction of the aerodrome at Lviv International Airport SoE ***(to be implemented in 2023–2025)***				157.99 (as of 2013)		
28.	**Construction of a new cargo terminal at Lviv International Airport SoE** ***(to be implemented in 2025–2032)***	Cargo terminal is necessary for servicing and storing general purpose and special cargo, which in turn will allow the development of air freight through Lviv International Airport. It is expected to reach the cargo turnover of at least 40 thousand tons per year.	Completion of the cargo terminal construction	Ministry of Infrastructure	35	Loans from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	-

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the marine and inland water transport sector

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
STAGE: WAR-TIME ECONOMY AND INSTITUTIONS (SHORT-TERM) "ALL FOR THE VICTORY!" from June 2022 till the end of 2022							
1.	Maintenance dredging of Izmail, Reni and Ust-Dunaisk sea port areas	Need for depth increase to ensure safe navigation of sea-going vessels with a draft of up to 7.0 m in Izmail, Reni and Ust-Dunaisk sea port areas for the purpose of loading and unloading, increasing the port capacity and transhipment volumes and streamlining of the logistics components of strategic export and import cargo transport.	The depth is increased to the level required for the reception of seagoing ships with a draft of up to 7.0 m.	Ministry of Infrastructure / USPA	300.0	USPA's own funds Economic Recovery and Transformation Fund	-
2.	Improvement of the legislation to simplify lease, concession and privatisation mechanisms.	Promotion of investment attraction in the sea port and inland waterway transport infrastructure.	The analysis of the efficiency of public-private partnership, privatisation and lease in respect of sea ports, state-owned inland hydraulic structures and communally owned	Ministry of Infrastructure Ministry of Economy Local executive bodies Local self-government	Within the framework of technical assistance funds from IFO	-	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			facilities which may be used for transport of goods and passengers is conducted.	bodies			
3.	Establishing an efficient and transparent mechanism for training and certification of seafarers and crew members of inland waterway vessels in accordance with the requirements of international treaties of Ukraine and the EU law	Ensuring the alignment of the national system for training and certification of seafarers and crew members of inland waterway vessels with international requirements and standards	The system for training and certification of seafarers complies with the STCW Convention and the EU law	Ministry of Infrastructure State Service of Maritime and River Transport of Ukraine	-	-	Submission of the draft CMU Resolution on approval of the Regulation on the ranks of officers of seagoing ships and the procedure for their award to the CMU and the draft law on amending certain legislative acts of Ukraine as regards the requirements for safe manning of seagoing ships, professional qualification, age, health status, seafarer's record of sea service, training and certification of

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							seafarers in Ukraine to the Verkhovna Rada; issuance of the Order of the Ministry of Infrastructure of Ukraine on certification of crew members of inland waterway vessels (in accordance with Directive (EU) 2017/2397 and the European Standard for Qualifications in Inland Navigation (ES-QIN))
4.	Exemption from rent charges in respect of state property and state-owned and communally owned land plots	Need for exemption from rent charges in respect of state property and state-owned and communally owned land plots due to the shutdown of ports	Exemption from rent charges is granted	Ministry of Economy Ministry of Infrastructure State Property Fund	-	-	Amending the Resolution of the Cabinet of Ministers of Ukraine “On certain issues related to the lease of state and communal property during

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							the martial law period" Approval of the list of territories where combat operations are taking (took) place, including blocked sea ports, by the Cabinet of Ministers of Ukraine
5.	Simplification of the regulatory procurement procedures for design and construction of destroyed/ damaged construction facilities for rapid recovery of the sea port infrastructure.	It is important to ensure performance of construction works within shorter periods for rapid recovery of destroyed/ damaged sea port infrastructure facilities.	Performance of construction works within shorter periods is ensured for rapid recovery of destroyed/ damaged sea port infrastructure facilities.	Ministry of Infrastructure Ministry of Economy	-	-	Submission of the draft law on amending the Law of Ukraine "On Public Procurement" for consideration of the Verkhovna Rada of Ukraine (procurement for construction works for those purposes without application of the procedures provided for in the Law)

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
6.	Ensuring the possibility of crossing the state border of Ukraine during the martial law period for seafarers and crew members of inland waterway vessels to find employment on ships under foreign flag.	It is important to resume employment of Ukrainian seafarers and crew members of inland waterway vessels on ships under foreign flag to promote stable international product turnover, delivery of essential food items, fuel, medicines, etc.	The possibility of finding new jobs in the global merchant shipping is ensured for Ukrainian seafarers and crew members of inland waterway vessels, including as replacement for the seafarers being Russian citizens.	Ministry of Infrastructure	-	-	Approval of the Resolution of the Cabinet of Ministers of Ukraine "Certain issues related to crossing the state border to exit Ukraine by crew members of seagoing and river vessels"
7.	Ensuring Ukraine's compliance with international requirements for merchant shipping and inland navigation, including the EU law.	The fulfilment of the obligations of a coastal state, a port state and a flag state is ensured by Ukraine as a party to UN and IMO international treaties.	Some legislative acts are aligned with international treaties of Ukraine in the area of merchant shipping and inland navigation, and the organisation of navigation safety assurance is improved to increase its level.	Ministry of Infrastructure State Service of Maritime and River Transport of Ukraine	-	-	The draft law on amending certain legislative acts of Ukraine as regards ensuring navigation safety, port activity and state supervision over navigation is submitted for consideration of the Verkhovna Rada of Ukraine
8.	Regulation of possible compensation for the investment made by economic operators in	Creating an efficient mechanism for attraction of private investment in financing of repair,	Adoption of the Resolution of the Cabinet of Ministers of Ukraine "On approval of the	Ministry of Infrastructure	-	-	Adoption of the Resolution of the Cabinet of Ministers of

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	strategic port infrastructure facilities.	modernisation, rehabilitation or construction of strategic port infrastructure facilities being state property assets.	Procedure and terms of compensation for the investment made by economic operators in strategic port infrastructure facilities".				Ukraine
9.	Development of the road and rail infrastructure of Izmail Seaport	Increasing the operational capacity of Izmail Seaport through: 1) purchase of 11 fork lift trucks; 2) rehabilitation of rail track No. 36 of Production Transhipment Complex No. 2 located at: Odesa Oblast, Izmail (cadastre No. 5110600000:01:047:0179)	1) Fork lift trucks (10 pcs) with a capacity of 5 tons are intended for reloading of general cargoes: - in big bags, expected volume is 100 thousand tons per year; - fittings in bundles, rolled wire in coils, expected volume is 240 thousand tons per year. The lift truck with a capacity of 16 tons (1 piece) is intended for reloading of hot rolled and cold rolled strips with a weight of 10 to 16 tons, expected volume is 100 thousand tons.	Ministry of Infrastructure	1) 32.0 2) 6.3	enterprise's own funds	

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			2) In order to install railway scales on rail track No. 36 of Production Transhipment Complex No. 2, it is planned to reconstruct the operational rail track, with the construction of a straight track section with the length of 72.16 m and a horizontal platform for installation of 150BBC-2-1-13.5 tensometric static railway scales with a capacity of 150 tons.				
10.	Construction of a river port (terminal) and/or multimodal terminal in the Danube Region	Need for creating additional jobs, increasing tax revenues of budgets at all levels and cargo turnover	increased traffic capacity	Ministry of Infrastructure	-	Private investments	Decision of the Ministry of Infrastructure on feasibility of construction of river ports (terminals) on the Danube River during the martial law period; Draft Resolution of the Cabinet of Ministers of

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							Ukraine on amending the Resolution of the Cabinet of Ministers of Ukraine No. 1208 of 07.10.2009 as regards granting the use of the berth operational area to a river port (terminal)
11.	Development and extension of the operational capacity of Ust-Dunaisk Commercial Sea Port SoE and the Port of Kiliia in partnership with the port operator, Grain Terminal Kiliia LLC	Low craft loading rate; limited capacity of loading of two and more vessels as only one berth is available; low indoor grain storage capacity; lack of an oil storage tank leading to the inability to service oil tankers; poor technical condition of the existing equipment; the surge in grain export through the Danube ports	Increasing the loading rate up to 5,000 tons per day; commissioning of the second berth; expanding the grain storage facility by 40,000 tons	Ministry of Infrastructure State Property Fund of Ukraine	100.0	Funds from the port operator, Grain Terminal Kilia LLC Funds from foreign partner banks and investment funds; Funds from foreign investors; Funds from the newly	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
						established special funds; Funds from the State Budget	
12.	Creating the Danube–Black Sea deep-water navigation channel	possibility of entry to the Danube ports via the Ukrainian navigation channel for high-tonnage vessels, which will substantially streamline and accelerate navigation of ships in the Danube Region		Ministry of Infrastructure USPA Ministry of Ecology and Natural Resources		USPA's own funds Economic Recovery and Transformation Fund	-
13.	Major repair of up to 10 tugboats; repair of up to 50 barges; construction of new-generation tugboats and barges in the quantity of up to 5 convoys (one tugboat and 9 barges per convoy); construction of new barges	Very poor technical condition of tugboats and barges, urgent need for modernisation, repair and construction of the new fleet, increasing the carrying capacity of the enterprise during the high transport demand period, rapid growth of the freight market, generating additional income for the enterprise	Ivanovo and Leningrad type tugboats in the quantity of up to 10 pcs; UDP-401 series barges in the quantity of up to 50 pcs; up to 5 convoys (one tugboat and 9 barges per convoy); SLG barges in the quantity of up to 10 pcs	Ministry of Infrastructure	4,500.0	Funds from foreign partner banks and investment funds; Funds from foreign investors; Funds from the newly established special funds; Funds from the	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
						State Budget	
14.	Construction of 6 new convoys from the old fleet of UDP PrJSC to be engaged on the Danube and Dnipro rivers	Need to increase the carrying capacity of the enterprise	Modernisation of 6 tugboats, conversion of 76 DM barges into 25 SLG barges. “O-Pr” tug and barge train class (with the ability to operate on the Danube and Dnipro rivers) Repair base: shipbuilding plants in Ukraine and the EU	Ministry of Infrastructure UDP PrJSC	595.0	Borrowed funds, Funds from international donors	-
15.	Engagement of the additional fleet of UDP PrJSC by means of purchasing ships with relevant tonnage in secondary fleet markets in Europe Purchase of river barges abroad	Poor technical condition of the enterprise’s fleet, the need for rapid increase in the carrying capacity of the enterprise	3 to 4 river convoys (one tugboat and 9 barges per convoy) Purchase of 8 barges in the European secondary market to increase the Danube river traffic	Ministry of Infrastructure	450.0 126.0	Funds from foreign partner banks and investment funds; Funds from foreign investors; Funds from the newly established special funds; Funds from the State Budget	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
16.	Modernisation, repair and operation of the passenger fleet of UDP PrJSC, international passenger cruises on the Dnipro and Danube rivers, hotel lay-by project in Europe Modernisation, repair and operation of the oil tanker fleet of UDP PrJSC	Poor technical condition of the fleet, the downtime of the passenger fleet during the COVID-19 period, loss of profits by the enterprise, non-compliance with the modern navigation requirements	Improvement of the technical condition and operation of 3 passenger fleet units of UDP PrJSC: *Ukraina, Moldavia* and *Volga* improvement of the technical condition and operation of 2 SLT fleet units and 1 tanker	Ministry of Infrastructure	100.0 2.5	Funds from foreign partner banks and investment funds; Funds from foreign investors; Funds from the newly established special funds; Funds from the State Budget	-
17.	Management of seized vessels transferred to ARMA and USPA and of the maritime fleet of UDP PrJSC	Ensuring the possibility of transfer of the fleet management to the single state shipping company; charging the fee by the State for the use of vessels; arrangement for additional voyages during the high-demand season in the freight market	10 to 12 fleet units; 6 maritime fleet units of UDP PrJSC	Ministry of Infrastructure	140.0	Funds from foreign partner banks and investment funds; Funds from foreign investors; Funds from the newly	

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
						established special funds; Funds from the State Budget	
18.	Resumption of the operation of the Kakhovka navigation lock after the de-occupation of Kherson Oblast	ensuring the Dnipro river traffic	repair works and installation of the necessary equipment	Ministry of Infrastructure Ukrvodshliakh SoE	To be calculated after the de-occupation of the relevant territories	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund; funds from the State Budget	-
19.	Establishing the State Inland Waterway Fund	The development of inland waterway transport is impossible without adequate and stable financing of the relevant sector	Financing of the inland waterway infrastructure in the amount of at least UAH 900 million per year Performance of works related to maintenance of the dimensions of river channels which belong to the category of navigable channels; operation of the River Information Service; navigational and	Ministry of Infrastructure	-	-	Adoption of the draft Law by the Parliament on amending the Budget Code of Ukraine

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			hydrographic support for navigation in river channels which belong to the category of navigable channels; ensuring the operation of navigation locks on the Dnipro Cascade.				
20.	Fair optimisation of the port tax system	creating favourable conditions for improvement of the performance of logistics routes with engagement of watercraft	Exemption of inland waterway vessels with a maximum draft of up to 4.5 m from some port taxes (in pursuance of the provisions of Article 9 of the Law of Ukraine "On Inland Waterway Transport"); exemption of certain categories of vessels from the anchorage fee in the Danube Region's ports	Ministry of Infrastructure	-	-	amending the Order of the Ministry of Infrastructure No. 316 of 27.05.2013 "On port taxes"
21.	Analysis of the condition of the coastal port infrastructure after the end of military action, and analysis of the international law on environmental and	The list of documents to be developed, agreed and approved in accordance with the current legislation will be prepared based on the outcome of the analysis	Legal and normative documents and normative and technical documents to be developed taking account of the implementation of the EU Directives in the	State Service of Maritime and River Transport of Ukraine (Responsible party	4.0	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and	Amending legal and normative acts for the purpose of implementation of the requirements of

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	technogenic safety of Ukrainian sea ports and port operators in terms of compliance of their loading/ unloading procedures with the existing international requirements, including the EU requirements	of legal and normative documents and normative and technical documents.	Ukrainian legislation within the limits of funding of those works	UkrNDIMF SoE), USPA		Transformation Fund; funds from the State Budget	the EU law
22.	Development of proposals and design solutions for the water area and access channels of sea ports and the coast of Ukraine to be cleared of wrecked ships and destroyed military equipment which accumulated due to the military aggression and pose a danger for navigation	Development of technological solutions for carrying out the operations for the water area and access channels of sea ports and the coast of Ukraine to be cleared of wrecked ships and destroyed military equipment which accumulated due to the military aggression and pose a danger for navigation, including in the sea ports located in the de-occupied territories	Proposals for performance of works for the water area and access channels of sea ports and the coast of Ukraine to be cleared of wrecked ships and destroyed military equipment	State Service of Maritime and River Transport of Ukraine USPA (responsible party UkrNDIMF SoE) State Emergency Service	8.0	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund; funds from the State Budget	-
23.	Updating the existing borders of sea port areas and territories	Ensuring the sustainable development of sea ports and increasing traffic flows to sea ports,	Ensuring equal rights of all economic operators carrying out their activities in sea port areas	Ministry of Infrastructure	Within the limits of funding from the State	Funds from the State Budget	Adoption of acts by the Cabinet of Ministers of Ukraine:

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		including the sea ports located in the territory of the Autonomous Republic of Crimea and the city of Sevastopol after their de-occupation	and making them subject to the provisions of guides to port entry and port regulations		Budget of Ukraine		Resolutions: "On amending the Resolution of the Cabinet of Ministers of Ukraine No. 934 of 22 October 2008" (changing Mykolaiv Seaport area); "On amending the Resolution of the Cabinet of Ministers of Ukraine No. 223 of 18 March 2009" (changing Odesa Seaport area); Ordinances: "On amending the Annex to the Ordinance of the Cabinet of Ministers of Ukraine No. 169 of 03 March 2021" (changing Pivdennyi Seaport territory);

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							"On amending the Annex to the Ordinance of the Cabinet of Ministers of Ukraine No. 1358 of 28 October 2020" (changing Chornomorsk Seaport territory); «On the borders of Mykolaiv Seaport"; «On the borders of Olvia Seaport".

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
24.	Maximum simplification of the procedures for allotment of land plots and construction permit granting procedures in the context of construction of new sea ports and river ports (terminals), and railway logistics centres (production transhipment complexes).	Need for rapid building of new logistics routes which will enable to satisfy the transport needs of agricultural producers, steel producers, enterprises in the fuel and energy sector and in other economic sectors.	Establishing special rules for possession, use and disposal of land, which will cover the most urgent and acute needs for land plots of entities having significance for the national economy, the agricultural sector and Ukrainian citizens during the martial law period, including the allotment and change of the intended use of land plots for the purpose of locating of production capacities of enterprises relocating (evacuating) from the combat zone, locating of temporary accommodation facilities for IDPs, agricultural production, sustainable operation of gas transmission and distribution systems, water supply and sanitation systems, heating systems,	Ministry of Infrastructure Ministry of Building	-	-	Signing by the President of Ukraine and entry into force of the draft Law “On Amending Certain Legislative Acts of Ukraine As Regards the Peculiarities of Regulation of Land Relations under Martial Law” (reg. No. 7289, 7282) Development of amendments to the legislation aimed at further simplification of the procedures for allotment of land plots and construction permit granting procedures in the context of construction of ports (terminals)

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			electronic communications networks, etc.				

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
25.	Improvement of the procedure for implementation of scheduled and unscheduled state supervision (control) measures for marine and inland waterway transport	Need to establish a clear and transparent procedure for implementation of state supervision (control) measures	The uniform form of the certificate to be prepared based on the outcome of the state supervision (control) measure in terms of the compliance of an economic operator with the requirements of the legislation in the areas of transportation of passengers, dangerous goods and hazardous waste by marine and river transport and marine and river transport safety (apart from maritime safety of fishing fleet vessels)	Ministry of Infrastructure	-	-	Issuance of the Order of the Ministry of Infrastructure of Ukraine “On approval of the uniform form of the certificate to be prepared based on the outcome of the scheduled (unscheduled) state supervision (control) measure in terms of the compliance of an economic operator with the requirements of the legislation in the areas of transportation of passengers, dangerous goods and hazardous waste by marine and river transport and

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							marine and river transport safety (apart from maritime safety of fishing fleet vessels), and other forms of administrative documents"
RECOVERY STAGE (MEDIUM-TERM) "RECOVERY, RELAUNCH OF THE ECONOMY AND INSTITUTIONS" 2023–2025							
26.	Survey of Ukrainian sea ports and port operators to calculate actual losses based on the methods and regulations developed at the previous Stage	Claims for compensation for the recovery of the port infrastructure, including in the ports of the Autonomous Republic of Crimea and the city of Sevastopol, will be brought based on the calculation of actual losses after these territories are de-occupied	Proven actual losses of coastal enterprises and the environment to be compensated for	Ministry of Infrastructure (Responsible party UkrNDIMF SoE) USPA	2.0	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund; funds from the State Budget	-
27.	Identification of regulatory documents and national standards to be developed and implementation of the	At present, during the design of port infrastructure facilities, outdated regulatory	Application of the updated regulatory framework aligned with modern logistics	Ministry of Infrastructure State Service of	65.0	Funds from the State Budget; Funds from	Review of outdated regulatory documents and

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	relevant EU Directives. Setting the time limits for their development and implementation	documents are used, which do not comply with the modern logistics and technological requirements for the operation of sea ports and river ports	transport schemes and corresponding to the current state of sea ports and river ports during the design, construction, overhaul and rehabilitation of marine and river transport facilities	Maritime and River Transport of Ukraine USPA		special funds; Loans from international financial organisations	development of new regulatory documents in the area of marine and inland waterway transport (methodologies, instructions, guidance, standards, rules, etc.)
28.	Streamlining of USPA's dividend policy (reduction of the share of USPA's net profit to be contributed to the state budget down to 20 percent (on a permanent basis))	USPA's ability to make capital investment due to reduction of the budget contribution	Introducing amendments to Article 11-1 of the Law of Ukraine "On Management of State Property Assets"	Ministry of Infrastructure USPA	-	-	The draft law on amending Article 11-1 of the Law of Ukraine "On Management of State Property Assets" (reduction of the share of USPA's net profit to be contributed to the state budget down to 20 percent (on a permanent basis)) is submitted for consideration of the Verkhovna

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							Rada of Ukraine
29.	Establishing the dangerous goods management system at coastal enterprises in the marine economic sector, located in Ukrainian sea ports	Implementation of the dangerous goods management system at marine enterprises with permissible anthropogenic environmental impact rates due to the use of modern EU technology and equipment and compliance with the MARPOL 73/78 and IAPH requirements	Catalogue of physical and chemical, sanitary and toxicological, explosive and fire characteristics of bulk cargoes and waste. Catalogue of emergency cards for hazards. Dangerous goods safety data sheets. Catalogue of process flow diagrams for main transhipment processes for dangerous goods	State Service of Maritime and River Transport of Ukraine (Responsible party UkrNDIMF SoE) USPA	6.0	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund; funds from the State Budget	No amendments are required in the legal and normative acts in question
30.	Establishing an efficient mechanism for construction on the water reserve land under the territorial sea and inland sea, including the water area of ports, under bodies of water and on internal waterways	Easing the regulation of the procedures for acquiring the right to construction on sea and inland waterways and within sea port areas by economic operators.	The economic operators' access to construction, dredging and other types of economic activity on sea and inland waterways, within sea port areas and in the navigation equipment coverage area is simplified, which improves the competitiveness of sea ports and river ports (terminals); more favourable conditions for attraction of investment	Ministry of Infrastructure State Service of Maritime and River Transport of Ukraine	No additional funding needed	-	The draft law on amending certain legislative acts of Ukraine as regards construction on the land under public waterways is submitted for consideration of the Verkhovna Rada of Ukraine

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			in public sectors of the Ukrainian economy are created.				
31.	Creating additional conditions for the development of Ukrainian shipowners and granting a targeted subsidy in the amount of the land tax to Ukrvodshliah SoE for the period from Q1 2022 till 31 December of the year following the year in which the martial law is lifted.	Implementation of the measure will provide support to the economic operator engaged in the public sector of the economy, on the books of which navigation locks are recorded, and ensure reduction in the costs of economic operators engaged in the inland waterway transport sector	Creating necessary conditions for the development of inland waterway transport of goods and passengers (equal treatment of Ukrainian and foreign ships on Ukrainian inland waterways)	Ministry of Finance Ministry of Infrastructure	subsidy in the amount of the land tax for Ukrvodshliah SoE for the period from Q1 2022 till 31 December of the year following the year in which the martial law is lifted	-	The decision on granting a subsidy to Ukrvodshliah SoE is made Adoption of the necessary amendments to the legislation
32.	Construction of ship waste reception facilities in the berth areas of River Port Administration SoE	Ensuring the possibility of depositing waste from ships on Ukrainian inland waterways	At least 3 reception facilities complexes are established	Ministry of Infrastructure ARP SoE	9.0	Economic Recovery and Transformation Fund; Technical assistance, funds from IFO	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
33.	Modernisation of Kiliia Shipbuilding and Repair Yard and its preparation for a joint investment project with foreign shipbuilding yards	Preparation of all necessary title certification documents, land surveying documents and other documents. Preparation of the integral property complex of the yard for the investor engagement. Format: JV with the investor and development of the facility to build a modern shipbuilding yard on a basis of Kiliia Shipbuilding and Repair Yard.	Establishing a competitive modern enterprise which satisfies the need for construction of new river vessels and current repair and modernisation of the existing river vessels. Final appraisal of the yard's assets	Ministry of Infrastructure	275.0	Own funds, investors' funds	-
34.	Development of the greenfield site in the territory of Kiliia Shipbuilding and Repair Yard for a joint investment stevedoring project	Kiliia Shipbuilding and Repair Yard has a vacant area which may be used for construction of a stevedoring terminal.	Allotment of the land plot in the territory of Kiliia Shipbuilding and Repair Yard. Registration of the title to the land plot, connection to utility networks (power supply, water supply, gas). Construction of the land road infrastructure (road transport); construction of the mooring berth; dredging of the berth; dredging of the access	Ministry of Infrastructure	52.5	Own funds, investors' funds	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			channel to the navigation pass.				
35	Ensuring the compliance of RIS (River Information System) with the technical guidance and specifications provided in the EU law, RIS modernisation by means of implementation of the automated traffic management system and integration of RIS into the navigation lock control system, implementation of the inland waterway emergency response system.	It will ensure the RIS operation in compliance with the EU law, maximum automation of processes related to ensuring navigation safety on inland waterways and providing harmonised services in accordance with the EU best practices, more efficient performance (in particular, in terms of time) of navigation locks, user access to the comprehensive information on inland waterway transport, implementation of the requirements of the EU law.	The Regulation on RIS is updated. RIS is integrated into the lock control system on 6 navigation locks; the automated inland waterway traffic management is implemented in RIS; RIS is adapted for inland waterway emergency response; all participants in inland navigation send their reports to RIS	Ministry of Infrastructure USPA Ukrvodshliakh SoE State Service of Maritime and River Transport	16.1	Funds from the State Budget of Ukraine; Economic Recovery and Transformation Fund; Funds from IFO USPA's and Ukrvodshliakh's own funds	Review of the Order of the Ministry of Infrastructure "On approval of the Regulation on the River Information Service"

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
36.	Simplification of administrative procedures and formalities in (sea and river) ports, reduction of the cargo and request processing time	Creating databases of the Maritime Administration (the register of inland waterway transport infrastructure facilities, the database of ship personnel's qualification documents, vessel documents, the register of inland waterway vessels, the unified ship information system, etc.); implementation of the Single Maritime Window; use of digitalised reporting forms and electronic document management systems in ports	Relevant registers, databases and information systems are developed and accepted into service	State Service of Maritime and River Transport of Ukraine ASBGS USPA	-	Funds from the State Budget of Ukraine USPA's own funds	-
37	Implementation of preferential loans for shipbuilding projects on a basis of Ukrainian capacities	It will boost domestic shipbuilding, increase the number of inland waterway vessels and the scope of their modernisation and increase the percentage of ships which comply with the EU standards.	At least 15 fleet units are built annually through preferential loans	Ministry of Finance Ministry of Strategic Industries Ministry of Economy	raised funds, including technical assistance, borrowed funds, funds from IFO, inter investors	-	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
				Ministry of Infrastructure			
38	Development of the international inland waterway network in accordance with international treaties of Ukraine. Development of the cabotage transport services (the Dnipro/ Southern Bug–Danube)	Integration of Ukrainian inland waterways, including the Ukrainian part of the Danube River, into the Trans-European Transport Network (TEN-T). Safe navigation of inland waterway vessels along the Dnipro/ Southern Bug–Danube coastal passage. Establishing a new logistics route to the EU member states	Main navigable inland waterways of Ukraine are integrated into the Trans-European Transport Network (TEN-T). Safe direct passage of inland waterway vessels from the Dnipro and Southern Bug ports (terminals) to the Danube in accordance with the clearly established navigation regulations	Ministry of Infrastructure	-	-	amending the orders of the Ministry of Infrastructure and the Navigation Rules
39.	Engagement of the Ukrainian fleet in cargo transportation between the EU ports and within the country	Lack of sufficient number of vessels to arrange cargo transportation to Ukrainian ports in the Danube Region	Modernisation and repair of the fleet of UDP PrJSC, RPA SoE	Ministry of Infrastructure UDP PrJSC ARP SoE	15.0	Enterprise's own funds Economic Recovery and Transformation Fund	-
40.	Attraction of private investment in financing of	Ensuring restoration of the technical condition of	Ensuring the establishment of the	Ministry of Infrastructure	-	-	Adoption of the draft Resolutions

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	the repair, modernisation, reconstruction or construction of port infrastructure facilities and inland waterway transport infrastructure facilities	sea port berths through their overhaul or reconstruction, and investment in the development of the inland waterway transport infrastructure (including navigation locks)	transparent mechanism for investment attraction in infrastructure facilities and inland waterway transport infrastructure facilities				of the Cabinet of Ministers of Ukraine "Certain issues of compensation for the investment made by economic operators in strategic port infrastructure facilities" and "On approval of the Procedure and terms of concluding contracts on investment by economic operators in strategic inland waterway transport infrastructure facilities"
41.	Streamlining of the operation and management structure of marine and internal waterway transport enterprises, reduction of	Efficient merchant shipping and inland waterway navigation are ensured	The functions of state-owned enterprises are reviewed; their structure and number are streamlined	Ministry of Infrastructure State Service of Maritime and	-	-	Amendments are introduced to the articles of association of enterprises

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	expenditure of those enterprises			River Transport of Ukraine			
MODERNISATION STAGE (STRATEGIC) "STRUCTURAL MODERNISATION AND COMPLETE INTEGRATION INTO THE EU" 2026–2032							
42.	Modernisation of the navigation locks on the Dnipro Cascade.	The project provides for retrofitting of the navigation locks to replace deteriorated equipment and increase the traffic capacity through installation of modern equipment and maximum automation. Construction of an additional navigation lock on the Kakhovka Reservoir.	Increased traffic capacity on the Dnipro River up to 45 to 60 million tons per year	Ministry of Infrastructure Ukrvodshliakh SoE	4,000–7,000	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund; funds from the State Budget funds from IFO	-
43.	Development of liner services.	Improvement of conditions for the development of liner services market, clear rules for operation of international shipping lines	Improvement of the procedure for registration of international shipping lines, differentiation between liner and tramp operations, avoiding granting unjustified port tax reduction, promotion of the development of freight and passenger	Ministry of Infrastructure	-	-	review of the Order of the Ministry of Infrastructure on approval of the Instruction on registration of international shipping lines

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			transport, alignment of the liner shipping characteristics with the relevant characteristics established in the European Union				
44.	Construction of railway connection between Reni and Izmail.	Construction of a direct railway connection between the South of Ukraine and the EU member states (Romania, Bulgaria, Serbia, Croatia and Greece)	Restoration of logistics connection with the EU member states	Ministry of Infrastructure Ukrzaliznytsia JSC (Ukrainian Railways) USPA Reni Commercial Seaport SoE Izmail Commercial Seaport SoE	450.0	Enterprise's own funds Economic Recovery and Transformation Fund	-
45.	Development of recommendations for marine enterprises on implementation of modern energy saving technology in core and auxiliary operations	Implementation of energy and resource saving technology which ensures permissible anthropogenic environmental impact rates and facilitates the implementation of alternative energy sources in the operations	Sectoral Programme for Improvement of Energy Efficiency and Reduction of Greenhouse Gas Emissions for Marine Enterprises for 2022–2024 Measures for energy saving implementation and reduction of	Ministry of Infrastructure (Responsible party UkrNDIMF SoE)	5.0	Destroyed Property and Infrastructure Recovery Fund; Economic Recovery and Transformation Fund;	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		instead of coal, petroleum products and hydrocarbon gases at Ukrainian marine enterprises	greenhouse gas emissions based on the outcome of annual monitoring surveys of the implementation of the Sectoral Programme. Reports based on the outcome of annual monitoring of energy efficiency indicators of operational and planned energy saving installations and technology and corresponding volumes of greenhouse gas emissions by the year of implementation of the Sectoral Programme measures			funds from the State Budget	
46.	Development of the marine terminal infrastructure of Izmail Seaport	It is necessary for increasing the operational capacity of Izmail Seaport. The project provides for the following: 1) Construction of the specialised complex for bulk cargoes with a wagon tippler in the	1) The specialised transhipment complex (STC) in the territory of Production Transhipment Complex No. 3 is intended for reception and short-term storage of bulk cargoes (iron-ore concentrate, pellets) transported by rail and	Ministry of Infrastructure	1) 180 2) 130	Enterprise's own funds	-

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		territory of Production Transhipment Complex No. 3 2) Reconstruction of the storage area located in the rear of berths No. 12 and 13 of Production Transhipment Complex No. 2 for the storage of containers	loaded into river craft. The complex includes: - Existing berths No. 23 and No. 24, each with the length of 102 m and the design depth at the quayside of 6.5 m, connected to power supply, water supply and communications networks and having crane runways. - Side tippler with rail tracks for the supply of loaded gondola wagons and the rollback of empty gondola wagons - Stacker - Belt conveyor system ensuring the movement of cargoes along the defined route - Drive and bulk transfer station buildings - Overhead galleries for belt conveyors - Existing open rear and side storage areas - Existing Sokol gantry				

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			cranes - Power supply, communication and alarm system - Aspiration system. The designed rail track is an extension of the existing rail track that connects the complex to Izmail-Port station. The location of the tippler and rail tracks is chosen taking account of the existing buildings. The length of the track to and after the tippler enables to supply wagons in batches of 8 units. The length of the switching lead is designed for 8 wagons. The length of the rail track will be 1,400 line metres (including: 1 railroad switch, R50 rail type, crossing angle 1/9, right; 2 railroad switches, R50 rail type, crossing angle 1/9, left). Operating characteristics:				

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			- Traffic capacity – 2,800 thousand tons per year - Number of berths — 2 pcs. - Length of berths — 204 m - Design vessel type — barge-section - Vessel load — 1,700 tons - Gross vessel handling rate — 6,800 tons per vessel-day - Storage area — 12,805 m^2 - Storage capacity — 128.06 thousand tons - Number of employees — 65 persons 2) The reconstruction of the storage area located in the rear of berths No. 12 and 13 of Production Transhipment Complex No. 2 for the storage of containers is intended for transhipment and				

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			storage of containers. The storage includes: - storage area — 16,000 m^2; - Liebherr rubber tyred gantry crane with the lifting height of 15.2 m (for 4+1 containers wide) and the gantry span of 29.4 m (for 8+1 wide and truck lane); - RS45 reach stacker — 1 piece; - Terberg — 3 pcs; - 40 ft. roll trailer — 3 pcs; - rail track: the length of the track will be 500 line metres (including: 1 railroad switch, R50 rail type, crossing angle 1/9, left). Storage capacity — approx. 500 TEUs				
47.	Concession of state-owned stevedoring companies and port infrastructure facilities in sea ports, preparation for concession tenders for the management of state-owned port infrastructure facilities which ensure the stevedoring process; reorganisation of state-owned stevedoring companies which do not provide cargo or		Holding concession tenders and concluding concession contracts; improvement of the performance of state-owned stevedoring	Ministry of Infrastructure	-		No amendments are required in the legal and normative acts in question

No.	Project description	Rationale	Criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
	passenger services; privatisation; transition towards the European port-landlord management model, and consideration of possible implementation of other management models		companies which do not provide cargo or passenger services				

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the postal services sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
STAGE: WAR-TIME ECONOMY AND INSTITUTIONS (SHORT-TERM) "ALL FOR THE VICTORY!" from June 2022 till the end of 2022							
1	**Ensuring the use of the national postal operator's infrastructure to enable access of the population living in rural areas and remote settlements to financial services and electronic market of goods and services**	Over 30% of the population of Ukraine residing in rural areas and remote settlements have no access to a full range of high-quality postal services and related services, including financial services.	Bank acquisition by Ukrposhta JSC	Ministry of Infrastructure	-	Ukrposhta JSC's own funds	-
2	**Arranging the operation of postal operators under martial law**	In the context of martial law, when a significant number of citizens were forced to change their place of residence and a large number of businesses suspended their activities or significantly reduced the scope of services	Adoption of the Resolution of the Cabinet of Ministers of Ukraine "On Specific Aspects of Operation of the Postal Operators Under Martial Law".	Ministry of Infrastructure	-	-	Resolution of the Cabinet of Ministers of Ukraine "On Specific Aspects of Operation of the Postal Operators Under Martial

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		provided, it is impossible to overestimate the importance of postal and related services for each citizen and country as a whole. Currently, there is an urgent need to streamline the workflow of postal operators under martial law. In particular, the possibility of carrying out separate transport operations during the night-time curfew.					Law".
3	**Harmonization of the Ukrainian legislation in the field of postal services with the EU acquis**	- Light-touch regulation for maximum stimulation of market development; - clearly defined requirements for the designated postal operator and requirements for the universal services provision; - maximum simplification for consumers: simplified pricing and product range of universal services; - modern methods of delivery to enhance	Adoption of the Law of Ukraine "On Postal Service"	Verkhovna Rada of Ukraine	-	-	Developed and adopted in the first reading

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		servicing (courier services, e-postage stamp, post machine, address mail).					
RECOVERY STAGE (MEDIUM-TERM) "RECOVERY, RELAUNCH OF THE ECONOMY AND INSTITUTIONS" 2023–2025							
4	**Development of a network of mobile postal offices of the national postal operator**	Need for development of alternative forms and methods of interaction between the consumers of postal services and the postal operators in rural areas.	Implementation of Rural Branch investment project by Ukrposhta JSC	Ministry of Infrastructure Ukrposhta JSC	Requires no funding from the State or local budgets	Project will be implemented at the expense of borrowed funds and Ukrposhta JSC's own funds	-
MODERNISATION STAGE (STRATEGIC) "STRUCTURAL MODERNISATION AND COMPLETE INTEGRATION INTO THE EU" 2026–2032							
5	**Privatisation of Ukrposhta JSC**	Need for structural changes and private capital infusion	Ukrposhta JSC is privatised, in full or in part	Ministry of Infrastructure	-	-	-

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the tourism and resort sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
STAGE: WAR-TIME ECONOMY AND INSTITUTIONS (SHORT-TERM) "ALL FOR THE VICTORY!" from June 2022 till the end of 2022								
1	Development of the marketing vision strategy for the tourism sector.	It will help create some tourist flows right now and attract the attention of potential tourists to direct trips to Ukraine	Development of the vision strategy	State Agency for Tourism Development	4.5	Funds from partners and international donor organisations	-	-
2	Holding a number of events in European hotels and tourist sites to popularise Ukraine by demonstrating its tourist potential in the international arena and creating a strong desire to visit Ukraine after the victory.	Utilising the media presence to promote Ukraine as a brand worldwide.	Number of events held	State Agency for Tourism Development	1	Funds from partners and international donor organisations	-	-
3	Information campaign on Ukraine NOW and	Utilising the media presence to	Coverage	State Agency for Tourism Development	2	Funds from the State Budget	-	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
	Discover Ukraine websites	promote Ukraine as a brand worldwide.						
4	Adoption of the Law of Ukraine “On Tourism” in the second reading taking account of the provisions of the EU Directive.	Implementation of the EU provisions in the Ukrainian legislation.	Adoption of the Law of Ukraine “On Tourism”	Verkhovna Rada of Ukraine Dedicated parliamentary commissions	No need	No need	-	-
5	Institutional support for the tourism business during the martial law period.	Creating favourable (political, economic, safe) conditions for the operation and development.	Number of implemented support programmes	State Agency for Tourism Development	100	Funds from partners and international donor organisations		
6	Health improvement and rehabilitation programme for persons affected by military action in Ukraine	Goals: - social — psychological and physical rehabilitation and recovery of military personnel, their families, internally displaced persons, women and children from the occupied/ de-	Number of implemented projects	State Agency for Tourism Development	200	Funds from partners and international donor organisations		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
		occupied territories, etc. - economic — supporting the operation of entities engaged in the tourism sector: accommodation facilities, catering establishments, transport, guides, cultural and sports facilities, travel agents; - cultural — reunification of the country, direct exploration of the cultural and historical heritage, shaping a sense of unity of Ukrainians.						
7	Development of the uniform content and information portal for tourists interested in	Consolidation of the information content on the information portal,	Development of the portal, implementation and	State Agency for Tourism Development	10	Funds from partners and international		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
	active combat sites and their promotion in cooperation with hotels, including at the international exhibitions.	compliance with the single state communication strategy.	use of the uniform information content			donor organisations		
8	Development of the security strategy for resumption of tourist trips	Security is the top priority for all types of tourism. In order to restore tourist flows, Ukraine needs to ensure a high level of security for both domestic and inbound tourists.	Number of regions using the security strategy for resumption of trips	State Agency for Tourism Development	No need	No need		
9	Destroyed infrastructure recovery programme.	Business support, preservation of jobs, recovery of infrastructure	Number of launched programmes	Ministry of Economy Ministry of Finance Ministry of Infrastructure State Agency for Tourism Development	500	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund		
10	Creating the war memory archive.	Documenting data on military action, immersion of	Number of created routes	State Agency for Tourism Development	5	Funds from partners and international		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
		foreign tourists in the history of Ukraine				donor organisations		
11	Building easy tourist infrastructure for trips in Ukraine.	To be taken into account during the recovery of destroyed infrastructure.	Percentage of total number of arranged sites	State Agency for Tourism Development	50	Destroyed Property and Infrastructure Recovery Fund		
RECOVERY STAGE (MEDIUM-TERM) "RECOVERY, RELAUNCH OF THE ECONOMY AND INSTITUTIONS" 2023–2025								
12	Study of the level of development of regions and tourist potential followed by the preparation of development plans and calculation of cost estimates taking account of the international experience and European integration.	Development and gradual implementation of a step-by-step action plan for the most efficient and rapid recovery of the tourism sector.	Preparation of the tourism development strategy	State Agency for Tourism Development	15	Funds from partners and international donor organisations		
13	Establishing an efficient tourism management system at the national	Streamlining of the sector management,	Launch of the NTO, number of regions where there are local	State Agency for Tourism Development	No need	No need		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
	and local levels with the public and business co-financing system: launching National Tourist Organisation and local management and marketing organisations.	engagement of the business.	management and marketing organisations					
14	Building financing mechanisms for the sector through tourism funds and the use of investment attraction instruments.	Reduction of the burden on the State Budget.	Number of implemented investment attraction projects	State Agency for Tourism Development	No need	No need		
15	Establishment of special-purpose tourism funds at the local level to which the tourist tax will be directed.	Decentralisation of the sector, streamlining of the sector management for tourism development.	Number of regions where special-purpose tourism funds are established	State Agency for Tourism Development	No need	No need		
16	Submission of an application to the Executive Council of the World Tourism Organization (UNWTO).	Cooperation with international institutions in the sector, popularisation of	Submission of an application	State Agency for Tourism Development	No need	No need		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
	Submission of an application for hosting of the European Meeting of the World Tourism Organization (UNWTO) in Ukraine.	Ukraine's tourist potential						
17	Development and implementation of the concept of development of resort towns in the South of Ukraine and the Diversity Road project.	Streamlining of the tourism business in the south of the country, promotion of the business development	Development of the concept, number of implemented Diversity Road projects	State Agency for Tourism Development	10,000	Funds from partners and international donor organisations, funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund		
18	Tourist infrastructure development programme for national nature parks of Ukraine.	The existing infrastructure of national nature parks is outdated and destroyed; it needs modernisation, taking account of	Number of projects implemented in national nature parks	Ministry of Infrastructure State Agency for Tourism Development	3,000	Funds from the State Budget, Destroyed Property and Infrastructure Recovery Fund		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
		modern needs for accessibility, energy saving, etc., and public-private partnership implementation mechanisms.						
19	Development and implementation of the Unified Tourist Register in accordance with the amendments to the Law of Ukraine "On Tourism".	Implementation of the provisions of the Law after its adoption.	Implementation of the Unified Tourist Register	State Agency for Tourism Development	10	Funds from the State Budget, funds from partners and international donor organisations		
20	Establishing local tourism development programmes supported by local special-purpose tourism development funds	It defines the areas of the sector development at the local level.	Number of established local development programmes	State Agency for Tourism Development	No need	No need		
21	Establishing the Tourism Satellite Account and calculation of the contribution of tourism to the country's GDP.	Required for quality calculation of the contribution of tourism to the country's GDP.	Establishment of the Tourism Satellite Account, software update	State Statistics Service State Border Guard Service State Agency for Tourism Development	30	Funds from the State Budget, funds from partners and international		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
						donor organisations		
22	Establishing new quality education programmes in the sector.	Modernisation of the sector requires new approaches and personnel.	Number of implemented projects	State Agency for Tourism Development Ministry of Education and Science	300	Funds from the State Budget, funds from partners and international donor organisations		
23	Development of competitive tourist products (infrastructure + content + communication) in cooperation with the State, local government and the business.	Increased domestic and inbound tourism.	Number of implemented tourist products (projects).	State Agency for Tourism Development	No need	No need		
24	Establishing the National Convention Bureau for hosting and support for big international events in Ukraine.	Big international events facilitate a substantial inflow of tourists and investments and	Number of hosted international events	State Agency for Tourism Development	No need	No need		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
		infrastructure development						
25	Launching travel support programmes for young and elderly people.	Popularisation of tourism among social groups which do not travel in Ukraine or prefer to travel abroad for vacation.	Number of implemented projects	State Agency for Tourism Development	500	Funds from the State Budget, funds from partners and international donor organisations		
26	Establishing a network of tourist information centres.	Tourist information centres show that the city/ region/ country is waiting for tourists and is ready to help them travel.	Number of opened tourist information centres	State Agency for Tourism Development	100	Funds from the State Budget, funds from partners and international donor organisations		
MODERNISATION STAGE (STRATEGIC) "STRUCTURAL MODERNISATION AND COMPLETE INTEGRATION INTO THE EU" 2026–2032								
27	Regular collection of market statistics.	Open data which facilitates a quality assessment of marketing campaigns and enables businesses	Regular online data collection and publication	State Agency for Tourism Development State Statistics Service State Border Guard Service	30	Funds from the State Budget, funds from partners and international		

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)
		to plan their activities in the short-, medium- and long-term based on statistical models.				donor organisations		

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the automobile, urban electric transport, motor roads and road maintenance sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
1	Ensuring a continuous trouble-free usage of motor roads in 2022	Conducting a survey and determining the minimum necessary amount of works for construction, reconstruction, minor repair and minor medium repair and maintenance of motor roads (including sections that have been destroyed as a result of hostilities) to ensure a continuous trouble-free usage of motor roads in 2022, including preparation for the winter maintenance of road network Determining the necessary amount of work for construction,	Performance of works related to construction, reconstruction, minor repair and minor medium repair of 2 thousand km of public motor roads and 50 bridges	Ministry of Infrastructure State Agency for Motor Roads	70,000	State Budget and local budgets Loans and grants from international financial organisations	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		reconstruction, minor repair and minor medium repair and maintenance of motor roads (including sections that have been destroyed as a result of hostilities)					
2	Analysis and development of construction regulations and other regulatory documents	Analysis and development of construction regulations and other regulatory documents for their compliance with internationally recognised principles of public motor roads construction, modern technologies and requirements for materials used during construction and operational maintenance. Submission of proposals for revision of the lists or	Construction regulations comply with the internationally recognised principles regulating the public motor roads construction	Ministry of Infrastructure State Agency for Motor Roads	0.3	State Budget and local budgets Loans and grants from international financial organisations	Law of Ukraine "On Construction Regulations", Procedure for Development, Approval, Adoption, Registration of and Introduction Amendments to the Construction Regulations and Their Repealing, approved by Resolution of the Cabinet of Ministers of Ukraine No. 543 of 30.06.2010, Law of Ukraine "On Standardization"

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		development of the new ones					
3	Introduction of the system of charging of motor vehicles with a gross weight of 12 tons and more for the use of public motor roads	Implementation of Directive 1999/62/EU of 17.06.1999 on the charging of heavy goods vehicles for the use of certain infrastructures	System works on principal motor roads	Ministry of Infrastructure State Agency for Motor Roads	1.054	State Budget Loans and grants from international financial organisations	Draft Laws of Ukraine No. 6087 "On Amendments to Certain Legislative Acts of Ukraine Concerning Charges for the Use of Public Motor Roads", No. 6088 "On Amendments to the Budget Code of Ukraine Concerning Charges for the Use of Public Motor Roads", No. 6089 "On Amendments to the Code of Ukraine on Administrative Offences Concerning Liability for Violation of

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
							Legislation on Charges for the Use of Public Motor Roads"
4	Performance of works related to rehabilitation of motor roads (including sections that have been destroyed as a result of hostilities) to implement the medium-term work plan for 2023–2025	Determining the necessary amount of work for construction, reconstruction, minor repair and minor medium repair and maintenance of motor roads (including sections that have been destroyed as a result of hostilities) to implement the medium-term work plan for 2023–2025 Determining the necessary amount of work for construction, reconstruction, minor repair and minor medium repair and maintenance of motor roads (including sections	Performance of works related to construction, reconstruction, minor repair and minor medium repair of 22.9 thousand km of public motor roads and 1.7 thousand bridges	Ministry of Infrastructure State Agency for Motor Roads	923,000	State Budget and local budgets Loans and grants from international financial organisations	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		that have been destroyed as a result of hostilities) to implement the long-term work plan for 2026–2032 Performance of project works to implement the medium-term work plan for 2023–2025					
5	Performance of works for construction, reconstruction, minor repair and minor medium repair and maintenance of motor roads (including sections that have been destroyed as a result of hostilities) to implement the long-term work plan for 2026–2032	Performance of project works to implement the long-term work plan, preparation of technical specifications (passport) for roads (condition and composition of pavement layers, staking, traffic stream mix and traffic density): 1. Preparing technical specifications (passport)	Roads	Ministry of Infrastructure State Agency for Motor Roads	To be estimated based on the findings of additional studies	Public funds Loans and grants from international financial organisations	Law of Ukraine “On Motor Roads”

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		2. Taking measures based on the results of preparation of technical specifications and filling in the interactive map of the State Agency for Motor Roads					
6	Development and implementation of a smart roads concept that involves intelligent design of road infrastructure and traffic management.	Development of concept for electronic databases, ITS elements and engineering networks (200 WIM by 2032, weather stations, video cameras, speed cameras, information boards (on heavy vehicles movement, road closures/restrictions/ air-raid warnings), data transmission networks, traffic lights, transformer substations), traffic control system and	Intelligent design of road infrastructure and traffic management is introduced.	Ministry of Infrastructure State Agency for Motor Roads	To be estimated based on the findings of additional studies	Public funds Loans and grants from international financial organisations	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		warning system for drivers, measures to ensure cyber security of infrastructure facilities and communication channels. Development of a plan to expand the network of charging stations to create a distributed network, taking into account the existing electricity connection points and the adjacent roadside servicing system of the State Agency for Motor Roads					
7	Introduction of output- and performance-based contracts for road maintenance (OPRC)	Positive experience of implementation of the EBRD pilot project on Kyiv–Chop motor road in Lviv Oblast	Improved quality of road maintenance, reduced corruption risks	Ministry of Infrastructure State Agency for Motor Roads	Depends on the length of road sections for which OPRC is concluded (up to UAH 0.3 mln/km per year)	State Road Fund	Legal and normative acts in force

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
8	Performance of works on motor roads to implement the long-term work plan for 2026–2032	Performance of the necessary amount of work for construction, reconstruction, minor repair and minor medium repair and maintenance of motor roads to implement the medium-term work plan for 2026–2032 Performance of project works to implement the long-term work plan	Performance of works related to construction, reconstruction, minor repair and minor medium repair of 27.2 thousand km of public motor roads and 3 thousand bridges	Ministry of Infrastructure State Agency for Motor Roads	2,213,000	State Budget and local budgets, loans and grants from international financial organisations	Legal and normative acts in force
9	System of green energy charging stations	Developing a map of charging stations for electric vehicles: 1. Collecting information on the location of existing stations and its plotting on the interactive map of the State Agency for Motor Roads 2. Developing a plan to expand the network of charging	An interactive map with up-to-date information on the location of charging stations is created and a plan to expand the network of charging stations is approved	State Agency for Motor Roads Oblast state administrations	To be estimated based on the findings of additional studies	State Budget and local budgets, international technical assistance	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
		stations to create a distributed network, taking into account the existing electricity connection points and the adjacent roadside servicing system of the State Agency for Motor Roads					
10	Safe motor roads	Introducing a system of road audits and road safety inspections, identifying traffic accidents concentration places and ensuring proper technical and methodical documentation of the relevant processes	Zero traffic fatalities	Ministry of Infrastructure State Agency for Motor Roads Oblast state administrations	To be estimated based on the findings of additional studies		Law of Ukraine "On Motor Roads"
11	Creation of economically justified conditions to purchase of commercial motor vehicles	Satisfying all needs of the Ukrainian economy in road transport	Promoting the attraction of private investments in the purchase of road transport vehicles of	Ministry of Infrastructure	To be estimated based on the findings of additional studies	Own funds, borrowed funds, funds from the new special funds, funds provided	-

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Legal and regulatory framework
			the appropriate categories and types			by leasing companies	

LIST OF PROJECTS AIMED AT THE IMPLEMENTATION OF THE RECOVERY PLAN

for the transport infrastructure strategic initiatives sector

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
Infrastructure projects							
1.	Modernisation of the existing and opening new border checkpoints (to be implemented in 2022–2024)	Ensuring the continuity of cargo turnover by road transport across the state border is a key to ensuring proper functioning of the economy, exports of cargo by road and imports of humanitarian and defence goods Arrangement by the public authorities of waiting (parking) areas for vehicles approaching border crossing points (construction of terminals (waiting areas) for parking of	Modernisation of the existing border checkpoints: - Yahodyn (2023) - Ustyluh (2024) - Luzhanka (2023) - Uzhhorod (2023) -Chop (2023) - Vylok (2024) - Dzvinkove (2024) - Diakove (2024) - Kosyno (2024) - Porubne (2023) - Diakivtsi (2022) - Krasnoilsk (2022) Construction of/opening new checkpoints: - Bila Tserkva (2024) - Dyida (2024)	Ministry of Infrastructure State Agency for Motor Roads State Customs Service	UAH 333 million UAH 214.7 million UAH 445.7 million UAH 321.8 million UAH 57.3 million UAH 129.7 million UAH 146.5 million UAH 371.3 million UAH 131.3 million	State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
		cargo vehicles in the first place). Ensuring the construction and arrangement of multimodal transport terminals at the border with the EU countries that provide possibility for cargo reloading to other means of transport, in particular on railway platforms for transportation on 1,520 mm and 1,435 mm tracks.	- Ruska (2024)		UAH 158.7 million UAH 128.3 million UAH 128 million UAH 465 million UAH 405 million UAH 163.5 million		
2.	Development of a network of domestic container terminals (2023–2025)	Enhanced availability and interoperability of freight transportation by using high-quality transhipment infrastructure of an	Promotion of private investments in domestic container terminals (determining the conditions for establishing joint ventures with foreign investments for	Ministry of Infrastructure	-	Own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
		extensive network of logistics terminals will ensure flexibility and high capacity of the Ukrainian transport system in all directions and on competitive terms.	the operation of domestic terminals)				
3.	Increasing competitiveness and reliability of multimodal transportation (on a permanent basis)	Increasing the competitiveness of multimodal transportation through control measures and legal regulation will stimulate the development of this transportation market and improve the quality of transportation services in the context of open competition.	- Improving safety and security of rail transportation; - Increasing the maximum permitted weight for container trucks on the initial and final transportation sections; - Ensuring weight control of multi-ton vehicles on the roads to increase the competitiveness of intermodal transportation; - Full implementation of single window system for multimodal transportation.	Ministry of Infrastructure	-	Own funds / State Budget, funds from the new special funds	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
4.	Enhancing the export potential and increasing the traffic capacity of border crossings by using alternative methods of agricultural products export (2022)	Use of special-purpose bunker wagons, containers and trucks for the export of flour to minimise the loss of grain stocks and improve the traffic capacity at border crossings by stepping up the production of flour products.	Purchasing and/or receiving from donors the railway bunker wagons, containers and trucks in a quantity sufficient for the export of agricultural products.	Ministry of Agrarian Policy and Food Ministry of Infrastructure Ukrainian Railways	-	-	
Expansion of the network of transport corridors							
5.	Extension until 2025 of the State Target Economic Programme for the Development of Public Motor Roads of Sate Importance for 2018-2022, approved by Resolution of the Cabinet of Ministers of Ukraine No. 382 of 21.03.2018	A planned systematic repair of public motor roads has recently started but, given the catastrophic condition of the road network as a whole, a large number of motor roads are still in an	Organisational and financial preconditions for carrying out repair and construction works on public motor roads of state importance are created	State Agency for Motor Roads Ministry of Infrastructure	To be estimated taking into account the inflation index when developing a concept of changes to the target economic programme	- State Budget funds; - local budget funds; - Destroyed Property and Infrastructure Recovery Fund, Debt Management and Redemption Fund;	Adoption of the Resolution of the Cabinet of Ministers of Ukraine on amending the State Target Economic Programme for the Development of Public Motor Roads of Sate Importance for 2018-2022

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
		unsatisfactory condition. In 2019–2021, about 10 thousand km of public motor roads were repaired. According to the road development plans, it was planned to repair about 20 thousand km of public motor roads of state importance in 2022–2024. Active preparatory works were underway. However, as a result of military aggression, the road industry has stopped its development, the infrastructure suffers various destructions and cannot fully satisfy the needs of the population in passenger and cargo				- loans and grants from international financial organisations, including the IBRD, EBRD, EIB, KfW (Credit Institution for Reconstruction)	

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
		transportation by road. Given the above, the network of public motor roads should be further developed and adequately funded.					
6.	Development of sections of railway, roads and inland waterways added to the TEN-T indicative maps	Integration into Trans-European Transport Network (TEN-T).	Improving competitiveness of the transport corridors, enhancing quality of infrastructure, increasing traffic volumes.	Ministry of Infrastructure			National Transport Strategy of Ukraine until 2030, EU-Ukraine Association Agreement (Annex XXXIII)
Attracting investments to support the implementation of infrastructure development, construction, reconstruction and modernisation projects							
7.	Ukraine Early Recovery Programme — a Joint Programme of the Government of Ukraine and the European Investment Bank — is aimed at attracting investments in the restoration of housing,	The implementation of Ukraine Early Recovery Programme will ensure the EIB funding for more than 300 infrastructure projects (or so,	Infrastructure objects are built or restored with the use of modern technologies in the field of safety, energy efficiency and accessibility, having due regard to proposals from the general public;	Ministry for Communities and Territories Development	The projected EIB funding for the implementation of Ukraine Early Recovery Programme is approx. UAH	Subvention from the State Budget of Ukraine, formed with the EIB loan funds	Law of Ukraine of 14.07.2021 “On Ratification of Financial Agreement ‘Ukraine Early Recovery Programme’ between Ukraine and the European

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
	transport and social infrastructure in the regions affected by the armed aggression of the Russian Federation, and creation of decent living conditions for IDPs and residents of the host communities	depending on the final amount of funds received from the EIB) in 2022–2026 for reconstruction of critical social infrastructure facilities in the affected regions of Ukraine, will allow the construction of new and restoration of war-damaged housing and social infrastructure, and will improve the access of the population, including IDPs and other vulnerable groups of people, to housing and high quality social services.	IDPs and representatives of vulnerable groups in the regions and communities where the Programme is implemented obtained housing and improved access to social services; Improved quality of life of the population in the affected regions; Strengthened cohesion, IDPs are fully integrated in host communities and engaged in social and economic life.		6 billion (EUR 200 million) in 2022 and up to UAH 9 billion (EUR 300 million) in 2023.		Investment Bank", Resolution of the Cabinet of Ministers of Ukraine No. 1324 of 15.12.2021 "On Approval of Procedure and Conditions for Provision of Subventions from the State Budget to the Local Budgets for Implementation of Projects within Ukraine Early Recovery Programme"
Reforming the pricing system for construction, minor repairs and maintenance of transport infrastructure facilities							

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
8.	Introduction of pricing system for construction, minor repairs and maintenance of transport infrastructure facilities taking into account the best European practices	It is necessary to simplify the forms of reporting documents, promote innovations, stimulate competition in the market by attracting foreign companies and ensure development of market participants.	Reduction in the cost of new construction, reconstruction, overhaul/minor repairs and maintenance of transport infrastructure facilities, reduced corruption risks.	Ministry of Infrastructure, State Agency for Motor Roads	-	-	Order Ministry of Infrastructure Order of the Ministry of Infrastructure “On Approval of Rules for Determining the Cost of Construction, Reconstruction, Repair and Maintenance of Public Motor Roads” and Order of the Ministry of Infrastructure “On Approval of Methodology for Determining the Cost of Construction, Reconstruction, Repair and Maintenance of Public Motor Roads”

No.	Project description	Rationale	Performance criteria/indicators (quantitative and qualitative)	Main responsible public authority	Estimated funding needed	Proposed sources of funding	Legal and regulatory framework
Development of information systems							
9.	Implementation of e-Inspector project	Creation of an integrated, functional and well protected information system for monitoring the execution and progress of orders issued by inspectors of the Transport Safety Service, and use of the received information and analytical data to promptly respond to appeals or evasion of their execution, which will provide an opportunity to increase revenues to the State Budget of Ukraine and local budgets resulting from violation of dimensional and weight norms.	e-Inspector system put into operation	Ministry of Infrastructure Transport Safety Service	UAH 12.5 million	State Budget	

Necessary legal framework

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
Development of multimodal transportation					
1.	Development and submission to the Cabinet of Ministers of Ukraine of a draft act on approval of the procedure for organisation and performance of multimodal cargo transportation	Legislative regulation of the creation of a transparent and competitive multimodal transport market	Ministry of Infrastructure	2022	2024
2.	Development and approval of technical requirements for organisation and operation of multimodal transport terminals	Standardisation of requirements for multimodal transport terminals for the purpose of further implementation of transparent mechanisms for their development, taking into account the infrastructure of already existing terminals, to avoid unfair competition with respect to the newly built terminals	Ministry of Infrastructure	2022	2024
3.	Development and submission to the Cabinet of Ministers of Ukraine of a draft act on the introduction of electronic CMR notes (e-TTN) in the territory of Ukraine	Introduction of electronic CMR notes (e-TTN) in the territory of Ukraine: improvement of business conditions, minimization of corruption, acceleration of business processes and reduction in downtime resulting from the possibility of real-time access of the controlling authorities to a single base of documents	Ministry of Infrastructure	2022	2023
4.	Support of the draft Law of Ukraine No. 5705 of 24.06.2021 “On Amendments to Certain Legislative Acts of Ukraine Concerning Introduction of Electronic Tickets in Road and	Legislative regulation of the use of electronic ticket as a legal basis for entering into passenger and baggage transportation arrangement, and creation	Ministry of Infrastructure	-	2023

tive act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
rkhovna Rada	of conditions for the proper operation of the automated fare payment system in the urban passenger transport to ensure implementation of one of the key reforms of the transport sector, namely, the introduction of electronic ticket.			
No. 4560 of Certain erning d Transport m in Line erkhovna	Regulation of access to the road transport market in accordance with the EU standards	Ministry of Infrastructure	2022	2023
orridors				
ritory of he TEN-T	Adjustments in part related to international and national corridors	Ministry of Infrastructure	2023	2024
plementation of infrastructure development, construction, reconstruction and modernisation projects				
lowing Partnership"	To speed up the recovery of infrastructure destroyed by the aggressor state, it is proposed to use a simplified mechanism of public-private partnership that is based	Ministry of Economy/ Ministry of Infrastructure	30.06.2022	30.09.2022

tive act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
wned and nd Plots and ocated ublic Needs sity" d Industry rban rnment in Offences	infrastructure by the state on instalment terms[1]. **The proposed mechanism is based on the following:** ● investor designs the object, constructs it, provides financing for construction works and maintains the object at the expense of its own and borrowed funds; ● investor may obtain a certain funding from the state/international fund during the construction period in the form of non-refundable grants. Such grants may cover 20 to 50 (or more) percent of the project's capital costs (depending on the project), and the source of such grants may be a fund already established by the EU/IMF for the recovery of Ukraine. This is how the idea of restoration of specific regions of Ukraine with the use of grants given by certain EU countries may be implemented; ● after the infrastructure object commissioning, investor starts receiving regular annual (quarterly) payments from the state/funds			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		more than 10–15 years (the term of contracts is limited to avoid repeated capital investments, the calculation of which is quite complicated under uncertainty and may lead to an increase in the cost of projects for the state); ● payments made to the investor depend on its compliance with the quality requirements for infrastructure construction and maintenance and may be reduced by the amount of fines imposed for improper performance of the contract; ● investor ensures maintenance (minor repairs) of the infrastructure objects within 10–15 years; ● payments to the investor are made at the expense of special fund for the recovery of Ukraine (hereinafter referred to as the Recovery Fund) or donor funds. The expenditures of such special fund are the protected expenditure items of the State Budget of Ukraine. Payments for obligations are made in hryvnia, pegged to stable currency (USD, EUR), at the exchange rate as of the date of payment. To increase the level of guarantees for investors and			

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		prevent situations similar to those experiences with the green energy projects, the total amount of long-term obligations under PPP contracts should be limited to a certain amount (for instance, tied to a certain percentage of GDP) and covered at the expense of regular revenues so that the state does not assume long-term obligations that it will not be able to discharge; ● it is absolutely necessary to establish a separate fund to cover (insure) the risks of a possible repetition of military operations (following the example of Israel or other countries). This will give the investor an additional guarantee, since its investment will be insured; ● the majority of projects are structured as PPPs with payments made for operational readiness, where the private partner ensures infrastructure design, building, financing and maintenance (DBFM[2]). However, in certain areas, where investments may be partially or fully			

[2] In some cases, asset operation can also be included into the subject matter of contract (DBFOM). For small projects in the regions (up to UAH 250 million), it is possible to use contracts with a simplified subject matter, excluding maintenance and operation (DBF).

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		compensated by users (ports, airports, etc.), such projects can be structured as concessions with subsequent payment of concession fees to the Recovery Fund; ● it is proposed to hold the tenders for PPPs using the electronic trading system (ETS), which is already being developed by the MoEDT with the support of the EBRD for concessions (CMU Resolution No. 909 of 20.08.2021). This will significantly simplify the preparation and holding of tenders and will make them as transparent as possible. Thus, the proposed mechanism will provide and opportunity to simultaneously restore a huge number of infrastructure objects, spreading the payment of costs over 10–15 years. Investors will be motivated to properly fulfil their obligations, as their own capital will be at risk of not being returned, and the payments will depend on proper fulfilment of their obligations to build and maintain the infrastructure. Where the payments to be made under such contracts are guaranteed by the			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		state, a certain part of the risks (due to allocation of significant grants) will be assumed by international donors, and the risks of property loss and lost profits in the event of the armed conflict recurrence will be covered by the War Risk Insurance Fund. This approach will allow attracting a significant amount of funding in the coming years. **1) Simplify the procedure for preparation and implementation of PPP projects for (1) the recovery of infrastructure objects destroyed by the war, and (2) the construction of new infrastructure objects for the purpose of the post-war reconstruction of the economy (hereinafter referred to as the Projects), in particular by ensuring the following:** 1.1 Making provision for the CMU's powers to approve the list of projects — submitted by the Ministry of Economy — for the recovery of the destroyed infrastructure objects and projects related to the post-war reconstruction of the economy, which can be implemented as PPPs under a simplified preparation procedure (hereinafter referred to as the List). The List also defines a public partner			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		responsible for tendering, conclusion of contract and prioritization of the Projects; 1.2 Making provision for the MoE's powers to establish a commission for selection of projects to be included in the List. The management bodies will prepare proposals and submit them for consideration by the commission; 1.3 After the Project is included in the List, there will be no need in concept paper, feasibility study and efficiency analysis, which will made the project implementation period shorter by 9–10 months; 1.4 After the Project is included in the List, a construction feasibility study of the PPP project is developed with an approximate estimate of the project, calculated based on the estimates of similar objects. The procedure for maintaining a database of similar objects is approved by the CMU. All design works are carried out by the public partner at the expense of funds from the Recovery Fund/funds of donors; 1.5 In order to speed up the procedure, it is proposed to develop standard (advisory by nature) tender documentation packages for all types of projects depending on their subject matter (DBF,			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		DBFM, DBFOM) and separate methodological recommendations for different industries (airports, ports, motor roads, railways, energy, medicine, social protection, etc.)[3]. 1.6 In order to speed up the implementation of Projects included in the List[4], it is proposed to create sectoral tender commissions (for transport, energy, medical and social projects) that will make key decisions in the process of project preparation. These commissions will be chaired by representatives of the CEAs being the public partners (consequently, the chairpersons will change depending on the project, but the commission composition will remain unchanged, allowing to concentrate expertise without excessive concentration of management decision-making); 1.7 The activities of the sectoral tender commissions will be ensured by the commissions' secretariat, which will be supported by experts of the PPP Agency;			

[3] These documents can be developed with the support of MFI in a fairly short period of time.

[4] This simplification will not apply to projects other than recovery projects.

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		1.8 Instead of conducting consultations with the market participants for each specific project, it is proposed to conduct sectoral consultations (on groups of projects), which will reduce the time for finalisation of documents and will allow unifying the approach to tender documentation; 1.9 It is proposed to hold all consultations with the market participants and tenders on the electronic platform (hereinafter referred to as the ETS), which is now being developed by the MoE with the support of the EBRD for concessions; 1.10 Based on the results of sectoral consultations in the ETS, potential participants can create their profile in the ETS, submit supporting documents and participate in pre-qualification procedure (similar to the ESPD in the EU procurement process). For the similar sectoral projects, typical qualification requirements for applicants, depending on the size of construction object, are developed. As a result, at this stage the applicants can be pre-qualified for participation in a certain group of future PPP projects;			

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		1.11 If three or more participants were pre-qualified based on the results of sectoral consultations, the public partner makes a decision to invite tenders; 1.12 After the decision on inviting tenders is made, a relevant announcement defining the date of inviting tenders (similar to the PIN notice in the EU procurement process) is made in the ETS. Thus, the entire market learns about the start date, and the remaining time before the tender is used by the tender commission to finalise the tender documentation, taking into account the proposals submitted in the ETS during sectoral consultations; 1.13 After the tenders are called for, the pre-qualification takes place (there is an opportunity for other participants to pre-qualify) and the tenders are submitted in the ETS. The tender process may be reduced from 6 to 3 months. **2) Simplify the procedure for preparation and implementation of all PPP projects at the communal level, in particular by ensuring the following:** 2.1 Making provision for the preparation of small projects (up to EUR 5.3 million) and simple projects (DBF, excluding object			

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		maintenance and operation) without feasibility study and efficiency analysis, if, based on the results of preparation of the concept paper, it has been concluded that it is not possible to implement the project through public procurement or to attract credit funds, and that the implementation of the project through PPP is the only available way to implement the project in the medium term; 2.2 Transfer of powers for the adoption of most management decisions to the executive committees of LSGB. The city or oblast council approves the list of PPP projects by one resolution and authorises the relevant official to sign the contracts. All other management decisions are adopted by the relevant resolution of the executive committee (approval of documentation developed by the commission, approval of results, etc.); 2.3 All projects in the city or oblast are prepared by one permanent tender commission; 2.4 All project procurements a made through ETS.			
8.	Introducing amendments to the Procedure for Engaging Advisers in the Preparation of	**Simplification of the procedure for selecting advisers for the purpose of**			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
	Concession Projects (CMU Resolution No. 950 of 09.10.2020).	**preparing the PPP projects included in the List, in particular by ensuring the following:** Selection of advisers in 2 stages. Both stages are temporarily implemented bypassing the provisions of the Law of Ukraine "On Public Procurement" until Prozorro SoE develops the necessary functionality in the system. At the first stage of selection, advisers are pre-qualified (shortlisted) for a whole group of projects to be implemented by the public partner. At the second stage of selection, advisers are selected with the application of one price criterion using the electronic procurement system of Prozorro SoE (analogue of simplified procurement). Thus, after pre-qualification for a group of projects, the advisers selection procedure is significantly reduced in time (from 3 months to 14 days). The conditions for selection of advisers should provide for a maximum number of projects on which one adviser can concurrently work. The payment for advisers' services is made from the Recovery Fund.			

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
9.	Introducing amendments to the Procedure for Private Partner Selection (CMU Resolution No. 384 of 11.04.2011) Introducing amendments to the Procedure for Holding Concession Tenders and Competitive Dialogues in the Electronic Trading System (CMU Resolution No. 909 of 20.08.2021)	Amending the procedure for the public partner selection to bring it into line with the best global practices and the EU Directive on public procurement (2014/24/EU). Introducing ETS for the PPPs.	Ministry of Economy	30.10.2022	-
Reforming the pricing system for construction, minor repairs and maintenance of transport infrastructure facilities					
10.	Order of the Ministry of Infrastructure "On Approval of Rules for Determining the Cost of Construction, Reconstruction, Repair and Maintenance of Public Motor Roads"	It is proposed to determine: the possibility of determining the estimated cost of road works and services at the design stage using cost-based and/or comparative approaches in pricing, the content of and procedure for the application of which will be determined by regulatory and technical documents/methodologies used to determine the cost of road works and services; the possibility of calculating the resources used at the design stage, as part of the estimates produced in the project documentation, by the persons engaged in the design, based on their own methodological approaches; the possibility of using consolidated cost indicators to determine the costs of road works at the design stage;	Ministry of Infrastructure State Agency for Motor Roads	Order of the Ministry of Infrastructure No. 273 of 02.05.2022, registered with the Ministry of Justice of Ukraine under No. 572/37863 on 17.05.2022	01.07.2022

No.	Title of the legal and normative act	Contents of the drafted/amended legal and normative act	Public authority responsible for the drafting / amending of the legal and normative act	Deadline for development	Latest date of entry into force
		the possibility of creating databases of similar objects and price databases by enterprises, institutions and organisations, regardless of their ownership; the possibility of using consolidated cost indicators at the stage of mutual settlements.			
11.	Order of the Ministry of Infrastructure "On Approval of Methodology for Determining the Cost of Construction, Reconstruction, Repair and Maintenance of Public Motor Roads"	Determining the methodological approaches to the formation of pricing components for road works and services, taking into account the best global practices	Ministry of Infrastructure	01.07.2022	01.01.2023
Simplification of procedures for the procurement of works and services related to the restoration of destroyed property and infrastructure					
12.	Law of Ukraine "On Amending the Law of Ukraine "On Public Procurement"	Development and introduction of a simplified system of procurement procedures for the performance of works (provision of services) related to the restoration of destroyed property and infrastructure, including through the introduction of qualified systems of participants, developing standard forms of contracts, etc.	Ministry of Economy Ministry of Infrastructure State Agency for Motor Roads	01.09.2022	01.02.2023

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Social protection” working group

July 2022

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SUMMARY

Strategic Objective: A new model for social policy in Ukraine, which corresponds to the principles and standards of the social policy of the EU, improves the quality of human life, resists demographic changes, strengthens the level of social protection, contributes to the reduction of poverty, strengthens social unity, helps to overcome discrimination in all its forms and corresponds to the financial capabilities of the state.

1. The war caused and continues to cause irreparable damage to the social security of Ukraine. This resulted in:
   - growing load on the system of social support and social insurance of the population due to a constant increase in the number of citizens who need to receive social, rehabilitation services and payments while simultaneously reducing revenues to state and local budgets and the Compulsory Pension and Social Insurance Funds;
   - complication of information verification regarding the actual number of both adults and children who need social protection and support;
   - destruction of social infrastructure objects, loss of access to personal affairs of beneficiaries of social support;
   - specialists in the field of social support of the population also become forced migrants, which affects providing services to the population;
   - the social support system does not have time to adapt to significant migration movements of citizens, changing the active hostilities areas and changing the list of temporarily occupied territories, which, among other things, complicates the implementation of social, social insurance and pension payments to citizens;
   - emotional despair of citizens due to misunderstanding of their social rights and obligations during the war;
   - insufficient coverage of communities by the network of institutions that provide social and rehabilitation services during the war, especially in areas with a mass stay of displaced persons;
   - making it impossible for citizens of Ukraine who live in or near the zone of active hostilities, in temporarily uncontrolled territories of Ukraine, to receive their due payments and social services;
   - the deepening of the vulnerability of less mobile population groups since the beginning of the war.

2. The mentioned factors are the consequences of the extensive social policy, the practice which Ukraine inherited from the Soviet times: the more benefits, subsidies and social advantages are given to citizens, the better the manifestation of the state's concern for its citizens was considered. At the same time, the economic capabilities of the state, the expediency and the quality of ensuring the promised and calculated were not taken into account. As a result, there is a constantly growing number of unstructured, poorly understood benefits, subsidies and social benefits, which are not supported by the financial capacity of the state, especially under the conditions of martial law. This poses a threat to the economic stability of the state and the formation and implementation of an effective social policy. There is insufficient targeting and efficiency of the use of funds, and a lack of prioritization of expenditures, which scatters resources and does not allow solving the problems of the beneficiaries.
3. The course determined by the President of Ukraine to "reboot the country" in the post-war period provides a chance to review the components of the existing outdated, and as it turned out, vulnerable to a large-scale social crisis.
4. On the way to EU membership, Ukraine should follow the fundamental principles of the EU's functioning, namely the "inseparability of social and economic progress" when formulating a new social policy. This principle means the impossibility and inadmissibility of achieving one to the detriment of the other. Thus, the social policy of the state lays down the principles and culture of mutual respect both between people and between people and institutions, both public and private, which fully corresponds to the vision of the European Commission for supporting policies of member states in the field of social inclusion (barrier-free) and social protection.
5. The post-war period will require an integrated (complex) strategy of social protection, considering the features associated with the special legal status of individual beneficiaries (in particular, veterans, Chornobyl disaster victims, internally displaced persons, etc.), the implementation of which will be ensured thanks to interdepartmental and interdisciplinary

coordination. Therefore, there is a need to review the components of the existing social system to ensure opportunities for people to live a full and independent life. It is necessary to establish clear, transparent, and objective criteria for obtaining the right to social services and social benefits.

6. Social protection programs should help people in difficult life circumstances. It is also necessary to support the human dignity of both current and future pensioners so that upon reaching a respectable age, people continue to be patriotic and active members of society and pass on their life experiences to the next generations of Ukrainian citizens.
7. The pension system is based mainly on the principle of solidarity ("first pillar"). This does not allow pensioners upon retirement to receive a replacement level of even 40% of their previous income. Therefore, the introduction of mandatory funded pension («second pillar") is a strategic task to motivate the population to save for retirement. This, in turn, will stimulate legal employment, first for young people.
8. One of the tools for the implementation of such a comprehensive program of social protection should be the digital "Unified Information System of the Social Sphere" (hereinafter - UISSS), which is being implemented by the Ministry of Social Policy of Ukraine. The UISSS should ensure accessibility/inclusivity, transparency, ease of receiving social services and payments by beneficiaries, internally displaced persons, persons and families in difficult life circumstances, people with disabilities, military personnel, veterans, and pensioners, regardless of the place of registration throughout the territory of Ukraine. The key limitation of using such a system is insufficient digital literacy among beneficiaries of the social system, incomplete Internet coverage of the territory of Ukraine, and the economic inaccessibility of technical means for using this system.
9. The first step to achieving the goal of a comprehensive social protection program should be to conduct a comprehensive analysis of the current financial obligations of the state in the social sphere, the available volume of social and insurance services and payments and the conditions of access to them, and to forecast models of the effective functioning of the social support system in the post-war period.
10. It is necessary to establish clear, transparent, and objective criteria for obtaining the right to social services and social benefits. Social protection programs should help people in difficult life circumstances. At the same time, it is necessary not to forget about supporting the human dignity of both today and future pensioners, so that upon reaching a respectable age, people continue to be patriotic and active members of society and pass on their life experiences and family values to the next generations of Ukrainian citizens.
11. Under the principles of the EU, the beneficiary of the implementation of the social policy of Ukraine should be every citizen of the country, and, despite the branching of the directions of such activity, the priorities were, are and remain: social support that reveals the potential of a person and supports a decent standard of living for everyone, modernization spheres of social protection and pension provision, expansion of citizens' access to digital services in the social sphere, barrier-freeness and overcoming discrimination in all its manifestations.
12. Social policy should be people-centred, flexible, and able to provide services and payments regardless of the place of stay in Ukraine and be based on long-term goals following the EU social policy. Social policy cannot be formed separately from employment policy, which is developing in Ukraine as a component of economic policy.
13. Chapter 21 of Section V of the Association Agreement between Ukraine and the EU defines the objectives of cooperation in the field of employment, social policy, and equal opportunities, and contains clear guidelines on how social policy and employment and equal opportunity policies are interdependent. It is an axiom that the better the labour market is developed, the more resources the state receives to support and implement social and insurance programs for those who need them. The main task of providing social support to citizens is not to replace the "person-to-person" relationship with money, but to encourage people to independently earn income to support their families. A person can count on the state, but not transfer to it the care of oneself, which should become a general principle of social support for the population.
14. In the conditions of martial law, the state must make a difficult decision regarding the revision of the current social protection programs from the standpoint of their expediency and ability to perform, which requires firm political will and systematic control over its implementation.
15. The priority areas of Ukrainian social policy remain the following: increasing the level of pension provision, digital transformation of the social sphere, social support for the poor and people who have found themselves in difficult life circumstances, and barrier-free integration of all members of society, in particular people with disabilities, other low-mobility groups into the socio-economic community life
16. Taking into account the stability of political priorities in the social sphere, the new model of Ukraine's social policy, which meets the principles and standards of EU social policy and the financial capabilities of the state, will improve the quality of human life, resist demographic changes, strengthen the level of social protection, contribute to the reduction of poverty, strengthen social unity, will help overcome discrimination in all its forms and strengthen citizens' trust in the authorities.

17. When developing the components of a new social policy, it is worth taking advantage of the trust in Ukraine and the desire to help on the part of the EU member states, as well as their experience in implementing social reforms.

RECOVERY PLAN IN THE TRACK "SOCIAL PROTECTION". GOALS AND OBJECTIVES

SUBGROUP "SOCIAL SUPPORT FOR THE POOR AND PEOPLE IN DIFFICULT LIFE CIRCUMSTANCES"

	Stage I: June 2022– end of 2022	**Stage II: January 2023– December 2025**	**Stage III: January 2026– December 2032**
The problem, which needs a solution in the specified track of the analysis ● the extensive system of social payments, benefits and compensations is primarily categorical and does not provide an adequate level of support; ● insufficiently developed system of social services			
General Goal I: SOCIAL SERVICES ARE SUBJECT TO SYSTEMATIC ANALYSIS TO INCREASE THE EFFICIENCY OF THEIR PROVISION			
The goal to be achieved to solve the problem at each stage	Operational goal **Personalized social services contribute to overcoming the difficult life circumstances in which a person found themself because of the war**	Operational goal **1. Recipients of social services can independently integrate into social and economic life in a community after a temporary intervention** **2. Completion of the formation and launch of the Unified Information System of the Social Sphere (UISSS)**	Operational goal **The market of social services meets the needs of individuals/families in difficult life circumstances, considering the barrier-free principles**
Deadline within the stage	31.12.2022	31.12.2025	31.12.2032
Risks in achieving the goal	**Economic: Insufficient funding** **Political: Untimely adoption of changes to legislation** **Social: Society's resistance to change** **Political: Lack of political support for the adoption of changes to the legislation**		
Measurable indicator of goal achievement	The number of recipients of social services by each type The share of families removed from difficult life circumstances The number of local programs containing tasks for the development of social services Number of social services provided in each community Share of the population in the community covered by social services The share of persons who applied for social support, as a result of which social assistance was not assigned or the provision of social services was refused	The number of recipients of social services by each type Share ratio between different types of social services in the community The share of families relieved from difficult life circumstances A share of persons - members of families in difficult life circumstances, who were provided with active measures to promote employment The number of employed registered unemployed persons - family members in difficult life circumstances, thanks to active employment promotion programs, and the share of the total number of employed people in the community Duration of the employment period Number of employers who employ family members in difficult life circumstances	The ratio of social service providers of private and communal property, The share of non-state social service providers who provide social services at the expense of budget funds The number of territorial communities in which local programs provide for expenditures on the provision of social services by social service providers of the non-state sector The number of men and women who received social services from a non-state sector provider at the expense of budget funds The number of families with children (girls and boys separately) who received social services from a non-state sector provider at the expense of budget funds

	Stage I: June 2022– end of 2022	Stage II: January 2023– December 2025	Stage III: January 2026– December 2032
		Number of people - family members in difficult life circumstances who started their own business and did not close it within 2 years The number of persons - members of families in difficult life circumstances who received social services for adaptation to the labour market and independently found work The volume of state funding, which is directed to the payment of social services in communities	The number of economic entities that submitted a declaration of economic activity in the field of social services The number of registered declarations of economic activity in the field of social services and economic entities included in the Register of providers and recipients of social services The share of territorial communities where social services are provided and social work is carried out The number of social work specialists / social managers who work in territorial communities and systematically undergo training on the implementation of social work and the provision of social services The number of training programs for managers at the level of state bodies, regional institutions, districts, and communities, who have undergone training in the management, development and maintenance of personnel providing social services
The total financial need to achieve the goal	Requires additional financial resources, as well as the time burden on civil servants and experts		
Link of the goal with other tracks	Financial policy, human rights, development of regions, return of citizens, protection of children's rights, protection of veterans' rights	Economic policy	Economic policy, Regional development
The problem, which needs a solution in the specified track of the analysis: **there is no interconnection between the systems of social payments and services and the consolidation of efforts of different levels of government and local self-government bodies to create an integrated model of social support**			
General Goal II: RELOADING THE SOCIAL SUPPORT SYSTEM AS AN INTEGRATED AND UNIFIED MODEL OF THE SOCIAL PAYMENTS AND SERVICES PROVISION			
The goal to be achieved to solve the problem at each stage	Operational goal **Analysis and evaluation of the effectiveness of the provision of introduced social services and payments**	Operational goal **1. Preparation and adoption of the draft Social Code** **2. The reform of approaches to the application of the living wage in Ukraine ensured. The subsistence minimum determines the risk of a citizen falling below**	Operational goal **1. Provision of social support considering an integrated social approach, considering the features associated with the special legal status of individual beneficiaries (veterans, Chornobyl disaster victims, internally displaced persons, etc.)**

	Stage I: June 2022– end of 2022	Stage II: January 2023– December 2025	Stage III: January 2026– December 2032
		the poverty line, and is used to determine the amount of universal social assistance.	**2. The living wage in Ukraine reflects its economic content (living wage) and is used as a basic indicator to identify persons who need financial support from the state**
Deadline within the stage	31.12.2022	31.12.2024	31.12.2032
Risks in achieving the goal	The share of persons - members of families in difficult life circumstances, who got out of difficult life circumstances, after the provision of social services. The number, frequency, duration of provision of social services, the number of employees - the subject of the provision of social services, who are involved in the provision of social services, so that the person/family can overcome difficult life circumstances on their own. The number, frequency, duration of the provision of social services, the number of employees - subjects of the provision of social services, who are involved in the provision of social services to persons who, due to their health or personal development, cannot overcome difficult life circumstances Number and duration of payments	The number of identified profiles of recipients of social services and payments The number and list of social services and benefits provided at the state and local levels Amendments have been made to the legislation, which ensures the reform of the application of the subsistence minimum while simultaneously solving the problem of excessive pressure of related payments on the state budget	The share of persons - members of families in difficult life circumstances who got out of difficult life circumstances, after the provision of social services The share of people whose payments have been stopped due to getting out of difficult life circumstances The size of the subsistence minimum determined by legislation corresponds to the value expression of the actual minimum needs of a citizen; without at the same time creating an excessive burden on public finances
Measurable indicator of goal achievement	**Organizational: Lack of personnel who are supposed to assess needs, develop the register and their incompetence** **Political: Late introduction of registers** **Social: Society's resistance to introduced changes** **Financial: insufficient funding**		
The total financial need to achieve the goal	Economic policy, financial and tax policy, development of regions, return of citizens, protection of children's rights, protection of veterans' rights, digitalization		
Link of the goal with other tracks	Requires additional financial resources, as well as the time burden on civil servants and experts		

No	Name of the program document	Status
	Human development strategy National strategy in the field of human rights National economic strategy for the period up to 20230 State strategy of regional development for 2021-2027 Digital transformation of the social sphere strategy National strategy for creating a barrier-free space in Ukraine for the period up to 2030	Under implementation but require revisions

	Strategy for the Integration of Internally Displaced Persons and the Implementation of Medium-Term Solutions on Internal Displacement for the Period Until 2024 Development strategy of the State Employment Service for 2022-2024 Strategy for reforming the state finance management system for 2022-2025	

No	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems
General Goal I: SOCIAL SERVICES ARE SUBJECT TO SYSTEMATIC ANALYSIS TO INCREASE THE EFFICIENCY OF THEIR PROVISION			
	Stage I: June 2022 - end of 2022		
1.	Analysing recipients of social assistance, the grounds for receiving social benefits and services and determining new criteria for providing social, rehabilitation services and payments to families based on their needs, considering the financial and property status of all family members	December 2022	
2	Review and update state standards of social services according to priority policies (no more than five), considering the peculiarities of their provision during martial law	December 2022	
3.	Formation of a single register of providers and recipients of social services for the registration of persons/families in difficult life circumstances and need of social services: - software development - development of an online course for training specialists in working with the register - conducting training of specialists on working with the register - development of an algorithm for information exchange of data from the register	December 2022	
4.	Determination of the mechanism and levels of involvement of case management approaches for the provision of social services for internally displaced persons, persons with disabilities, and evacuated persons to support their barrier-free integration in the selected communities, regardless of whether they are in the new community for a certain period or decided about moving	December 2022	
5.	Improvement of vocational guidance programs of the State Employment Service with elements of psychological support, which will be aimed at forming positive motivation for work, adaptation to current labour market conditions, prevention of negative attitudes for persons with disabilities and persons in difficult life circumstances, which will be available both for the State Service system employment, as well as for other social service providers	December 2022	
6.	Completion of the development of a free educational base with training courses that will be adapted and take into account current professions and skills in the labour market and the peculiarities of the educational process for persons with disabilities and persons in difficult life circumstances	December 2022	
	Stage II: January 2023 - December 2025		
1.	Implementation of the stages of modernization of the Unified Information System of the Social Sphere (UISSS) for the provision of social payments and services following the schedule, for the implementation of the Strategy for the digital transformation of the social sphere, approved by the Order of the Cabinet of Ministers of Ukraine dated October 28, 2020 No. 1353-r	December 2023	
2.	Revision of the state standard of social support services at the time of employment to ensure the cooperation of social workers and specialized career counsellors of employment centres for persons with disabilities	December 2023	

3.	Strengthening the targeting of the provision of social support by increasing the efficiency of administration and provision of social benefits and services in communities, to ensure the integration of persons who are unable to overcome difficult life circumstances on their own, monitoring the effectiveness of the provision of such services, when changing communities of residence or returning to communities in which persons lived before the start of military actions	December 2023	
4.	Determination of the mechanism of cooperation of social service providers with employment centres, job portals, private employment agencies, entities providing consulting services in the HR management field, and entities providing educational services to assist in the employment of persons who are in difficult life circumstances, in particular persons with disability, taking into account the regional economic profile and the regional forecast of the need for workers, as well as taking into account the norm regarding the employment of persons with disabilities under the Council Directive 2000/78/EU of 27.11.2000 on the establishment of a general system of equal treatment in the field of employment and professional activity	December 2023	
5.	Updating training courses for people in difficult life circumstances, about opportunities to increase competitiveness in the labour market and self-realization, separately for each region and considering the regional specifics of the labour market	December 2023	
6.	Analysing the international experience and practices to improve and develop social services as a component of preparation for the development of the Social Code	December 2023	
7.	Implementation of an information campaign about rights in the field of social support (social benefits, social services) considering the list of available social services, their content, and the procedure for providing them, considering the features of receiving such services at the community level, in a form accessible to individuals with any type of health disorder	December 2023	
8.	Revision of the state standard of social support for families (persons) in difficult life circumstances, to introduce a personal family assistant	December 2023	
9.	Review and update the list of social services, considering the defined profiles of recipients of social services and social assistance	December 2023	
10.	Development of free remote and educational programs on access to professions, which, according to the analysis, are accessible to persons with disabilities in regions where these persons can conclude contracts on remote work	December 2025	
11.	Analysing the assessment of equality of rights regarding access to service recipients and financing by social service providers of all forms of ownership, and recipients of social services regardless of the place of residence and financial capacity of the community	December 2025	
12.	Creating conditions for the recipient to exercise the right to freely choose a provider of social services through the launch of the Register of Providers and Recipients of Social Services and ensuring that recipients of social services are informed in a way accessible to them about the list of providers of the required service by providing an extract from the Register of Providers and Recipients of Social Services	December 2025	

13.	Introduction of social services in communities that create conditions for the integration of persons in difficult life circumstances social rehabilitation and adaptation, support during employment and at the workplace, if such services cannot be consumed electronically by the recipient of social services	December 2025	
14	Conducting an information campaign on the involvement of persons with disabilities in the public sector (enterprises and public administration) as a reference point for private businesses to improve their corporate social responsibility programs	December 2025	
15	Creation of a single state customer of social services as a separate central body of executive power, which will conclude contracts for the purchase of social services with providers of all forms of ownership and will pay for the provided social services at the expense of the state budget within the framework of the relevant program	December 2025	
Stage III: January 2026 - December 2032			
1.	Implementation of training programs on personnel management for subjects of social service provision, local self-government bodies, which are adapted to the special requirements for skills and competencies of persons who provide specific social services for certain categories of the population	December 2027	
2	Introduction of the mechanism of personalized financing of the case of the recipient of social services by: development of the social development of communities' plans, which are based on the analysis of statistical data on the number of recipients and their needs for social services that have been submitted to the Register of Providers and Recipients of Social Services planning the amount of funding exclusively based on the cost of necessary expenses for conducting each case of providing social services; determination of the list of standards of social services, the financing of which is proportional to the cost of the implemented measures of the individual plan for each case according to the approved tariffs	December 2032	
General Goal II: RELOADING THE SOCIAL SUPPORT SYSTEM AS AN INTEGRATED AND UNIFIED MODEL OF THE SOCIAL PAYMENTS AND SERVICES PROVISION			
Stage I: June 2022 - end of 2022			
1.	Analysing the current state of satisfaction of persons/families with difficult life circumstances with the introduced payments and social services, as well as the results of monitoring the provision of social services and assessing their quality in the context of determining the burden on state and local budgets for their provision	December 2022	
2.	The formation of a new vision of the application of the subsistence minimum as an indicator of the minimum level of a citizen's financial needs to meet his basic needs (living wage), and therefore - as a basic value for determining the risk of a citizen falling below the poverty line, and determining the needs of citizens for social support, with simultaneous from the indicator of the subsistence minimum of all payments not characteristic of it to reduce the financial burden on the state budget	December 2022	
3.	Development of criteria for determining the needs of persons in difficult life circumstances for the individual formation of requested social services according to the list of social services available during martial law	December 2022	
4.	Bringing the legislation on the register of providers and recipients of social services as a source of collection, exchange, and analysis of needs in social services following the peculiarities of its filling and use in conditions	December 2022	

	of martial law		
Stage II: January 2023 - December 2025			
1.	Introduction of a system for identifying needs in social services	December 2023	
2.	Approbation of the developed profiles of recipients of social services within the framework of the pilot project of the integrated social approach	December 2023	
3.	Development and adoption of changes to the legislation on reforming the subsistence minimum, to convert it into a living wage indicator (the basic value for determining the risk of a citizen falling below the poverty line), with the simultaneous untying of all non-specific payments from the subsistence minimum indicator; determination of the duration of the transition period for the actual introduction of new approaches to the use of the subsistence minimum to avoid pressure on public finances	December 2023	
4.	Introduction of universal social assistance as the main means of overcoming poverty and responding to difficult life circumstances, taking into account the verification of the property and material condition (Means test) and coordination of the system of social services that are tied to such universal social assistance; ensuring consistency between the size of the reformed subsistence minimum and the amount of universal social assistance (as the difference between the actual income level of a citizen and the size of a fair subsistence minimum)	December 2023	
5.	Preparation of the principles of functioning of the integrated model of providing social benefits and social services for the withdrawal of people with difficult life circumstances	December 2023	
6.	Preparation of a project of the Social Code for restarting the social support system, which will be based on changes in the system and principles of providing social benefits and social services, considering changes in approaches to the social sphere financing model	July 2024	
Stage III: January 2026 - December 2032			
1.	Bringing the legislation of Ukraine into compliance with the requirements of the Social Code of Ukraine	December 2026	
2.	Conducting an information and clarification campaign regarding the rights and responsibilities of individuals in connection with the adoption of the Social Code of Ukraine	December 2026	

The necessity of legal amendments for the track SOCIAL SUPPORT FOR THE POOR AND PEOPLE IN DIFFICULT LIFE CIRCUMSTANCES

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1	Draft Law of Ukraine on the introduction of universal social assistance as the main means of overcoming poverty and responding to difficult life circumstances	The introduction of universal social assistance as the main means of overcoming poverty and responding to difficult life circumstances, considering the verification of the property and material condition (Means test) and coordination of the system of social services that are tied to such universal social assistance	Ministry of Social Policy	2023	2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
2	Draft Law on Amendments to Certain Laws of Ukraine on Ensuring the Rights of Persons with Disabilities to Work	Ensuring at an appropriate level, considering the EU countries experience, the realization by persons with disabilities of their right to work, which is guaranteed by the Constitution of Ukraine, the UN Convention on the Rights of the Disabled, the 1983 ILO Convention "On Vocational Rehabilitation and Employment of the Disabled" No. 159 and under the Directive of the Council 2000/78/EC dated 27.11.2000 on the establishment of a general system of equal treatment in the field of employment and professional activity	Ministry of Social Policy	2022 № 5344-upd	2024
3	Draft Resolution of the Cabinet of Ministers of Ukraine regarding the procedure for the appointment and payment of universal social assistance	Introduction of the procedure for appointment and payment of universal social assistance	Ministry of Social Policy	6 months after the law adoption	
4	Draft Law of Ukraine on the introduction of new approaches to the definition and application of the subsistence minimum	Modernization of the mechanism for determining the subsistence minimum and optimization of its application, the introduction of basic rates for social benefits	Ministry of Social Policy	Registered in the Verkhovna Rada (reg.No 3515, 5045)	January 2023
5	Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine regarding the introduction of permit procedures and control in the field of providing social services"	Establishing requirements for the activity of business entities that provide social services at the level of the law; - submission by economic entities that provide social services of a declaration of economic activity in the field of social services, with which the economic entity informs about the compliance of the conditions of its economic activity with the requirements of the law; - implementation of state control over the activities of social service providers; - establishing the powers of the central executive body for the implementation of state policy in the field of social services.	Ministry of Social Policy	Registered in the Verkhovna Rada (reg. No 6419)	January 2023
6	Draft Law of Ukraine on the transformation of budgetary institutions and the introduction of financing of social services according to the principle "money follows people"	Establishing conditions for the financial and managerial autonomy of providers of social services in the communal sector by transforming them into communal non-commercial enterprises, defining new mechanisms for financing social services, in particular, according to the principle of "money follows people"	Ministry of Social Policy	July 2023	January 2025
7	Order of the Ministry of Social Policy on making changes to the Classifier of social services	Supplementing the list of social services / improving the content of social services based on the results of determining the social profiles of recipients of social assistance	Ministry of Social Policy	December 2024	January 2025
8	Order of the Ministry of Social Policy on making changes to the state standard of social support services during employment and at the workplace	Revision of the content and procedure of providing social support services during employment and at the workplace to ensure the cooperation of social workers and specialized career counsellors of employment centres for persons with disabilities	Ministry of Social Policy	December 2023	January 2024
9	Order of the Ministry of Social Policy on Amendments to the State Standard of Social Services for Social Support of Families (Persons) in Difficult Life Circumstances	Revision of the content and procedure of providing the social service of social support for families (persons) who are in difficult life circumstances, to introduce a personal family assistant	Ministry of Social Policy	December 2023	January 2024

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
10	Social Code	restarting the system of social support, which will be based on changes in the system and principles of providing social benefits and social services, considering changes in approaches to the social sphere financing model, taking into account the peculiarities related to the special legal status of individual beneficiaries (veterans, Chornobyl disaster victims, internally displaced persons, etc.)	Ministry of Social Policy	July 2024	December 2024

SUBGROUP «**PENSION AND SOCIAL INSURANCE**»

	Stage I: June 2022 - end of 2022	**Stage II: January 2023 - December 2025**	**Stage III: January 2026 - December 2032**
The problem, which needs a solution in the specified track of the analysis: low level of pension provision and overloading of the solidarity level of pension insurance			
General Goal III. TRANSPARENT AND EFFICIENT PENSION AND SOCIAL INSURANCE SYSTEM. STIMULATING THE POPULATION TO SAVINGS			
The goal to be achieved to solve the problem at each stage	Operational goal **The size of the insurance payment is related to the size of the contribution**	Operational goal **1. Normative regulation of the introduction of the second pillar of the pension system** **2. The public is informed about the advantages and ways of making their savings** **3. Preparation of financial institutions for the introduction of the second level of the pension insurance system** **4. Systematization of the architecture of pensions, state life support and other preferences in the pension insurance system** **6. Compensation in the amount of fair compensation for damage caused because of the war** **7. Introduction of the European model for calculating damage to life and health** **8. The second pillar of the pension system launched**	Operational goal **1. Social insurance payments are made on time, and a person receives an appropriate level of pension security during retirement.** **2. Introduction of new savings programs for individuals and enterprises.**
Deadline within the stage	December 2022	1. December 2025	1. From 2026 2,3. December 2032
Risks in achieving the goal	Legal - non-adoption of legal acts on time Social - non-acceptance of the second level of the pension insurance system Financial - insufficient development of the financial services market, the stock market Economic - it is impossible to form reserves for implementation Organizational – competence and technical support of employees of the Pension Fund of Ukraine		
Measurable indicator of goal achievement	The share of citizens who are informed about the benefits of social insurance and receiving benefits	Institutions were created, and the accumulative pension system implemented since 2025	At least 40% of the income replacement level ensured

	Stage I: June 2022 - end of 2022	Stage II: January 2023 - December 2025	Stage III: January 2026 - December 2032
The total financial need to achieve the goal	Does not require additional financial resources in advance, except for the time burden on civil servants and experts	From UAH 30 bn in the first year of implementation	
Link of the goal with other tracks	Economic policy, Financial policy		

No	Name of the program document	Status
	National strategy in the field of human rights Human development strategy National economic strategy for the period until 2030	Under implementation but require revisions

No	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems
General Goal III. TRANSPARENT AND EFFICIENT PENSION AND SOCIAL INSURANCE SYSTEM. STIMULATING THE POPULATION TO SAVINGS			
Stage I: June 2022 – December 2022			
1	Adoption of the draft Law of Ukraine On Amendments to the Law of Ukraine "On Mandatory State Social Insurance" (new version) (Register No. 3663)	December 2022	
2.	Amendments to the laws of Ukraine regarding the compliance of insurance payments with the amount of the paid social contribution	December 2022	
Stage II: January 2023 - December 2025			
1	Adoption of the draft Law of Ukraine On the second level of the pension system (reg. No. 2683)	December 2023	
2	Carrying out an active communication and information campaign regarding the introduction of accumulative pension provision and the need to plan the implementation of pension savings for young people as support for the intention to participate in the recovery of the country and in planning one's future in Ukraine	December 2023	
3	Determining the principles of changing the model of realization of citizens' rights to pension provision. Amendments to the laws of Ukraine regarding the unification of the conditions of pension provision, considering the peculiarities of labour activity and the payment of contributions.	December 2025	
4	Formation of the legal framework of the savings system under the Law of On the second level of the pension system	December 2025	

	Institutions for the second pillar of the pension system formed Information systems supporting the operation of the storage system developed and implemented Implementation of accumulative pension programs for various categories of persons		
5	Amendments to the legislation regarding the transition from the system of preferential pensions to the accumulative professional pension system Formation of the infrastructure for the introduction of the accumulative professional pension system Introduction of the accumulative professional pension system	December 2025	
6	Amendments to the legislation on the introduction of the treasury pension plan in Ukraine Implementation of relevant institutional changes and infrastructure formation aimed at implementing the treasury pension plan Implementation of the treasury pension plan	December 2025	
7	Provision of organizational, managerial, and technical conditions for adapting the system of the Pension Fund of Ukraine to the implementation of the accumulative pension system	December 2025	
8	Implementation of an electronic system of accounting for accidents at work and occupational diseases at work for pension and social insurance purposes	December 2025	
9	Determination at the legislative level of the institution responsible for damage compensation, the introduction of a mechanism for establishing retroactive compensation of expenses for the social payments related to military aggression at the expense of the aggressor country. Development and implementation of the methodology, indicators, and criteria for determining compensation amount for the damage caused.	December 2025	
Stage III: January 2026 - December 2032			
1.	Implementation of incentive measures for employers and individuals for additional private insurance through the actualization of corporate social responsibility of business for employees and popularization of a positive image of socially responsible employers	December 2032	

The necessity of legal amendments for the goal "TRANSPARENT AND EFFICIENT PENSION AND SOCIAL INSURANCE SYSTEM".

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
1	Draft Law of Ukraine On Second pillar of pensions system (Register No. 2683)	Introduction of the second pillar of the pension system	Ministry of Social Policy	2022	2024
2	Draft Law of Ukraine On Amendments to the Law of Ukraine "On Mandatory State Social Insurance" (new edition) (Register No. 3663)	Improvement of approaches to the collection and accounting of social contribution	Ministry of Social Policy	2022	2023
3	The draft Law of Ukraine on compliance of insurance payments with the amount of the paid social contribution	Increasing the principle of justice in making insurance payments and stimulating legal employment and full payment of insurance premiums provided for by law	Ministry of Social Policy	2022	2023

No	Name of the regulatory act for the task from subsection 2.3	Content of development and changes to the regulatory act	State authority	Deadline for development	Deadline for entry into force
4	The draft Law of Ukraine on the conditions and procedure for calculating damage to insured persons and its compensation by the aggressor country and relevant by-laws	Formation of the material and financial basis for the fulfilment of financial obligations that arose before the system of mandatory state social insurance during the period of military operations	Ministry of Social Policy	2025	2026
5	Draft Law on the transition from the system of preferential pensions to the accumulative professional pension system	Introduction of the accumulative professional pension system	Ministry of Social Policy	2022	2024
6	Draft Law on the introduction of the treasury pension plan in Ukraine	Introduction of the treasury pension plan in Ukraine	Ministry of Social Policy	2022	2024

SUBGROUP "FINANCIAL POLICY IN THE SOCIAL SPHERE"

	Stage I: June 2022 - end of 2022	Stage II: January 2023 - December 2025	Stage III: January 2026 - December 2032
The problem, which needs a solution in the specified track of the analysis: **The information provided in the documents used in the budget process and the reports on the implementation of the budget does not disclose the content of the expenditures on social benefits and assistance by their types and groups of beneficiaries**			
General Goal IV. TRANSPARENCY AND COMPLETENESS OF FINANCIAL PLANNING AND REPORTING DOCUMENTS ARE SUFFICIENT FOR EFFECTIVE MAKING OF MANAGEMENT DECISIONS AND ANALYSIS OF THE EFFICIENCY OF VARIOUS INSTRUMENTS OF SOCIAL SPENDING/ASSISTANCE TO ACHIEVE POLICY GOALS			
The goal to be achieved to solve the problem at each stage	Operational goal: **Determination of priority policies for the state for efficient social support of citizens, for those who find themselves in difficult life circumstances (up to 5 key policies)**	Operational goal: **1. Formation of policies in the relevant areas of the social sphere, and optimization of the number of budget programs, reducing their number with a maximum tie to 1 strategic goal in social policy.** **2. An effective and transparent system of administration and distribution of humanitarian aid to the final consumer (last mile) created**	Operational goal: **All information on social expenditures, in terms of citizen support instruments, beneficiary groups, and funds spent by each instrument and by each type and group of beneficiaries, including Compulsory State Social and Pension Insurance Funds, is public and available.**
Deadline within the stage	December 2022	December 2025	December 2032
Risks in achieving the goal	The lack of sufficient information regarding the structure of recipients of social benefits may complicate/make impossible the analysis; Lack of political will to ensure transparency and publicity of information about the financial condition of the Compulsory State Pension and Social Insurance Funds; Low capacity of responsible executors in specialized authorities, social funds to introduce changes;		
Measurable indicator of goal achievement	A list of key policies in the social sphere was formed, with target indicators formed based on policy analysis	1. Budget programs reveal the content of the expenditures on social benefits and assistance by their types and groups of beneficiaries 2. Humanitarian aid reaches those who need it most and is complementary to social benefits and services.	Publication of information on the Compulsory State Social and Pension Insurance Funds
The total financial need to achieve the goal	Does not require additional financial resources in advance, except for the time burden on civil servants and experts		
Link of the goal with other tracks	Financial, budgetary and tax policy, Pension and insurance provision, Economic policy, Protection of veterans' rights, Protection of children's rights		

The problem, which needs a solution in the specified track of the analysis: **The social obligations of the state significantly exceed its financial capabilities**			
General Goal V. THE SOCIAL OBLIGATIONS OF THE STATE CORRESPOND TO ITS FINANCIAL CAPABILITIES			
The goal to be achieved to solve the problem at each stage	Operational goal **1. The Social Insurance funds have an effective management system** **2. The Social Insurance Funds have a clear understanding of the financial obligations that they fulfil, which are (i) the implementation of social insurance obligations guaranteed by the Constitution, (ii) formed because of additional obligations on the Funds regarding the provision of benefits, additional payments, benefits, etc**	Operational goal **1. Social expenditures have a clear classification, depending on the economic content of payments, as well as a clear source of financing for these expenditures, defined by legislation:** **- social guarantees;** **- social services;** **- social insurance;** **- social benefits/privileges.** **2. Funding of social services ensures a similar amount and quality of the social services provided to citizens in need of such services regardless of the region**	Operational goal **1. The State clearly understands the recipients of social support, and the scope and reasons/grounds for providing such support and can fully fulfil its social obligations defined by legislation. The Compulsory Social and Pension Insurance Funds are balanced and do not have expenditure obligations not covered by revenues**
Deadline within the stage	December 2022	December 2025	December 2032
Risks in achieving the goal	Political resistance from all stakeholder/beneficiary groups Low capacity of responsible executors to implement these goals; The lack of sufficient information regarding the structure of recipients of social benefits may complicate/impossibility a quick analysis; Lack of political will to limit the rights of legislators in taking on additional social obligations by the state; Dependence on the timeframe for the creation of the Unified Register		
Measurable indicator of goal achievement	1. An analytical report prepared with an assessment of the state's existing financial obligations in the social sphere 2. A report was prepared by each of the Social Insurance Funds regarding the structure and their financial obligations in terms of social insurance, and additional payments assigned to them by law	1. Adoption of the Social Code 2. A fair and adequate approach to the size of the social contribution determined, based on actuarial calculations; relevant changes made to the legislation 3. An institution created at the central level that provides centralized financing of social services based on the principle of "money goes to the recipient".	1. Budgets of social funds are balanced 2. The state has no uncovered financial and social obligations 3. Citizens who need support from the state receive it in a sufficient amount, depending on their needs, in a transparent and efficient manner
The total financial need to achieve the goal	Does not require additional financial resources in advance, except for the time burden on civil servants and experts		

Link of the goal with other tracks	Financial policy, Pension and insurance provision, Economic policy, Protection of veterans' rights, Protection of children's rights, Return of citizens, Regional development

No	Description of the task to achieve the goal	Deadline within the stage	Dependence on goals from other directions, spheres, problems	
General Goal IV. **TRANSPARENCY AND COMPLETENESS OF FINANCIAL PLANNING AND REPORTING DOCUMENTS ARE SUFFICIENT FOR EFFECTIVE MAKING OF MANAGEMENT DECISIONS AND ANALYSIS OF THE EFFICIENCY OF VARIOUS INSTRUMENTS OF SOCIAL SPENDING/ASSISTANCE TO ACHIEVE POLICY GOALS**				
Stage I: June 2022 - end of 2022				
1	Determination of priority state policies for efficient support of citizens (4-6 key policies).	December 2022		
2	Developing a methodology and performing the efficiency analysis of the various tools for supporting citizens (cost and benefit analysis) in achieving the goals defined by the key policies;	December 2022		
3	Analysing the efficiency of budget programs of the Ministry of Social Policy and the efficiency of achieving policy goals due to the expenditure of budget funds in this direction (cost and benefit analysis)	December 2022		
4	Amendments to the legislation on the provision of comprehensive information on the draft budget of the Compulsory State Social and Pension Insurance Funds for the relevant period, balance sheet, financial reports, etc., for the assessment of fiscal risks associated with these Funds, in the preparation of the state budget	December 2022		
5	Perform the efficiency assessment of the management system of the Compulsory Pension and Social Insurance Funds	December 2022		
Stage II: January 2023 - December 2025				
1	Amendments to regulations to ensure compliance of the Compulsory Social and Pension Insurance Fund reporting with international financial reporting standards	July 2023		
2	Formation of policy documents in the relevant areas of the social sphere	July 2023		
3	Restructuring of budget programs of the Ministry of Social Policy	July 2023		
4	Inclusion of information on fiscal risks related to the Compulsory Social and Pension Insurance Funds in the materials attached to the draft Law on the State Budget of Ukraine for 2024	September 2023		

5	A Humanitarian Agency established under the Ministry of Social Policy ensures the effective distribution of humanitarian aid to those who need it most and complements, rather than duplicates, the system of social benefits and services.	July 2024		
General Goal V. **THE SOCIAL OBLIGATIONS OF THE STATE CORRESPOND TO ITS FINANCIAL CAPABILITIES**				
Stage I: June 2022 - end of 2022				
1.	Inventory of information on the existing obligations of the state for social benefits	December 2022		
2.	Verification of all available payments to different categories of citizens, especially for excluding the duplication	December 2022		
3	Preparation of a report by each of the Social Insurance Funds regarding the structure of their financial obligations in terms of social insurance; and additional, legally defined, payments assigned to them	December 2022		
Stage II: January 2023 - December 2025				
1	Analysing the payables of the Social Insurance Funds for social payments; the state policy regarding further actions to solve the problem of this debt determined (principles of prioritization in debt repayment)	July 2023		
2	Analysing the optimal model of financing social services and the financial resources needed to provide a sufficient number of social services, regardless of the region	July 2023		
3	Social services provision system financing centralization and institutionalization	December 2025		
4	Codification of legislation in the field of social services and payments – the Social Code	December 2024		
5	Formation of a policy on solving the problem of indebtedness of the Social Insurance Funds to a single treasury account	December 2024		
6	Conducting an information and communication campaign for citizens regarding new approaches to accessing and receiving social support, social, insurance and other types of assistance from the state	December 2024		
7	Determining a fair and adequate approach to the size of the social contribution and its splitting between the Funds, based on actuarial calculations	December 2024		

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of “The return of citizens temporarily displaced, in particular abroad, and their integration into the socio-economic life” working group

July 2022

DRAFT

Introduction

1. Russia's military aggression against Ukraine has caused many negative actors that impacted all spheres of life in Ukraine, among them:
   - Increase in the number of citizens in need for state social assistance
   - Decrease in the economic activities of small and medium-sized businesses – prime employers in Ukraine, along with simultaneous increase in number of the citizens living below the poverty line
   - Deterioration of the country's demographic situation
   - Threat of loss of country's intellectual potential caused by a massive outflow from Ukraine of qualified specialists in all spheres of public life and economy
   - Destruction / damage of housing, civil, social, administrative and other infrastructure promises
   - Urgent need for temporary dwelling and employment for IDPs in host communities

2. Russia's military aggression since 2014 has forced a significant number of citizens displace to the territories controlled by Ukraine from the Autonomous Republic of Crimea, and Donbass. In 2014, the Law of Ukraine "On Ensuring the Rights and Freedoms of Internally Displaced Persons", the Law of Ukraine "On Ensuring the Rights and Freedoms of Citizens and the Legal Regime in the Temporarily Occupied Territory of Ukraine" were adopted, which need revision after the 2022 invasion.

3. The International Organization for Migration estimates that as of May 23, 2022, the number of internally displaced ppeople in Ukraine was 7,134,000. As of June 3, 2022, the Ministry of Social Policy confirms that 4,172,104 people are registered as IDPs. Whereas, before 24.02.2022, the Unified Information Database of IDPs registered 1,470,072 IDPs, of which approximately 745,000 IDPs permanently reside in the territories controlled by the Government of Ukraine, and the rest - in the territories not controlled by the Government.

4. According to UNHCR's estimates as of June 13, 2022, since February 24, 2022, 7,514,460 citizens have left Ukraine and 2,479,398 returned, and 3,206,642 Ukrainians have received temporary protection in the EU. In the EU, temporary protection status is mostly sought by women with children, who can be joined by their husbands after the war.

5. Ukraine is facing the threat of losing the intellectual potential for its development. Young people go to Western universities, which creates favorable conditions for their further employment in the EU. But their experience of studying and working in the EU will contribute to the positive transformation of the socio-economic life in communities upon return.

6. In 2021, the Cabinet of Ministers of Ukraine approved the Strategy for Integration of IDPs and implementation of the medium-term Decisions on internal displacement until 2024, which is the basis for the development of Ukraine's Integration Policy during the war and postwar period.

7. The first step towards its implementation will be a analysis of the support programs in place for IDPs, their families and children, which need revision and adaptation to the new challenges. It's necessary to develop unified criteria for assessing the individual needs of integration policy for targeted approaches (set of social, administrative, public services, etc.).

8. Despite the war, the status of internal displacement shall not be timeless, due to human's natural need to integrate into the host community and, according to preliminary estimates, this process should take no longer than six months. Based on the understanding of comprehensive state assistance to IDPs during the adaptation period, it is necessary to adhere to the principle of social justice and equal opportunities.

9. Achieving the political goal to return the citizens requires compliance of all state policies with human-centered approach, respect for human rights, which is ensured through the implementation of the integration policy. The means to achieve the goals is the government' will and determination to create comfortable and attractive conditions for living, working, doing business in perceived safe communities, individual administrative-territorial units of Ukraine.

10. It is the state that creates the conditions, and the citizens choose the time for returning to home communities from which they were forced to leave at the beginning of the war. This should be a voluntary movement supported by the state's interest. The state can only entice people to return voluntary, but not by coercion.

11. Making concrete and quick decisions should be based on the interests of citizens as end users, which are accumulated in the specific policy on housing reconstruction, restoration and development of social, educational, cultural, health, sports infrastructure and offers of barrier-free access to consumption in these areas, social services, insurance and recourse payments, entrepreneurial specialization in communities, forecasting the demand for labour and appropriate qualifications of employees, investment attractiveness of communities, job offers, etc.

12. The integration policy should be developed under conditions when Ukrainians' access to the freedoms, on which the EU internal market is built, becomes wider: freedom of people's movement, freedom of movement of workers, goods and capital. It must be taken into account when developing the integration policy, as Ukraine will compete with European countries for our qualified specialists, who have a choice of proposals and expand opportunities for self-realization in the EU.

13. The EU sees integration as a "multidimensional process", which means interaction at all levels of governmental institutions through a cross-sectoral approach. The means used in the development and implementation of the regional, socio-economic, migration policies of the state are tools to achieve the goals of the Integration Policy to return the citizens into the socio-economic life of the state, which is reflected in the Recovery Plan.

14. An integral part of the Integration Policy, development and implementation of which will be coordinated by the Ministry of Reintegration through a new position - the Commissioners for Integration, is management of the internal migration caused by socio-economic factors, while the security component of internal migration is a priority for Security and Defence Office.

15. Internal migration / movement of the citizens within the country is an outcome of citizens' perception of the state reform on the development of the regions. Based on the above, development of the integration policy will be carried out simultaneously with the development of a new- brand migration policy, assuming a growth in internal and external migration among the citizens of Ukraine, especially in the medium term.

16. The strategic goals set to ensure the integration of the IDPs before the war, are still relevant during the war time and will be in the post-war period. These are: the realization of housing and property rights of IDPs, their employment and education of internally, realization of the right to social protection, medical care, access to files and other documents.

1. Goals, objectives, phases of the Recovery Plan in the direction "Return of the Citizens Who are Temporarily Displaced, in Particular Abroad and Their Integration into the Socio-Economic Life of Ukraine":

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
The issue that needs to be addressed: A significant increase in the number of internally displaced people, and a sharp change in the population structure in the communities they leave and their host communities compared to the pre-war period, and the emergence of a new society group who seeks for temporary protection in other countries for security reasons. All of them need rapid and comprehensive solution to make them remain in and/or return to Ukraine			
Goal I **Creation by the Government of Ukraine of attractive socio-economic and infrastructural conditions for citizens of Ukraine to return and stay in Ukraine**			
The goal to be achieved to solve the problem at each stage	1.1.Provision of citizens with temporary housing and restoration of destroyed / damaged housing (intersectoral cooperation in the framework of regional development) 1.2.Employment of people who change their community of residence, returns to the communities from which they left due to the war and security reasons (intersectoral cooperation in the framework of economic policy) 1.3.Social support (intersectoral cooperation in the framework of social policy) 1.4.Restoration of social, educational, cultural, health infrastructure and services in these areas (intersectoral cooperation in the development of regions, education, culture, sports)		
Deadline within the stage	2022-2032		
Risks that affect the achievement of the goal	On-going active hostilities and the continuation of the war Mobility of the line of demarcation with the front of active hostilities Extension of the list of temporarily occupied territories Limited funding for the infrastructure restoration		

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
	Competition with the EU countries which granted temporary protection status to Ukrainian qualified specialists, and the conditions offered to the integration of Ukrainian migrants in EU countries		
KPIs	Number of internally displaced people registered in host communities Number of citizens who returned to the communities in the de-occupied territories Number of citizens participating in external labor migration according to the reports of private employment agencies Number of citizens who received temporary protection in the EU member states, permanent residence permit, employment permit in the EU member states Number of citizens for whom the readmission procedure with the EU was implemented Number of citizens employed in the host community Number of citizens who started their own business in the host community Number of enterprises that changed their place of registration after the relocation of the business, the number of employees who moved together with the employer, the number of employees who were fired due to disagreement with the change of significant working conditions Number of IDPs, people who have returned from abroad, booked through the project "E-Booking" Number of IDPs employed with the infrastructure reconstruction projects Number of citizens whose claim on damage / destruction of housing has been registered Number of internally displaced persons whose claim for need in temporary housing has been registered Number of registered internally displaced persons who participated in mortgage lending programs Percentage of social, cultural, educational and other civil infrastructure facilities that have been completely rebuilt, restored in accordance with the register and schedule The number of rebuilt square meters of destroyed housing in accordance with the register and schedule		

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
The total amount of need for financial resources to achieve the goal	Will be determined after making the necessary calculations		
Communication of the goal with other areas	Audit of war losses Protection of human rights Infrastructure restoration Economic policy Financial policy Social policy Development of regions Education and science Culture and information policy European integration Modernization of security and defense		

Defining objectives to achieve Goal I

p / p	Objectives to achieve the goal	Deadline	Dependence on other areas, spheres, problems
Goal I. Creation by the Government of Ukraine of attractive socio-economic and infrastructural conditions for the citizens of Ukraine to return and stay in Ukraine			
Phase 1: June 2022 - end of 2022			
1.	Improving approaches to the formation and content of the Unified Information Database on IDPs, including for the systematic updating of registration data on internally displaced persons	December 2022	Social policy, Digitization
2.	Modernization of the Unified Information System of the Social Sphere, in particular in terms of the services for IDPs, access to social services through the DIA portal, ensuring the provision of social benefits and services in electronic form in accordance with the schedule of the Social Sphere Digitization Strategy	December 2022	Social policy, Digitization
3.	Improving the efficiency of the Social Community program for the registration of IDPs, taking into account the received feedback from specialists who IDPs	December 2022	Social policy, Digitization
4.	Conducting a series of surveys (by different areas of interest) to assess the needs of IDPs in new host communities, to identify priority needs for IDPs through the DIA portal / application and other tools available to IDPs	December 2022	Social policy, Digitization , Economic policy, Infrastructure restoration
5.	Conducting a series of surveys (by different areas of interest) in order to assess the needs and motivations of citizens who have received temporary protection status in the EU for their return to Ukraine, including through the DIA portal / application	December 2022	European integration, digitalization , Modernization of security and defense

p / p	Objectives to achieve the goal	Deadline	Dependence on other areas, spheres, problems
Goal I. Creation by the Government of Ukraine of attractive socio-economic and infrastructural conditions for the citizens of Ukraine to return and stay in Ukraine			
Phase 1: June 2022 - end of 2022			
6.	Analysis of active employment programs in place, and development of proposals of possible attractive employment mechanisms for employers to encourage hiring Ukrainians who have received temporary protection in the EU, to implement investment infrastructure and social projects for national reconstruction in Ukraine carried out in Ukraine by national business and Government.	December 2022	Economic policy
7.	Conducting an information campaign targeted at IDPs and Ukrainians displaced abroad about the algorithm of actions for self-realization and obtaining a decent income in Ukraine during the war, including through the DIA portal / application	December 2022	Economic policy, Digitization
8.	Assessing effectiveness of the socio-economic policy in place, on-going programmes and public spendings addressing IDPs, people with temporary protection status in the EU, those living in the temporarily occupied territories, those forcibly displaced, deported to Russia and Belarus	December 2022	Economic policy, Social policy, Protection of human rights, Development of regions, European integration, Education and science, Financial policy, Culture and information policy
9.	Conducting a survey to determine the basic statistical data on the people whoreceived temporary protection status in the EU with the assistance of UN agencies, including via the DIA portal / application	December 2022	European integration, Digitization ,

p / p	Objectives to achieve the goal	Deadline	Dependence on other areas, spheres, problems
Goal I. Creation by the Government of Ukraine of attractive socio-economic and infrastructural conditions for the citizens of Ukraine to return and stay in Ukraine			
Phase 1: June 2022 - end of 2022			
			Development of security and defense
11.	Development of amendments to bylaws to improve regestering process of IDPs and the needs assessment approach , including the need to create conditions for return Ukrainians to the place of residence	December 2022	Social policy, Development of regions, Governance
12.	Equipment of premises for temporary residence / stay of IDPs (cultural, social and administrative buildings, modular buildings and other prefabricated or mobile structures)	December 2022	Development of regions, Infrastructure restoration

Phase 2: January 2023 - December 2025			
1.	Assessing the coverage area and effectiveness of remote work for Ukrainian employers with the purpose to preserve employment relations with the Ukrainians who received temporary protection status in EU	December 2023	Economic policy, Digitization
2.	Analysis of the effectiveness of active employment programs, focuses of the state and local budgets, the budget of the Fund of Compulsory State Social Insurance in case of unemployment, the Fund for People with Disabilities to achieve the goals of such programs, reducing unemployment in the regions of Ukraine with the highest number of IDPs.	December 2023	Economic policy, Development of regions, Social policy, Financial policy

3.	Analysis and development of "the professional profile" of IDPs by the regions of Ukraine	December 2023	Economic policy, Social policy, Digitization
4.	Development and approval of a new methodology for re-skilling jobseekers, registered unemployed, by the institutions of the State Employment Service	December 2023	Economic policy, Social policy, Digitization
5.	Analysis of the effectiveness of providing social assistance to IDPs, those of them who find themselves in difficult life circumstances, in preparation for the development of the new Social Code	December 2023	Social policy, Financial policy
6.	Introduction of financial mechanisms aimed at supporting the rental of housing by IDPs in difficult life circumstances	December 2023	Financial policy, Social policy
7.	Analyzing and making proposals on availability, efficiency and security of employment for people who live in the temporarily occupied territories, but want to work in the territory controlled by the Government of Ukraine	December 2023	Social policy, Economic policy, Financial policy, Development of regions, Modernization of security and defense, Digitization , Protection of human rights
9.	Development of the cultural and educational campaign to target IDPs and migrants abroad with the purpose to encourage their return and stay in Ukraine, after assessing the psychological barriers for adaptation of migrants to life under new conditions, and their integration into the new communities in Ukraine and EU member states.	December 2024	Culture and information policy, European integration, Development of regions
10.	Improving the system of state standards for the provision of social services in order to integrate IDPs into life in the host community	December 2024	Social policy, Development of regions,

			Digitization
11.	Identification and development of professional (for employees) and business clusters (for business) at the community level to form a regional forecast of supply and demand in the labor market	December 2024	Economic policy, Development of regions, Social policy, Digitization
12.	Approval of the employment programme for IDPs and people who relocated to the territory controlled by the Government of Ukraine with the purpose to participate in the reconstruction of infrastructure (information campaign, education and training, corporate social responsibility of developers and contractors, temporary (official) housing)	December 2024	Development of regions, Economic policy, Social policy
13.	Approval of changes to the methodology for forming a regional forecast for supply and demand in the labor market	December 2025	Economic policy, Social policy, Development of regions, Digitization
14.	Approval of programmes of non-formal short-term training (reskilling) for IDPs to meet the needs of workers of certain qualifications for employment at enterprises registered in the region, in priority economic activities identified at the *oblast* level	December 2025	Development of regions, Economic policy, Social policy, Education and science
15.	Implementation/ improvement of existing mechanisms of filling the relevant funds and mechanisms of their use, in particular filling of Housing Funds, by means of: - purchasing housing; - re-equipping non-residential premises into residential ones; - available ownerless premises; - non-profit rent, etc.	December 2025	Infrastructure restoration, Development of regions

16.	Approval of the programe of involvement of the citizens who have received work experience in other countries, in realization of the state target programs of restoration of Ukraine, regional investment projects	December 2025	Economic policy, European integration , Development of regions, Infrastructure restoration
17.	Development of a unified integrational information interactive platform for communication and support of displaced people "Self-realization in Ukraine": - providing information on the development and implementation of the state integration policy - informing about the activities of the Ministry of Reintegration, the Commissioners for Integration, the National Agency of Ukraine for the Protection of the Rights and Freedoms of Citizens of Ukraine, who have received temporary shelter in the territory of EU member states and other states - communication channel of authorized persons on integration with beneficiaries and stakeholders - conducting online training and communication sessions for and among Commissioners for Integration - communication channel on the conditions created for the integration of beneficiaries in the selected regions - providing services to peopole targeted by the integration policy - exchange of information on the regional labor market, economic specialization of regional and local business, assessment of development potential, analytical information on the labor market in regions, communities, as well as job offers for beneficiaries of integration policy, personnel reserve from among those involved or wanting carry out internal migration, or have work experience in the EU, but want to return to Ukraine, their professional affiliation, qualifications, work experience, qualification requirements to perform the work in demand in the region	December 2025	Digitization , Economic policy, Social policy, Development of regions

18.	Approval of the personnel reserve programme for IDPs and displaced people wishing to return to Ukraine	December 2025	Economic policy, Social policy, Development of regions, Digitization
19.	Adoption of recommendations for the development in the communities of the housing rental market for IDPs, people returning from abroad	December 2025	Economic policy, Financial policy, Development of regions
20.	Reconstruction and restoration of social, educational, cultural, health infrastructure, taking into account the norms of barrier -free access to such facilities according to the schedules defined at the regional level	December 2025	Reconstruction of infrastructure, Development of regions
21.	Creation of jobs at the restored objects of social, educational, cultural, health infrastructure, planning and preparation of the registered unemployed for employment at such objects of state, communal property	December 2025	Economic policy, Development of regions
Phase 3: January 2026 - December 2032			
1.	Utilisation of the mechanisms to support family, social and veteran business for IDPs and people who received temporary protection in the EU, and their family members, to encourage return and stay in Ukraine	December 2026	Economic policy, Protection of veterans' rights, Social policy, European integration
2.	An infomational suppot of the IDPs on the situation with their abandoned place of residence, restoration and functioning of its social infrastructure, demining area and other information , which is to facilitate a balanced decision on return to the abandoned place of residence.	December, 2026	Security system modernization, Reconstruction and development of regions, The social protection

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
An issue which needs to be addressed: *Before the war external migration of Ukrainians, particularly to the EU countries, was considers mainly though border-control security regulations. Today, this cooperation should be continued in deepening cooperation on integration, migration, asylum provision in connection with Ukraine's accession to the EU and a huge number of people seeking refuge in the EU, for the return of which Ukraine has the necessary socio-economic and infrastructural conditions.*			
Goal II **Development of a new partnership between Ukraine and the EU on the return of its citizens to Ukraine**			
The goal to be achieved to solve the problem at each stage	2.1.Analysis of data on people who received temporary protection in the EU	2.2.National bodies that formulate and implement state policy in the field of migration, asylum, integration, and border management act in coordination in solidarity and partnership with the EU and EU Member States.	
Deadline within the stage	4th quarter 2022	2023-2032 _ _	
Risks that affect the achievement of the goal	inefficient interaction between the authorities to establish cooperation with the authorities of the EU member states, EU agencies that own the data, UN agencies	continuation of hostilities, insufficient resources to restore socio-economic activity in communities, slow recovery of infrastructure, adoption by EU member states of programs for the integration of Ukrainians into education, the labor market, the simplification of doing business for enterprises relocated from Ukraine, the international agreement on Ukraine's commitment to EU membership (after granting EU candidate status) will not	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
		define the principles of cooperation in the field of migration, asylum, integration, border management at the same time (Article 16 of the current Association Agreement between Ukraine and the EU does not contain approaches to cooperation in the field of integration)	
KPIs	Number of citizens of Ukraine who received temporary protection, distributed according to criteria. Main criteria: total number of adults total number of children sex age country of entry host EU Member State appeal to the state employment service the fact of legal employment professional qualification the number of applications for temporary protection the number of refusals to provide temporary protection receiving social benefits	The total number of Ukrainian citizens who returned after staying in the EU for more than three months Number of women returning after staying in the EU for more than three months Number of men returning after staying in the EU for more than three months Number of children who returned after staying in the EU for more than three months, accompanied Number of Ukrainian citizens receiving distance education in Ukraine while in an EU member state Number of Ukrainian citizens receiving social services in Ukraine upon return Number of Ukrainian citizens who were employed within a month after return Number of Ukrainian citizens who started a business after returning Return to measure the achievement of the goal means: registration of crossing the border of Ukraine of persons for whom there is information about the absence in Ukraine for	

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
	receiving social services % of detected violations of labor rights of Ukrainians the number of work permits issued to Ukrainians, their type, in 2022 number of residence permits as part of family reunification , in 2022 availability for employment by Ukrainian employers readiness to return upon receipt of a job offer in Ukraine	more than three months, the presence of temporary protection in the EU, no re-departure a month after return Number of concluded international agreements on cooperation on integration, migration, shelter with EU member states	
The total amount of need for financial resources to achieve the goal	Will be determined after the necessary calculations		
Communication of the goal with other areas	European integration Modernization of security and defense Economic policy Social policy Digitization		

Defining objectives to achieve Goal II

p / p	Objectives to achieve the goal	Deadline	Dependence of of other areas, spheres, problems
Goal II. **Development of a new partnership between Ukraine and the EU on the return of its citizens to Ukraine**			
Phase 1: June 2022 - end of 2022			
1.	Carrying out a comprehensive analysis of data on people who received temporary protection	December 2022	European integration, Modernization of security and defense
Phase 2: January 2023 - December 2025			
1.	Carrying out an analysis of the effectiveness of existing international agreements on migration management, labour migration, social protection, avoidance of double taxation, EU legislation, in accordance with which Ukrainian legislation should be brought in the context of preparation of proposals to improve partnership between Ukraine and the EU.	December 2023	European integration, Economic policy, Social policy, Financial policy

2.	Establishment of the "Situation and Consulting Centre" on the basis of the National Agency for Protection of the Rights and Freedoms of Citizens of Ukraine who received temporary asylum in the EU and other states, for interaction with experts and international partners recommendations for the coordinated implementation of integration and migration policies	December 2025	European integration
Phase 3: January 2026 - December 2032			
1.	Implementation of a risk assessment system, forecasting the dynamics of external migration movements of Ukrainian citizens to the EU and other countries and prospects for their rapid return, focusing on the New EU Pact on Migration and Shelter, EU Strategy for Voluntary Refugees and Reintegration of Third Countries	December 2026	European integration, Modernization and development of security and defence, Digitization
2.	Establishment of automatic exchange of information between data systems in the field of migration, shelter, integration, border management, taking into account the requirements for their content, defined at the EU level	December 2028	European integration, modernization and development of security and defence
3.	Entering international agreements on cooperation on migration, integration, shelter with EU member states	December 2032	European integration, Development of regions
4.	Ensuring interstate data exchange and monitoring of migration management between Ukraine and EU Member States, Eurostat	December, 2032	European integration, modernization in the field of security and defence
5.	Strengthening cooperation with the Ukrainian diaspora and involving representatives of the diaspora in the implementation of projects related to strengthening the integration capacity of communities and restoring the	December 2032	European integration, Development of regions

	cultural, educational, economic, social, infrastructural attractiveness of the regions		

	Phase 1: June 2022 - end of 2022	**Phase 2: January 2023 - December 2025**	**Phase 3: January 2026 - December 2032**
The issue to be addressed: *Threat to the demographic situation in Ukraine and the outflow of qualified specialists in all spheres of public life*			
Goal III **Ensuring coherence in the formation and implementation of the Integration Policy through intersectoral cooperation between Central government and local governments**			
The goal to be achieved to solve the problem at each stage	Existence of a mechanism for effective intersectoral cooperation between authorities and local self-government for the return of citizens who remain in Ukraine		
Deadline within the stage	2022-2032		
Risks that affect the achievement of the goal	Lack of political will On-going hostilities Limited sources of funding Integration policy pursued by EU member states with the purpose to retain and involve Ukrainian citizens in various spheres of life		
KPIs	Approval of the basic principles of integration policy		

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Phase 3: January 2026 - December 2032
	During the second year of implementation of the integration platform (from 2026) more than 60% of displaced persons evaluate the work of the integration platform "positively" and consider the quality of information on the platform "useful" Displaced persons are employed, integrate into the socio-economic life of the selected community, pay taxes, do not require social benefits from the state		
The total amount of need for financial resources to achieve the goal	Will be defined after accurate calculations		
Communication of the goal with other areas	Protection of human rights Infrastructure restoration Economic policy Financial policy Social policy Development of regions Education and science Culture and information policy European integration Modernization of security and defense		

Defining objectives to achieve Goal III

p / p	Objective	Deadline	Dependence of other areas, spheres, problems

Goal III . **Ensuring coherence in the formation and implementation of integration policy through intersectoral cooperation between government and local government**			
Phase 1: June 2022 - end of 2022			
1.	Approval of an action plan to protect the rights, interests and freedoms of citizens of Ukraine who have received temporary shelter in the territory of EU member states and other states	December, 2022	European integration, Governance, Digitization
Phase 2: January 2023 - day 2025			
2.	Approval of the basic principles of the Integration Policy	December 2023	European integration, The social protection, Economic recovery and development, Reconstruction and development of infrastructure, Modernization and development of security and defense
3.	Establishment of the National Agency for the Protection of the Rights and Freedoms of Citizens of Ukraine Who Have Received Temporary Shelter in the Territory of the EU Member States and Other States	January 2023	European integration, Modernization and development of security and defense
4.	Approval of the new State Migration Molicy of Ukraine	December 2024	European integration, Modernization in the field of security and defense, Economic policy,

			Social policy, Education and science, Reconstruction and development of infrastructure
5.	Approval of the regulation on authorized persons for integration issues	June 2023	Modernization in the field of security and defense
6.	Development of a system for monitoring crisis and force majeure situations in the field of integration and internal migration, forecasting the development of integration needs in the regions and the impact of external migration movements on them	December 2025	European integration, Modernization of security and defense
7.	Adoption of the amendments to the Laws of Ukraine "On External Labor Migration", "On Employment", "On the Legal Status of Foreigners and Stateless Persons", to bring them into line with the Association Agreement between Ukraine and the EU, EU Directives on labor migration, that Ukrainian citizens work legally in the EU and return to Ukraine	December 2025	European integration, Economic policy, Social policy
Phase 3: January 2026 - December 2032			
1.	Development and launch of the Integrated Information Interactive Platform for interaction and support of displaced persons "Self-realization in Ukraine"	December 2026	Digitization
2.	State strategy for regional development is adapted to the policy of integration and is based on smart approaches to the development of communities and regions in the following parameters: security, socio-economic attractiveness, economic stability, social support, environmental security, green jobs, equal opportunities and barriers	December 2027	European integration, regional development Economic policy, Social policy
3.	Improving approaches to the formation of state statistical information on internal and external migration movements	December, 2030	European integration, Modernization in the field of security and defense

The relevant regulatory documents in effect:

p / p	The name of the document	Current status
1.	Strategy for integration of internally displaced persons and implementation of medium-term decisions on internal displacement for the period up to 2024, approved by the order of the Cabinet of Ministers of Ukraine of October 28, 2021 № 1364-r	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
2.	Human Development Strategy approved by the Decree of the President of Ukraine of June 2, 2021 № 225/2021	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
3.	National strategy for the creation of barrier -free space in Ukraine for the period up to 2030, approved by the order of the Cabinet of Ministers of Ukraine of April 14, 2021 № 366-r	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
4.	State Strategy for Regional Development for 2021-2027, approved by the Resolution of the Cabinet of Ministers of Ukraine of August 5, 2020 № 695	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
5.	Sustainable Development Goals of Ukraine for the period up to 2030, approved by Presidential Decree on September 30, 2019 № 722/2019	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
6.	National Economic Strategy for the period up to 2030, approved by the resolution of the Cabinet of Ministers of Ukraine of March 10, 2021 № 202	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)
7.	Strategy of the state migration policy of Ukraine for the period up to 2025, approved by the order of the Cabinet of Ministers of Ukraine of July 12, 2017 № 482-r	Executed (needs updating, taking into account the consequences of the Russian military aggression against Ukraine)

Necessary legal support

p / p	Name NPA	Contents of NPA development / changes	Public authority responsible for the development / amendment of the NPA	Development period	Deadline for entry into force
1.	Amendments to the Resolution of the Cabinet of Ministers of Ukraine "Some issues of the Ministry of Reintegration of the Temporarily Occupied Territories"	The purpose of the draft act is to define and ensure institutional capacity for the formation of a new integration policy.	Ministry of Reintegration Other interested CEBs OVA	December 2022	December 2022
2.	Amendments to a number of Laws of Ukraine “On the Cabinet of Ministers of Ukraine”, “On Central Executive Bodies”, Resolutions of the Cabinet of Ministers of Ukraine “On Approval of the Regulations of the Cabinet of Ministers of Ukraine” on coordination of integration issues	Adoption of the draft act is necessary to determine the mechanism for coordinating the implementation of powers between the central executive bodies on integration. Adoption of the Resolution of the Cabinet of Ministers will also determine the principles and mechanism of examination of draft regulations on their consideration of integration issues.	Ministry of Reintegration Other interested CEBs OVA	December 2022	December 2022

3.	Amendments to the Laws of Ukraine "On Local State Administrations", "On Local Self-Government" to ensure the implementation of an integrated integration policy	The purpose of the draft act is to ensure the functioning of the system of Integration Commissioners	Ministry of Reintegration Other interested CEBs OVA	December 2022	January 2023
4.	Approval of the development strategy of the Unified electronic integration platform and information web portal	The purpose of the draft act is to determine the conditions and requirements for the creation of an integrated information interactive platform for interaction and support of displaced persons "Self-realization in Ukraine", to determine the stages of implementation, the tasks to be met by the interactive platform	Ministry of Reintegration Mincifirs MFA Other interested CEBs	December 2023	December 2024
5.	Draft order of the Cabinet of Ministers of Ukraine "On Amendments to the Order of the Cabinet of Ministers of Ukraine On Approval of the Strategy of State Migration Policy of Ukraine until 2025, approved by the order of the Cabinet of Ministers of July 12, 2017 № 482-r"	The draft act is aimed at approving a new migration policy, taking into account the consequences of Russia's armed aggression against Ukraine	Ministry of Reintegration MFA Other interested CEBs	December 2023	December 2024
6.	Draft Order of the Cabinet of Ministers of Ukraine "On Amendments to the Order of the Cabinet of Ministers of Ukraine On Approval of the Strategy for Integration of Internally Displaced Persons and Implementation of Medium-Term Decisions on Internal Displacement until 2024,"	The draft act is aimed at approving a new integration policy for internally displaced persons, taking into account the consequences of Russia's armed aggression against Ukraine	Ministry of Reintegration Ministry of Social Policy Other interested CEBs	December 2022	December 2023

7.	Draft Resolution of the Cabinet of Ministers "On Amendments to Certain Resolutions of the Cabinet of Ministers of Ukraine on Improving the Accounting of Internally Displaced Persons"	The purpose of the draft act is to improve the accounting of internally displaced persons and the needs assessment system, in particular, by improving the functioning of the Unified Information System of the Social Sphere, including the possibility of entering information on the needs of internally displaced persons through the Unified State Web Portal of Electronic Services	Ministry of Social Policy Mincifirs Ministry of Reintegration Other interested CEBs	December 2022	December 2022
8.	Amendments to the Resolution of the Cabinet of Ministers of Ukraine of April 29, 2022 № 495 on the expansion of mechanisms for filling the relevant funds and mechanisms for their use	Introduction (improvement of existing) mechanisms of filling the relevant funds and mechanisms of their use, in particular filling of housing funds, by: ● purchase of housing; ● re-equipment of non-residential premises into residential ones; ● ownerless premises; ● dead legacy; ● change of purpose; ● non-profit rent, etc.	Ministry of Regional Development Ministry of Reintegration Ministry of Finance	December 2024	December 2025

9.	Resolution of the Cabinet of Ministers of Ukraine "On approval of the regulations on the National Agency for the Protection of the Rights and Freedoms of Citizens of Ukraine (subject to its establishment) who have received temporary shelter in the territory of EU member states and other states"	The purpose of the draft act is to create a National Agency, one of the main tasks of which will be to protect the rights of Ukrainian citizens who have received temporary shelter in EU member states and other countries, and to work with experts and international partners to prepare recommendations for coordinated integration and migration policies.	Ministry of Reintegration MFA Ministry of Social Policy MKIP Ministry of Regional Development Other interested CEBs	December 2022	January 2023
10.	Draft Law of Ukraine "On Amendments to Certain Laws of Ukraine on Ukraine's Membership in the EU"	The purpose of the draft act is to adopt amendments to the Laws of Ukraine "On External Labor Migration", "On Employment", "On the Legal Status of Foreigners and Stateless Persons", to bring into line with the Association Agreement between Ukraine and the EU, EU Directives on labor migration so that Ukrainian citizens can work in the EU legally and return to Ukraine	Ministry of Reintegration MFA Another interested CEB	December 2024	December 2025

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Veterans' rights protection” working group

July 2022

Scope of analysis (individual component) within the direction: "Protection of veterans' rights"

Purpose: Veterans, thanks to the skills acquired during service and positive reputation in society, are a strategic resource for the reconstruction, development of the economy and security of Ukraine.

1. State policy to protect the rights of veterans due to the large-scale military invasion of the Russian Federation into Ukraine must find answers to the following challenges:
   - a rapid increase in the number of veterans and families of fallen defenders who need social support and payments;
   - lack of financial resources to meet all identified needs of veterans, their families and family members of fallen defenders;
   - the impossibility of predicting the number of veterans who will be eligible for government support after the end of the war;
   - progression of the scale of necessary social support and targeted needs in veterans' affairs, in particular in urgent psychological and medical assistance, rehabilitation of military personnel, veterans, family members of fallen defenders;
   - detection of numerous violations during the mobilization procedure (superficial examination of documents, formal passing of military medical commissions), as well as the absence or poor quality of training of mobilized persons without military experience, which increases the risk of being injured or killed;
   - lack of effective tools for the transition from military to civilian life;
   - forming a request in society to update the definition of the concept of "veteran" and its corresponding criteria, including for the acquisition and realization of the right to social protection
   - the need to recognize the contribution of civilians in countering the modern threat (volunteers, rescuers, etc.), with distinction from the contribution of veterans

2. The demand for the modernization of the veterans' policy has never sounded as acute as during the period of active hostilities. The prerequisites for this are a certain set of political and social factors that demonstrate an insufficiently coordinated understanding of the essence of veteran policy, which is now, for the most part, focused on a remunerative, rather than a motivating, function.

3. The need for political coordination of the role of the Ministry of Veterans and the development of its institutional capacity remains relevant. Lack of coordination by the Ministry of Veterans of the scope and list of social services and social support to which veterans and veteran family members are entitled, in accordance with the system of assessing their individual needs, imperfect interaction between the veteran body and the bodies of the security and defense forces, which provide social and legal protection of citizens, regional development, complicates the formation of a new veteran policy and the introduction of a transition system from a military career to civilian life.

4. Among other things, it should be taken into account that many active military personnel who defend the country in the war with the Russian Federation have at the same time the status of a veteran (participant in hostilities or even a person with a disability), which causes the need to improve such interdepartmental interaction in order to provide them with social support with taking into account dual status. The problem is also that the Ministry of Veterans Affairs does not have data on how many veterans continue military service. Using this inconsistency, there is political manipulation of the expectations of the veteran community by expanding declared social benefits, services, and preferences that are not financially supported.

5. There is an understanding that interaction with veterans based on the principle of equal and dignified treatment without emphasizing the vulnerability of this category of citizens will contribute to increasing both respect for veterans in society and their self-respect, as well as improving the veteran's active reintegration into peaceful life after completing military service.

6. Veterans, as a rule, are economically active people, members of civil society and leaders of public opinion who are able and aspire to be drivers of positive changes in the state. But veterans have different expectations regarding their state support, misunderstanding and, as a result, non-acceptance of changes in approaches to social support for veterans.

7. Therefore, when planning changes in the veteran policy, it is necessary to take into account that veterans have a heightened sense of dignity and justice, and the inability to independently integrate without professional support into the broad social, socio-economic life of the country, when veterans are more comfortable being among their "own", risks of possible radicalization may arise sentiments in the veteran community, which should be duly taken into account.

8. The system of state social support for veterans must be updated in accordance with the needs of today's veterans and unified for all persons entitled to veteran status. For this, it is necessary to carry out comprehensive research, analysis and forecasting of the needs of veterans, their families and the families of the deceased, which may also constantly change in connection with the social and political situation in the country. The current system of social support for veterans is not adapted to the need to motivate its recipients to find ways of self-sufficiency and gradually reduce veterans' dependence on state support.

9. In accordance with Article 17 of the Constitution of Ukraine, the state provides social protection for citizens of Ukraine who are serving in the Armed Forces of Ukraine and other military formations, as well as their family members. The Constitutional Court of Ukraine has repeatedly concluded that enhanced social protection of military personnel complies with the principles of equality and the rule of law, since military personnel "perform constitutionally significant functions; therefore, the state must grant them and their family members a special status and provide additional guarantees of social protection in accordance with the fifth part of Article 17 of the Constitution of Ukraine both during service and after it ends" (KSU decision of April 6, 2022 No. 1- p(II)/2022). That is, the state recognizes the obligation of enhanced social protection for both military personnel and veterans, and guarantees its implementation. This is primarily due to the significant risk to the life and health of military personnel who consciously perform their constitutional duty to protect the sovereignty of Ukraine, exposing themselves to danger.

10. The beneficiaries of the renewal of the foundations of the state veteran policy are not only veterans and their family members, family members of fallen defenders, but the entire Ukrainian society in general. The state veteran policy should be based on the principles of simplicity, clarity, barrier-freeness, respect for the veteran, expression of public gratitude for his contribution to the defense of Ukraine, provision of mechanisms and support for him to independently improve his well-being in civilian life after military service.

11. Reforming the veteran policy taking into account the standards and best experience of NATO member states, which most closely matches the conditions of Ukraine, in particular, the modernization of approaches to determining the legal status of veterans, their social support, the introduction of a system of transition from a military career to civilian life and the provision of services for their faster recovery and integration into the social and economic life of communities, will confirm the dignified attitude of the state to veterans. The transition from preferential life support for veterans to a system of motivation and self-realization in civilian life after the end of military service according to the experience and standards of NATO countries will ultimately have a positive impact on the development of civil society in general, strengthening the economic and entrepreneurial capacity of citizens.

The direction of the restoration of the country "Protection of the rights of veterans". Goals and objectives

	Phase 1: June 2022 - end of 2022	**Phase 2: January 2023 - December 2025**	**Stage 3: January 2026 - December 2032**
Goal 1: Providing a system of social support for veterans, which will not only alleviate their combat injuries and financial losses, but also help them to be implemented in the socio-economic life of the state after the end of the military service			
The goal that must be achieved to solve the problem at each stage	1) Carrying out a comprehensive review of the system of social support for veterans, family members of the deceased and developing a "needs map" of veterans, taking into account the priority needs of different categories of veterans. 2) Development of the principles of state veteran policy.	Unification by the Ministry of Veterans Affairs of Ukraine of all state programs of social support for veterans, families of fallen defenders as a component of the future Social Code	Provision of a transparent, understandable and user-friendly, motivating system of social support for veterans
The deadline is within the stage	until December 31, 2022	2023-2025 years	2026-2032 years
Risks of achieving the goal	Absence of a single coordination center on issues of veteran policy at the level of the Government and Verkhovna Rada of Ukraine. Different understanding and	Absence of a single coordination center on issues of veteran policy at the level of the Government and Verkhovna Rada of Ukraine.	Absence of a single coordination center on issues of veteran policy at the level of the Government and the Verkhovna Rada of Ukraine.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
	resistance in the search for consensus among authorities in the spheres of security, law enforcement, veterans, social policies.	Different understanding and resistance in the search for consensus among authorities in the spheres of security, law enforcement, veterans, social policies. Competition for sphere of influence. Struggle for spheres of influence	Inadequate coordination of the Ministry of Veterans Affairs with the central bodies of executive power, which form state social, medical, educational, economic policies, as well as policies in the sphere of security and defense, in the interests of veterans.
Measured indicator of goal achievement	There is a draft of the principles of veterans policy developed according to the development schedule, discussed and agreed with key ministries (Ministry of Defense, Ministry of Social Policy, Ministry of Economy, and other stakeholders, including the public) and registered in the parliament. The number of appeals, including to the government hotlines, on issues of granting statuses, medical and psychological assistance to the wounded and discharged from military service, families of the dead	The number of appeals and complaints of veterans and/or family members of the deceased regarding the difficulty of obtaining state services in the field of veteran affairs. The level of awareness and satisfaction of veterans and family members of the deceased with social support programs. There is a developed and adopted Social Code with a separate section on the features of veterans' support	The number of veterans (according to categories) and family members of the deceased who use the state support system and consider it effective; reducing the number of bodies and institutions that a veteran must visit in order to receive the right; reduction (liquidation) of the housing queue; increase in the number of economically active population due to working medical and psychological support, growth of economic and financial indicators due to active reintegration of veterans into peaceful life

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
The total size of the need for financial resources to achieve the goal	State budget of Ukraine	State budget of Ukraine	State budget of Ukraine, local financing, donor support
Connection of the goal with other directions:			
Social policy, Economic policy and employment policy, Health care , Development of the security and defense system, Education and science, Information policy, Culture, Euro-Atlantic integration			
Goal 2: Providing the state with opportunities for veterans to realize their professional potential without barriers for their own development and the economic development of the state			
A goal to be achieved at each stage	Ensuring prompt and effective response to challenges in connection with the continuation of active hostilities (granting of statuses, medical and psychological assistance to the wounded and discharged from military service, families of the dead)	Development and implementation of the road map of the system of transition from military service to civilian life.	Implementation of conditions of equal access to state guarantees and services, in particular thanks to the new system of transition to civilian life, and specialized digital services
Deadline	December, 2022	2023 - 2025	2026 - 2032
Risks to achievement	Lack of funding. Time constraints that can prevent qualitative analysis	Lack of funding. Absence of a single coordination center on issues of veteran policy at the level of the government and parliament. Different understanding and resistance in the search for consensus among authorities in the spheres of security, law enforcement, veterans, social policies.	Lack of funding. Absence of a single coordination center on issues of veteran policy at the level of the government and parliament. Different understanding and resistance in the search for consensus among authorities in the spheres of security, law enforcement, veterans, social policies.

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
Measured indicator of goal achievement	A report is available in electronic and paper form on the results of a comprehensive review of the system of social support for veterans, family members of the deceased , including those related to or affecting the employment opportunities of veterans, as well as the potential of veterans to meet the needs of the economy of the regions identified for the report in the context of their post-war recovery. There is a representative "needs map" of veterans and family members of the deceased. Presentation of the report at an interdepartmental meeting with the aim of developing further steps to apply the findings	There is a developed and agreed methodology for comprehensive work with the military (agreed on by all relevant departments and approved by the government) A method of training specialists to work according to the methodology has been developed and approved Developed and approved provisions on procedures for introduction and allocation of duties (Ministry of Defense, Ministry of Social Affairs, Ministry of Interior, Ministry of Economy and others)	Existing active in the "E-veteran" system a digital application of professional orientation and psychometric testing of military personnel, which enables specialists to work with the veteran community. Comparison of financial costs for service administration before and after the introduction of the system The number of veterans motivated to transition from public assistance to self-sufficiency through the transition system from a military career to civilian life. The number and level of satisfaction of veterans who have used the new transition to civilian life system and digital solutions. Indicator of the unemployment rate among veterans in each community and the number of jobs in which veterans are employed, by specified occupations

	Phase 1: June 2022 - end of 2022	Phase 2: January 2023 - December 2025	Stage 3: January 2026 - December 2032
Financial resource	State budget of Ukraine, donor support	State budget of Ukraine, donor support	State budget of Ukraine, donor support

1.1. The current state of implementation of program documents in the selected area of analysis regarding the defined problem:

n/p	The name of the program document	Current state
	National economic strategy for the period until 2030, approved by the resolution of the Cabinet of Ministers of Ukraine dated March 3, 2021 No. 179	It is implemented
	State regional development strategy for 2021-2027, approved by Resolution of the Cabinet of Ministers of Ukraine dated August 5, 2020 No. 695	It is implemented
	Strategy of human development	It is implemented
	National strategy in the field of human rights	It is implemented
	Strategy of national and patriotic education	It is implemented
	National strategy for creating a barrier-free space in Ukraine for the period up to 2030	It is implemented
	Strategy of digital transformation of the social sphere	It is implemented
	National youth strategy until 2030	It is implemented
	Strategy for reforming the state administration of Ukraine for 2022-2025	It is implemented
	Communication strategy on issues of Euro-Atlantic integration of Ukraine for the period until 2025	It is implemented
	National security strategy of Ukraine	It is implemented

	National strategy for promoting the development of civil society in Ukraine for 2021-2026	It is implemented
	the period until 2028	It is implemented
	RNP Ukraine-NATO	It is implemented

n/p	Description of the task to achieve the goal	Deadline for completing the task	Dependence of the task on the tasks of other directions, areas, problems
Goal 1. Providing a system of social support for veterans, which will not only alleviate their combat injuries and financial losses, but also help them to be implemented in the socio-economic life of the state after the end of the service.			
Phase 1: June 2022 - end of 2022			
1	Development of the legislative basis for the formation and implementation of the state veterans' policy (*taking into account the practices of countries with experience of participating in hostilities);* *- analysis of current legislation and development of a road map for changes in legislation regarding the basics of veteran policy with a clear definition of terminology, statuses, formation of state policy and local self-government policy, a clear definition of institutions in policy formation, including the role of civil society.*	December 2022	European integration, social protection, modernization and development of the sphere of security and defense
2	Development of clear signs for each of the veteran statuses	December 2022	development of the sphere of security and defense, European integration
3	A comprehensive review of the system of social protection for veterans was conducted to meet the challenges of today	December 2022	social protection, health care, development of the sphere of security and defense
4	An analysis of the current state of the needs of veterans was carried out and those that arose due to participation in combat and/or military service and must be satisfied were identified	December 2022	protection of the rights of war veterans, social protection
5	A working group on the codification of legislation in the field of veteran affairs was created	December 2022	development of the sphere of security and defense, social protection

6	Principles of formation of Ukrainian civic identity: legislative regulation of concepts and principles .	December 2022	development of the sphere of security and defense, culture and information policy, education and science
7	Development of systemic measures at the national level to support public respect for veterans and families of the dead: creation of an online museum of the history of the Defenders of Ukraine	December 2022	development of the sphere of security and defense, culture and information policy
8	Development of a communication strategy, initiation of a cycle of dialogues with the veteran community regarding legislative changes	December 2022	social protection, European integration, culture and information policy, education and science, development of security and defense
Phase 2: January 2023 - December 2025			
1	Adoption of legislative principles for the formation and implementation of the state veteran policy (taking into account the practices of countries with experience of participating in combat operations)	February 2023	European integration, social protection, digitalization, development of security and defense
2	Implementation of a system for identifying the permanent needs analysis of veterans and taking them into account in policy formation by the Ministry of Veterans Affairs of Ukraine	December 2023	development of the security and defense system, digitalization
3	Creation of an interdepartmental working group on the unification of all state programs of social support for veterans and families of the dead	January 2023	social protection, digitalization, development of the security and defense system
4	Unification of the Ministry of Veterans of all state programs of social support for veterans, families of fallen defenders as a component of the preparation of the future Social Code in accordance with the results of the interdepartmental working group in the framework of the preparation of the Social Code	December 2023	social protection, development of the sphere of security and defense
5	Development and implementation of digital services based on the "single window" principle for veterans and families of the dead	June 2024	digitization
6	Development of recommendations for local self-government bodies on approaches to identifying the needs of veterans and cooperation with the veteran community	June 2024	development of regions, return of citizens, culture and information policy

4	Implementation of developed measures to support society's respect for veterans, in particular: - popularization of the image of the defender of Ukraine by creating and distributing documentaries, social videos, IT content (games, educational programs), production of polygraphic materials (comics, posters, banners, booklets), support of veteran literature and veteran art, organization of camps, gatherings, festivals and other events of a national-patriotic (military-patriotic) direction; - creation of a virtual museum of the identity of a war veteran; - implementation of the national project "Place of Honor and Gratitude". - creation of the National Military Memorial Cemetery; - creation of an interactive map of monuments and memorial plaques in honor of fallen defenders of Ukraine; - creation of the "Book of Heroic Deeds".	December 2025	digitization, culture and information policy, education and science
Stage 3: January 2026 - December 2032			
1	Assessment of the quality and convenience of digital services, the extension of online access to benefits/services/preferences to the entire system of social support for veterans and family members of the deceased	February 2026	digitization
2	Assessment of compliance of the state veteran policy with the needs of veterans	December 2026	social protection, modernization and development of the sphere of security and defense
3	Development of changes to legislation to update the system of special pension provision, taking into account changes to pension and social insurance within the framework of the reform of the system of social protection of the population	January 2030	social protection, digitalization, functioning of the financial system, its reform and development
n/p	**Description of the task to achieve the goal**	**Deadline for completing the task**	**Dependence of the task on the tasks of other directions, areas, problems**

	Goal 2: Providing the state with opportunities for veterans to realize their professional potential without barriers for their own development and the economic development of the state		
	Phase 1: December 2022		
1	Development of a mechanism for collecting and identifying the needs of veterans that arose in connection with combat experience or military service (during service, after discharge and during life)	September 2022	social protection, digitalization, modernization and development of the sphere of security and defense
2	Implementation of standards of psychological (and, if necessary, other) services for veterans and family members of the deceased (*standards or recommendations for improving the qualifications of specialists who provide services to veterans and their families have been developed*).	December 2022	health care
3.	Development of a road map of the transition system from military service to civilian life	December 2022	modernization and development of the sphere of security and defense
	Stage 2: 2023 - 2025		
1.	Development of a mechanism for accessible and individualized support in the field of education	December 2024	economic policy, social protection, education and science
2.	Introduction into national legislation of the system of transition from a military career to a civilian one, introduction of a career counseling system	December 2025	modernization and development of the sphere of security and defense
	Carrying out an analysis of the priority needs of veterans in the field of employment/entrepreneurship and education, as well as the state's needs for specialists for reconstruction, taking into account the needs of the national economy, economic profiles of communities and the needs of private business	December 2023	audit of war damage, economic policy, regional development, reconstruction and development of infrastructure
3.	Digitization of the services of a specialized career counselor of the employment service for veterans, an online cabinet based on the principle of "single window"	December 2025	economic policy, social protection, digitalization
4.	Cross-sectoral development and implementation of state support for veteran business and veteran employment	December 2025	economic policy, financial policy, anti-corruption policy,

5.	Intersectoral development and implementation of a system of state support in the educational sphere for veterans (assistance with preparation for exams, loans for studies, separate quotas, benefits for vocational training, possibly art schools, etc.)	December 2025	education and science, youth and sports
6.	Development of a package of medical guarantees for veterans depending on their needs in accordance with the requirements of the medical reform (the priority is to ensure active rehabilitation of the veteran).	December 2023	health care
	Stage 3: 2026 - 2032		
1	Implementation of a system of intersectoral interaction of state bodies, local self-government bodies, with the involvement of non-state initiatives to promote the employment of veterans, support of veteran business initiatives, taking into account the unique combat experience of veterans or experience of military service	December 2028	Economic policy, regional development, return of citizens
2	Development of an additional package of medical guarantees for veterans as part of the medical reform in view of received combat injuries	December 2028	health care

Necessary regulatory and legal support

n/p	The name of the NPA for task No. from subsection 2.3	The content of the development/changes of the NPA	The state authority responsible for the development/amendments of the NPA	Development term	Deadline for entry into force

1	Draft Law of Ukraine on the basic principles of the state veteran policy and protection of veterans' rights	A new adapted project on the main principles of the state veteran policy with modern terminology, an updated system of support for veterans in accordance with individualized needs	Ministry of Veterans Mo Ministry of Finance Ministry of Social Policy Ministry of Health	2022	2023
2	Draft amendments to the Law of Ukraine on military duty and military service	Determination of the system of transition from military career to civilian life of the system of transition, the place and role of each TSOV in this system, development of an action plan for the formation and implementation of the transition policy	Ministry of Veterans Mo Ministry of Internal Affairs Ministry of Social Affairs Ministry of Health	2023	2024
3.	The draft Law of Ukraine on recognition of the contribution of civilians to the defense of Ukraine's independence	Norms regarding the social protection of volunteers, critical infrastructure workers, civilian deminers, etc., who were involved in the defense of Ukraine, but do not have the status of military personnel	Ministry of Veterans, Ministry of Regions, Ministry of Reintegration	2022	2023
4.	Draft Law of Ukraine on social and legal protection and support of servicemen, veterans and their family members	expansion of support for family members of veterans (especially from among those who have fallen into difficult life circumstances, family members of prisoners of war, families with many children, etc.) + consolidation of requirements for the system of transition from military to civilian life	Ministry of Veterans Affairs, Ministry of Defense, Ministry of Internal Affairs, Ministry of Reintegration, Ministry of Social Policy	2022	2023
6.	The draft amendment to the Housing Code	System upgrades to meet the individualized needs of veterans who own destroyed homes	Ministry of Regions, Ministry of Reintegration, Ministry of Veterans, others	2023	2025
7.	Draft Law of Ukraine on Amendments to the Law of Ukraine on Employment of	Updating guarantees in the field of labor, employment and active employment programs for veterans, development of veteran entrepreneurship	Ministry of Veterans Affairs, Ministry of Economy, Ministry of Social Policy,	2023	2024

	the Population and Other Laws of Ukraine in the Part of Protecting Social and Economic Rights of Veterans		Ministry of Finance		
8.	Draft Law of Ukraine on Amendments to the Laws of Ukraine "On Education", "On Higher Education", "On Pre-Vocational Higher Education"	Renewal of support for veterans in the field of training and professional development	Ministry of Education, Ministry of Veterans	2024	2024
9	Draft Law of Ukraine on Amendments to the Laws of Ukraine "On Rehabilitation in the Health Care Sector", "On Rehabilitation of Persons with Disabilities in Ukraine"	The complex of promoting the active rehabilitation of a veteran	Ministry of Health, Ministry of Veterans Affairs, Ministry of Social Policy	2023	2024
10	Draft Law of Ukraine on Amendments to the Law of Ukraine "On Cooperation"	For the development of veteran cooperatives	Ministry of Veterans, Ministry of Economy	2024	2025
12	Draft Law of Ukraine on Amendments to the Law of Ukraine "On Public Associations"	To secure state support for veteran NGOs in accordance with their activity	Ministry of Veterans Affairs, Ministry of Justice	2023	2024
thir tee n	Draft Law of Ukraine on Amendments to the Law of Ukraine "On Farming"	To improve state support for veteran agribusiness	Ministry of Vet, Ministry of Agrarian Policy	2023	2024
15	Draft Law of Ukraine on Amendments to the Law of Ukraine "On Mental Health, Psychological Assistance and Rehabilitation"	To ensure comprehensive psychological rehabilitation of veterans and their victims of emergencies	Ministry of Health, Ministry of Veterans Affairs	2022	2024

The National Council for the Recovery of Ukraine from the Consequences of the War

Draft Ukraine Recovery Plan

Materials of the “Youth and Sports” working group

July 2022

DRAFT

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INTRODUCTION

The main problems that are to be addressed under the Recovery Plan in the areas of youth policy, physical culture and sports, national and patriotic education

As a result of the war, 40% of young people in Ukraine have been affected: more than two million young people have become internally displaced persons and around two million young people have been forced to flee abroad**.**

Before the war, there were more than 300 youth centres and spaces operating in Ukraine. As of April 3, 2022, 93 youth centres have altered the format of their activities and are actively providing assistance to the civilian population, operating as humanitarian hubs, shelters for internally displaced persons, volunteer centres, and assistance centres for those who are in need. As of June 2022, 23 youth infrastructure facilities belonging to the youth centres and spaces have been damaged, completely destroyed or occupied, 59 - occupied.

68% of youth workers have been forced to leave their regions. To the question "Are you able to deliver your youth work?" 37.6% of respondents have answered that they are, 51% - are partly able to deliver it and 10.8% - fail to deliver it.

A great number of representatives of civil society institutions, youth councils, youth centres, youth workers and other youth policy stakeholders have lost the opportunity to work sustainably and harmoniously, and in many cases have changed their place of residence, and suspended or altered the format of their activities.

Young people are facing a lot of challenges, including anxiety disorders and mental instability experienced by young people, both those who have stayed in Ukraine and those who have gone abroad, low levels of independence and resilience, and disability to cope with the current situation. Moreover, the economic instability in the country, high unemployment and migration (internal and external) rates, destroyed youth infrastructure and the outflow of youth workers have a negative impact on the wellbeing of young people.

At the same time, one complex issue is in the spotlight: *the lack of a safe and favourable environment for living, working and realising the potential of young people in Ukraine.*

It includes the inability of young people to cope with the challenges they are facing as a result of russia's war against Ukraine, low basic needs, anxiety disorders and low levels of independence and resilience. As a result, young people do not have the opportunity and desire to devote their time to the development of their territorial community, village or city, the country in general. It can also be considered as a result of the limited access of young people to services, including those provided by youth centres and youth workers under the war and in the post-war period, a weak system of support for youth living and returning to Ukraine, unsustainable (institutionalised) youth communities, including civil society institutions, their networks, youth councils.

In 2021, 26 all-Ukrainian events of national and patriotic education were conducted, in which more than 300 000 people participated. Civil society institutions were provided with the financial support for the implementation of 34 projects of national and patriotic education with over 360,000 participants.

With the beginning of hostilities, the national and patriotic education projects were suspended and activists began to take an active part in volunteering.

According to a social survey, part of the population of Ukraine identifies with the citizens of the former USSR, namely 33.8% of citizens in the East and 34% - in the South. Only 55.9% of citizens in the South of Ukraine are proud of their citizenship. In addition to that, more young people aged between 14 and 34 have militaristic attitudes towards state defence in comparison with people aged between 35 and 65 and older (42.6% vs. 35.4%).

The insufficiently formed Ukrainian national and civic identity, defence consciousness and the integration of the population of the temporarily occupied territories in the post-war period present key pressing issues of national and patriotic education.

Moreover, the sphere of physical culture and sports was affected by Russia`s military aggression with the participation of the Republic of Belarus, and it resulted in limited opportunities for Ukrainian citizens to engage in selected physical activities and sports, disrupted education and training processes aimed at preparation of athletes for the most important competitions.

As a result of russia's large-scale military aggression against Ukraine, physical education classes, active breaks, physical culture activities, and operations of clubs and sections at educational institutions have been suspended. It is impossible to hold physical activities in places of mass recreation, residence and work and to implement the social project of the President “Active parks - locations of healthy Ukraine”. Some physical culture and sports facilities situated in locations with intense hostilities have been damaged and destroyed.

In addition, in the field of physical culture and sports a serious problem is the dependence of physical culture and health activities, development of reserve sports and sports of higher achievements on the capacity of local government budgets, attitude to physical culture and sports by local leaders and deputies. Also out of consideration are the issues of establishing the priority of Olympic and Paralympic sports in determining the amount of logistics, salaries and rewards from the results achieved, measured by quantitative and qualitative indicators. The solution of these problems requires priority in the restoration of the sphere.

Since the beginning of the year, physical culture and sports communities have held only 427 events out of 1 076 planned, which involved about 19 000 workers engaged in various types of production activities; 936 out of 3 924 planned activities have been carried out by the centres of physical health of the population, in which 45 105 people participated.

As of February 24, 2022, more than 2 400 athletes in Olympic and non-Olympic sports and sports for people with disabilities were in almost 40 countries around the

world, where they were partially given the opportunity to train and participate in international competitions; almost 3 000 athletes suspended the training process.

Athletes (especially the reserve ones) and coaches who have gone abroad have been provided with the proper conditions for training and work. There are cases when foreign clubs and teams offer long-term contracts to athletes and coaches, and young people graduating from general secondary education institutions get the opportunity to continue their studies. This situation can reduce the number of promising and talented young people in national teams.

Many athletes and coaches of conscription age have joined the Armed Forces of Ukraine, the National Guard and the Territorial Defence Forces and today are out of the education and training processes.

61 athletes and coaches have died or have been killed in hostilities on the territory of Ukraine, 7 people are taken prisoner (indicative data).

More than 300 planned all-Ukrainian competitions and 8 international competitions on the territory of Ukraine have been cancelled and not held.

The number of training camps and international competitions in which athletes of national teams has taken part has decreased by more than a third, namely:

in Olympic sports, 45 national training camps were conducted in Ukraine and 150 - abroad out of 440 planned; Ukrainian athletes participated in 116 international competitions out of 367 planned;

in non-Olympic sports, 15 national training camps were held in Ukraine and 38 – abroad out of 231 planned; Ukrainian athletes took part in 52 international competitions;

in sports for people with disabilities, 81 national training camps were conducted in Ukraine and 51 - abroad out of 362 planned; Ukrainian athletes participated in 18 international competitions out of 67 planned.

According to the preliminary information, 70% of physical culture and sports institutions work full-time, and 25% - have temporarily suspended their activities. 44 institutions have been partially damaged, 14 – have been completely destroyed.

Only 35% of athletes continue their training on premises of children's and youth sports institutions and institutions for reserve sports (162 thousand people), almost 44 thousand – continue their training outside the institutions, 28 thousand athletes train abroad. More than 120,000 athletes are unable to play their sport and do not have the opportunity to train.

50% of coaches and teachers go on working in children's and youth sports institutions and institutions for reserve sports (6 thousand people out of 11.8): 4.3 thousand coaches are working full-time, 221 of them are abroad; 3.5 thousand coaches and teachers are working remotely, 292 of them are abroad; there are four thousand coaches and-teachers who are not working, 479 of them are abroad.

The condition of 55% of sports facilities of children's and youth sports institutions and institutions for reserve sports is satisfactory (1450 facilities out of 2532), 6 facilities have been completely destroyed, 22 - have been partially damaged.

According to the program of the President of Ukraine "25 sports facilities-magnets", four facilities were built and put into operation in 2021 (with funds managed

by the Ministry of Youth and Sports), one of them was destroyed (Mariupol), one - is located in the occupied territory (Melitopol). By the end of 2022, sports palaces, sports complexes and swimming pools were to be built in seven cities of Ukraine, such as Rivne, Uman, Khmelnytskyi, Kryvyi Rih, Trostyanets, Nova Kakhovka, Ternopil.

One of the essential issues in the development of high-achievement sports is the availability and continuous development of modern institutions of physical culture and sports with the status of the base for Olympic, Paralympic and Deaflympic training. At the beginning of the military aggression of the Russian Federation, there were more than 70 institutions in Ukraine with the corresponding status (including such bases in the occupied territories). Under martial law, due to the allocation of funds to the needs of the state, there is a challenge of maintaining, gradually reconstructing and developing the bases for Olympic, Paralympic and Deaflympic training, as a prerequisite for the development of high-achievement sports.

After the war in Ukraine, the number of people with disabilities, including children, will increase, so it is necessary to set all the conditions for their speedy recovery and adaptation to a full life in society.

Pertaining to the implementation of programme documents: the implementation of key programme documents has been suspended - the State Targeted Social Program "Youth of Ukraine" for 2021-2025, the State Targeted Social Program of National and Patriotic Education until 2025, the State Targeted Social Program for the Development of Physical Culture and Sports until 2024, the implementation of the Action Plan for 2021-2022 on the implementation of the first stage of the Strategy of Development of Physical Culture and Sports of Ukraine until 2028, the fulfilment of tasks defined by the Regulations on the social project "Active parks - locations of healthy Ukraine" has been partially suspended.

Key challenges in the following areas: (youth policy, physical culture and sports, national and patriotic education):

- creating a safe environment for living, working and realising the potential of young people in Ukraine;
- ensuring the mental stability and reducing the level of anxiety among young people;
- increasing the level of independence, resilience and ability of young people to participate in public life;
- meeting basic needs of young people, in particular those who have become internally displaced persons and those who have been forced to stay abroad;
- reconstructing destroyed or damaged youth centres and spaces, as well as restoring their activities in order to ensure their provision of relevant services and implementation of programs for reintegration, socialisation and adaptation and development of youth under the war and in the post-war period;
- resuming work of specialists engaged in work with young people and training new ones, including youth workers (68% of whom are not working with young people now because they have been forced to leave their place of residence and move to safer places);

• limited possibilities of conducting organised physical education classes, physical culture and sports rehabilitation activities, lack of accessible modern sports and health infrastructure to all segments of the population and motivation of the population to engage in diverse physical activities;

• suspension of the implementation of the all-Ukrainian social project to involve the population in physical activities "Active parks - locations of healthy Ukraine";

• lost opportunities for children and youth to engage in selected physical activities on the premises of children's and youth sports institutions and institutions for reserve sports and in places of forced migration; unbalanced or suspended operations of physical education institutions;

• different level of financial and logistical support of the sports sphere in different regions and communities, which is not provided uniformly by the state depending on quantitative and qualitative indicators, but depends on the capacity of local budgets and the mood of local leaders and deputies;

• forced migration of coaches and teachers of physical education institutions, in particular abroad, and their temporary employment under better conditions;

• disrupted education and training processes of athletes of national teams, the impossibility of holding all-Ukrainian competitions as the main component of the selection procedure for the participation in international competitions, termination of competitions on the territory of Ukraine;

• lack of a clear position in legislation and regulations on the priority of physical culture and health activities and Olympic and Paralympic sports;

• the international sports community statements on the sports` being beyond politics complicates the process of encouraging international sports organisations to ban the Russian Federation and the Republic of Belarus from the world sports events;

• suspended testing of athletes in Ukraine for doping, reduction of institutional capacity and outflow of employees of the national anti-doping system;

• destroyed or damaged sports infrastructure and technical facilities of physical education institutions in locations with intense hostilities, loss of sports equipment and inventory;

• increased costs of projects for the reconstruction, construction and major maintenance of sports facilities due to the termination of work;

• work with the population of the temporarily occupied territories, especially with the citizens who have been under occupation for 8 years, their integration into Ukrainian society.

Key opportunities:

• young people who have been forced to stay abroad have gained experience of living in the EU countries and can apply it in Ukraine;

• the possibility of establishing modern youth centres and spaces that will provide relevant and quality services in accordance with the needs of young people through using innovative technologies and without being tied to outdated buildings;

• new opportunities for young people related to Ukraine's full membership in European youth programs;

• the opportunity to comprehend the potential of young people and their role in hastening the victory day, recovery and development of the country as a whole (including at the local level);

• involvement of institutions, organisations, physical education institutions, private sector and volunteers in arranging and conducting accessible physical activities and rehabilitation in all the regions of Ukraine;

• recovering sports facilities situated in areas of public recreation and at the place of residence, parks, squares for physical activities, including regional sports locations of the social project "Active parks - locations of healthy Ukraine";

• ensuring the priority of physical culture and health activities, Olympic and Paralympic sports;

• introduction of a fair system of state support in the sports sphere - financing of physical culture and sports institutions (regardless of the form of ownership) depending on quantitative and qualitative indicators in priority areas for the state;

• development of new forms of organisation of physical activities offline and online for different population groups, school leagues, challenges, online sports trainings;

• restoration of full-fledged and effective work of existing ones and assistance in opening new institutions of physical culture and sports, providing them with high-quality and accessible for all segments of the population services for selected sports;

• resuming educational and training processes of athletes of national teams, holding all-Ukrainian and international sports events in Ukraine;

• adaptation of the Ukrainian legislation on the anti-doping control to the international and European laws; recovering activities of the National Anti-Doping Centre under the war and reinstating the doping test program for athletes; establishment of the National Anti-Doping Laboratory as an independent organisation in the sports anti-doping system of Ukraine;

• optimised youth policy and sports management with the use of digital tools, creation of a mechanism for effective interaction between service providers and users;

• modernization of sports facilities, including Olympic, Paralympic and Deaflympic training bases; involvement of the European experts into their activities;

• promotion of national consciousness in society, formation of patriotism based on spirituality and morality, popularisation of the Ukrainian cultural heritage, social activity and responsibility for entrusted state and public affairs, readiness to perform the duty to protect Ukraine's independence and territorial integrity, promotion of European values.

Key limitations:

• high rates of both internal and external migration of young people (according to the IOM survey dated 23.05.2022, there are 7,134,000 internally displaced persons in Ukraine, 35% of whom are young people);

• insufficient number of specialists that the state will need to rebuild Ukraine;

• scarce resources to provide assistance and support to young people, including those who are on the occupied territories of Ukraine and those who are forced to stay abroad;

• limited number of professionals engaged in work with young people, including youth workers;

• limited number of youth centres and spaces that provide services to young people, and the need of their reorientation to today's challenges;

• insufficient number of available mechanisms for youth participation in public life, including decision-making processes at the local level;

• Insufficient funding and current restrictions on the recovery of physical education institutions, organisation and conducting of physical and sports activities and rehabilitation, anti-doping control activities due to the martial law in Ukraine;

• дack of a system for providing financial and logistical support to institutions of physical culture and sports of various forms of ownership - depending on quantitative and qualitative indicators in the priority areas of activity;

• Athletes and parents are offered long-term lucrative employment contracts in places of forced migration which hinder their return to Ukraine;

• Lack of proper logistics and security conditions for the modernization and development of sports infrastructure, collection and transportation of doping samples by doping officers to WADA-accredited laboratories;

• insufficient human and financial resources; weak interdepartmental cooperation in the field of national and patriotic education.

Goals, tasks, stages of the Recovery plan

Strategic goals

Goal 1. Participation of young people, women and men (different categories) in public life to hasten the victory day, rebuild Ukraine and ensure the European integration (including through the activities of the Ukrainian Youth Foundation, All-Ukrainian Youth Centre, civil society institutions, youth centres and spaces, youth councils and volunteering).

Goal 2. The formation of a physically active and healthy nation is a priority of the state's humanitarian policy.

Goal 3. Recovery and development of reserve sports and high-achievement sports, including the priority of Olympic sports.

Goal 4. Restoration and development of sports infrastructure**.**

Goal 5. Increase in the level of Ukrainian national and civic identity up to 85%.

Goal 1. Participation of young people, women and men (different categories) in public life to hasten the victory day, rebuild Ukraine and ensure the European integration (including through the activities of the Ukrainian Youth Foundation, All-Ukrainian Youth Centre, civil society institutions, youth centres and spaces, youth councils and volunteering).

Operational goals aimed at solving a certain problem

	Stage 1: June 2022 – end of 2022	**Stage 2: January 2023 – December 2025**	**Stage 3: January 2026 – December 2032**
Problem. Lack of a safe and favourable environment for living, working and realising the potential of young people in Ukraine. *(the inability of young people to cope with the challenges they are facing as a result of Russia's war against Ukraine, low basic needs, anxiety disorders and low levels of independence and resilience. As a result, young people do not have the opportunity and desire to devote their time to the development of their territorial community, village or city, the country in general. The limited access of young people to services, including those provided by youth centres and youth workers under the war and in the post-war period. A weak system of support for youth living and returning to Ukraine, unsustainable (institutionalised) youth communities, including civil society institutions, their networks, youth councils).*			
Goal to be achieved to solve the problem at each stage	Young women and men (different categories) participate in hastening the victory day, including through volunteering and activities of youth centres and spaces.	Young women and men (different categories) participate in the rebuilding of the country and have opportunities for their reintegration, adaptation, socialisation and development given the current conditions (through access to relevant programs and services provided by UYF, AUYC, civil society institutions, youth centres / spaces, organisations and professionals engaged in work with young people).	Young women and men (different categories) use youth participation tools adapted to the EU standards given the recommendations of the Council of Europe and the UN, and participate in European programs for their integration into the European youth community.
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Indefinite continuation of Russia's war against Ukraine, significant reduction of funding for youth assistance and support, loss (outflow) of	Possible indefinite continuation of Russia's war against Ukraine, significant reduction of funding for youth assistance and support, as issues related to	Insufficient funding for youth support, dire economic situation in Ukraine which affects youth employment and a favourable environment for

	human resources and low capacity of youth centres / spaces, youth councils, civil society institutions and specialists providing services to civilians, including youth. Increased desire of young people to move abroad	meeting the basic needs of communities and the population will be addressed first, including the loss (outflow) of human resources and decreased quality of activities of youth centres / spaces, youth councils, civil society institutions that provide services to youth, as a result - lost opportunities for young people to realise their potential through non-formal education. Unwillingness of those who left in the first wave of migration (after February 24, 2022) to return to Ukraine. Increased desire of young people to move abroad. Delayed proceedings of granting the EU candidate status to Ukraine.	addressing pressing youth issues, including through the activities of youth centres / spaces, youth councils, professionals and civil society institutions engaged in work with young people. Delayed proceedings of granting EU membership to Ukraine.
Goal achievement indicator	30% of young women and men (different categories) participate in hastening the victory day, including through volunteering and activities of youth centres and spaces	40% of young women and men (different categories) participate in the rebuilding of the country and have opportunities for their reintegration, adaptation, socialisation and development given the current conditions (through access to relevant programs and services provided by UYF, AUYC, civil society institutions, youth centres / spaces, organisations and professionals engaged in work with young people	50 % of young women and men (different categories) use youth participation tools adapted to the EU standards given the recommendations of the Council of Europe and the UN, and participate in European programs for their integration into the European youth community.
The total need of funds for the goal achievement	Estimated expenditures – 100 million (UAH)	Estimated expenditures – 1 000, 0 million (UAH)	Estimated expenditures – 2433, 5 million (UAH)
Goal connections with other areas	20. education and science. 12. digitalization. 22. culture and information policy. 16. social protection. 15. return of citizens from abroad.	20. education and science. 16. social protection. 12. digitalization. 22. culture and information policy. 23. European integration. 3. war losses audit 22. construction / urban planning /	20. education and science. 12. digitalization. 23. European integration 16. social protection. 22. culture and information policy 22.construction / urban planning / modernization of cities and regions

		modernization of cities and regions. 1. infrastructure rebuilding. 4. economic recovery and development. 15. return of citizens from abroad	

The current state of implementation of programme documents within the defined analysis area on the defined problem

	Title of programme document	Current state
1.	State Targeted Social Program "Youth of Ukraine" for 2021-2025 (Resolution of the Cabinet of Ministers of Ukraine dated June 1, 2021 # 579), referred as the Program	Due to the war between Russia and Ukraine, 90% of the program is not being implemented, as projects and activities carried out within the framework of youth policy are to be of international or national level (involving young people in projects and activities from 14 regions of Ukraine), which is currently impossible. Simultaneously, the National Volunteering Platform (online portal) is operating within the Program. Under the war it is operating to help both the military and the civilian population (more than 800 organisations are brought together, including more than 65 organisations that are providing assistance throughout Ukraine during the war). 150 volunteers are volunteering within the Program via chatbot and have processed more than 130,000 inquiries of Ukrainian citizens; a platform "Palyanytsya" (www.palyanytsya.info) for prompt assistance in Ukraine has been developed. 93 youth centres have refocused their activities on assisting the civilian population (namely, they are functioning as humanitarian hubs, shelters, providing assistance to children and internally displaced persons, etc.). There are 23 youth centres / spaces / youth councils, including the All-Ukrainian Youth Centre, that are operating as humanitarian SpivDiia hubs and providing assistance to the civilian population, and have attracted more than 100 volunteers to help the population *(information remark: the SpivDiia platform is providing assistance through: the online registration of public inquiries (more than 260,000 inquiries have been received); psychological consultations (about 1,200 people have been consulted), legal support via the legal service (more than 80 people have received), activities of 59 shelters, career counselling, operations of children's spaces, preparation for a multi-test (more than 1,900 participants have registered), support for young entrepreneurs).*

		A number of meetings have been held with youth workers to provide them with assistance and useful information on existing support programs. An electronic system for holding competitions within the framework of international youth exchanges is being developed. The Ukrainian Youth Fund is being established.

Determination of tasks to achieve the stated goals

#	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, problems
Young women and men (different categories) participate in hastening the victory day, including through volunteering and activities of civil society institutions, youth centres and spaces.			
Stage 1: June 2022 – end of 2022			
1.	Analyse the needs, interests, values and socio-economic conditions of young people, including the relevant statistics (Stage I - basic data, Stages I-III - annually).	December 2022	
2.	Develop a system of informing young people about opportunities for the realisation of their potential in Ukraine and opportunities of European integration (Stages I-III - annually).	December 2022	
3.	Set conditions for the participation of young people in hastening the victory day, including through their engagement in the activities of youth centres / spaces, youth councils, civil society institutions, involvement in volunteering and encouragement of the Ukrainian diaspora youth.	December 2022	
4.	Update and implement non-formal education programs to improve youth civic competences.	December 2022	
5.	Carry out a national analysis of relevant youth services provided by youth centres and spaces.	December 2022	
6.	Ensure youth access to both current programs and services provided under the war by youth centres and spaces (including AUYC), organisations and professionals engaged in work with young people	December 2022	

7.	Improve the qualifications of professionals engaged in work with young people, including those in youth centres and spaces, to ensure the efficiency of their work with youth under the war	December 2022	
8.	Provide suitable conditions for the establishment of the National Youth Fund	December 2022	
9.	Ensure simplification of the procedure of youth participation in international youth exchange programs (in partnership with Poland and Lithuania)	December 2022	
10.	Provide comprehensive support to civil society institutions engaged in work with young people under the war, including through analysis of their organisational development, provision of grants and staff advanced trainings	December 2022	
Stage 2: January 2023 – December 2025			
Young women and men (different categories) participate in the rebuilding of the country and have opportunities for their reintegration, adaptation, socialisation and development given the current conditions (through access to relevant programs and services provided by UYF, AUYC, civil society institutions, youth centres / spaces, organisations and professionals engaged in work with young people).			
11.	Analyse the needs, interests, values and socio-economic conditions of young people, including the relevant statistics (Stage I - basic data, Stages I-III - annually).	December 2023- December 2025	
12.	Develop a system of informing young people about opportunities for the realisation of their potential in Ukraine and opportunities of European integration (Stages I-III - annually).	December 2023- December 2025	
13.	Update and implement non-formal education programs to improve youth civic competences.	December 2023- December 2025	
14.	Ensure the availability of human resources for the provision of youth services, namely for the development of key competencies, including civic ones, through the Program 'Youth Worker'	December 2023- December 2025	
15.	Modernise the education system and start professional training of youth workers	December 2023- December 2025	
16.	Set conditions for the participation of young people in hastening the victory day, including through their engagement in the activities of youth centres / spaces, youth councils, civil society institutions and encouragement of the Ukrainian diaspora youth.	December 2023- December 2025	
17.	Promote the further development of youth volunteering and the state recognition of its achievements	December 2023- December 2025	

18.	Implement the EU YouthPass instrument and ensure Ukraine`s joining to the EU Program «European Solidarity Corps»	December 2023-December 2025	
19.	Analyse losses of the destroyed or damaged youth centres and spaces	December 2023-December 2025	
20.	Restore damaged youth centres and spaces and build new ones given the analysis, the needs of corresponding administrative territorial units, the EU requirements, namely on the creation of barrier-free space	December 2023-December 2025	
21.	Modernise the network of youth centres and spaces given the EU requirements, namely on the creation of barrier-free space	December 2023-December 2025	
22.	Carry out a national analysis of the activities of youth centres and spaces, including the need of their establishment in cities where they are absent, and the analysis of relevant youth services provided by them	December 2023-December 2025	
23.	Provide youth with the access to relevant programs and services provided by youth centres / spaces (including AUYC), organisations and professionals engaged in work with young people in the post-war period	December 2023-December 2025	
24.	Introduce UYF grants for project and institutional support of youth work entities, in particular young people	December 2023-December 2025	
25.	Ensure international youth exchanges and intensify the implementation of youth exchange programs in partnership with different countries	December 2023-December 2025	
26.	Забезпечити стале інформування молоді про можливості для реалізації їхнього потенціалу в України (щодо діяльності УМФ та обмінів)	December 2023-December 2025	
27.	Develop a support system for youth entrepreneurial initiatives and young entrepreneurs	December 2023-December 2025	
28.	Promote the introduction of a quality system of professional orientation and retraining of young people for their further employment	December 2023-December 2025	
29.	Advocate for the support of youth work entities from local budgets for socio-economic development of young people in communities	December 2023-December 2025	

30.	Provide conditions for the full membership of Ukraine in the EU Erasmus+. Programme	December 2023- December 2025	
31.	Provide support to civil society institutions engaged in work with young people in the post-war period, including through analysis of their organisational development, provision of grants	December 2023- December 2025	
32.	Promote the advanced trainings of the management of youth and children's public organisations, civil society institutions engaged in work with young people, and young people willing to establish a civil society institution	December 2023- December 2025	
33.	Conduct trainings of representatives of local authorities on the importance of youth policy implementation and youth work in communities, the role of civil society institutions in this process	December 2023- December 2025	
Stage 3: January 2026 – December 2032			
Young women and men (different categories) use youth participation tools adapted to the EU standards given the recommendations of the Council of Europe and the UN, and participate in European programs for their integration into the European youth community.			
34.	Analyse the needs, interests, values and socio-economic conditions of young people, including the relevant statistics (Stage I - basic data, Stages I-III - annually).	December 2026 – December 2032	
35.	Develop a system of informing young people about opportunities for the realisation of their potential in Ukraine and opportunities of European integration (Stages I-III - annually).	December 2026 – December 2032	
36.	Provide youth with the access to relevant programs and quality services provided on the basis of analysis, including by youth centres and spaces, given the recommendations of the Council of Europe and the European Union	December 2026 – December 2032	
37.	Develop a system of professional and advanced trainings of youth workers	December 2026 – December 2032	
38.	Ensure the provision of UYF grants to youth work entities for the development of youth potential in Ukraine, including through international youth exchange programs	December 2026 – December 2032	
39.	Facilitate the participation of young people in decision-making processes through the development of youth councils, improvement of their members` competences, development of other forms of direct participation based on the best EU practices	December 2026 – December 2032	

40.	Ensure the recognition of non-formal education achievements of young people and the further development of volunteering in Ukraine	December 2026 – December 2032	
41.	Ensure the full membership of Ukraine in the EU Erasmus+. Programme +	December 2026 – December 2032	
42.	Provide further support to civil society institutions engaged in work with young and advocate for the cooperation between local authorities and civil society institutions for the efficient implementation of youth policies and effective youth work, including through the support of civil society institutions engaged in work with young people from local budgets	December 2026 – December 2032	
43.	Promote the support of youth work entities from local budgets for socio-economic development of young people in communities	December 2026 – December 2032	

Goal 2: Formation of a physically active and healthy nation

Operational goals aimed at solving a certain problem

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem. Termination of all organised physical education classes, physical culture and sports rehabilitation activities for people with disabilities, mental health problems of citizens under the martial law. Suspension of the implementation of the all-Ukrainian social project "Active parks - locations of healthy Ukraine".			
Subgoal: Setting conditions for physical activities and sports accessible to each citizen as an instrument of a healthy lifestyle			
Goal to be achieved to solve the problem at each stage	Conducting 20% of the planned physical culture activities and 23% of the planned sports rehabilitation activities; disseminating at least 100 publications on the benefits of physical activities and sports; 1000 people use the online platform "Active Parks" and official Facebook and Instagram pages for physical activities daily	Conducting 80% of the physical culture activities and mass events, sports rehabilitation activities; disseminating at least 100 publications on physical culture and sports activities annually; recovery of 90% of undamaged sports facilities of the social project "Active parks - locations of healthy Ukraine"	Annual 1% increase in the number of citizens engaged in physical activities, sports and physical rehabilitation activities; disseminating at least 200 publications on the benefits of physical activities and sports annually; operations of 10,000 accessible and convenient sports locations for physical activities of the country population
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Insufficient funding. Lack of network, internet access, lighting, devices for watching video content; shifts of life priorities of citizens, increased area of locations with intense hostilities, impossibility of assessing losses of the occupied territories	Insufficient funding. Inaccessibility and mining of territories, impossibility of assessing losses of the occupied territories	Insufficient funding

Goal achievement indicator	Percentage of activities held, number of disseminated publications and number of people using the online platform daily	Percentage of activities held and percentage of operating sports facilities, number of disseminated publications	Percentage of citizens engaged in physical activities, sports and physical rehabilitation activities, number of disseminated publications and number of operating sports locations
The total need of funds for the goal achievement			
Goal connections with other areas	1. infrastructure rebuilding 15. return of citizens from abroad. 16. social protection. 20. education and science. 22. culture and information policy. 2. construction / urban planning / modernization of cities and regions	1. infrastructure rebuilding 15. return of citizens from abroad. 16. social protection. 20. education and science. 22. culture and information policy. 2. construction / urban planning / modernization of cities and regions	1. infrastructure rebuilding 15. return of citizens from abroad. 16. social protection. 20. education and science. 22. culture and information policy. 2. construction / urban planning / modernization of cities and regions

The current state of implementation of programme documents within the defined analysis area on the defined problem

#	**Title of programme document**	**Current state**
1.	Regulations on the social project "Active parks - locations of healthy Ukraine" approved by the Resolution of the Cabinet of Ministers of Ukraine # 326 dated April 7, 2021	Since April 25, 2022, the operation of the web resource "Active Parks" for independent physical culture activities of the population of locations without intense hostilities has resumed. Within the program " Active Parks ", the online All-Ukrainian workshop "Motivation strategies for distance physical education classes" on the functioning of the online platform "Active Parks - locations of healthy Ukraine " has been conducted. In locations without intense hostilities coordinators have resumed their activities and activities within the social project are being held. Information of the regional state administrations on the conditions of sports locations of the social project is being collected.

2.	The Strategy of Development of Physical Culture and Sports of Ukraine until 2028 approved by the Resolution of the Cabinet of Ministers of Ukraine # 1089 dated November 4, 2020	In locations without intense hostilities and in the non-occupied territories the centres for physical health "Sports for everyone" and sports clubs are resuming their activities, namely: the online meetings on the current state of physical culture and sports development in the regions are being held, physical culture activities are being conducted online and offline.
3.	The Action Plan for 2021-2022 on the implementation of the first stage of the Strategy of Development of Physical Culture and Sports of Ukraine until 2028 approved by the Resolution of the Cabinet of Ministers of Ukraine # 163-p dated March 3, 2021	The regional centres for physical health "Sports for everyone" are conducting physical culture activities in Lviv, Ivano-Frankivsk, Chernivtsi, Khmelnytsky, Ternopil, Odessa, Rivne, Poltava, Vinnytsia, Cherkasy, Zhytomyr, Zaporizhia and Zakarpattia regions. The all-Ukrainian physical activities and sports Association "Kolos" and its territorial branches are conducting physical culture activities in Vinnytsia, Volyn, Zakarpattia, Poltava, Lviv, Rivne, Ternopil, Cherkasy, Ivano-Frankivsk, Odessa regions. The physical activities and sports Association "Ukraine" and its territorial branches have held physical culture activities in Kharkiv, Khmelnytsky regions. The physical activities and sports Association "Spartak" and its territorial branches in Lviv, Kirovohrad and Rivne regions are engaged in planning and conducting joint trainings with athletes from the temporarily occupied territories
4.	The State Targeted Social Program for the Development of Physical Culture and Sports until 2024 approved by the Resolution of the Cabinet of Ministers of Ukraine # 115 dated March 1, 2017 (with amendments)	The funding for tasks and activities of the strategic documents is provided given the State Targeted Social Program for the Development of Physical Culture and Sports until 2024
5.	Task 1459 of the Action Plan on Implementation of the Association Agreement between Ukraine, on the one hand, and the European Union, European Atomic Energy Community and their state members, on the other hand approved by the Resolution of the Cabinet of Ministers of Ukraine # 1106 dated October 25, 2017 (with amendments)	The President of Ukraine has initiated the Program «Healthy Ukraine», one of the components of which is the physical activities development. Within this program, the social project “Active Parks - locations of healthy Ukraine” has been launched and the corresponding Regulation has been approved by the Resolution of the Cabinet of Ministers of Ukraine # 326 dated April 7, 2021. According to the Regulation, the setting of conditions for arranging and conducting activities under the social

		project, development of new forms of involvement of various groups, including people with disabilities, in physical culture activities in areas of public recreation (parks, squares, etc.), barrier-free access of citizens to sports facilities and locations for various physical activities, as well as to free rental stations of sport equipment and utilities in areas of public recreation are expected. The activities within the social project are being coordinated by the Ministry of Youth and Sports together with the All-Ukrainian centre for physical health "Sports for everyone", and the organisers of the social project activities are regional and Kyiv city state administrations with the participation of local authorities and centres for physical health "Sports for everyone". As of December 2021, 606 locations of the project “Active parks - locations of healthy Ukraine” have been opened and operated, 459 coordinators have conducted events.

Determination of tasks to achieve the stated goals

#	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, problems
Subgoal: Setting conditions for physical activities and sports accessible to each citizen			
Stage 1: June 2022 – end of 2022			
Conducting 20% of the planned physical culture activities and 23% of the planned sports rehabilitation activities; disseminating at least 100 publications on the benefits of physical activities and sports; 1000 people use the online platform "Active Parks" and official Facebook and Instagram pages for physical activities daily			
1.	Resume in locations of Ukraine without intense hostilities physical culture activities and mass events, including those conducted in educational institutions, held both online and offline and accessible to citizens of Ukraine, including those abroad	regularly	MoES

2.	Engage athletes, including those with disabilities, prominent people, including world-famous ones, in holding online physical education classes.	December	
3.	Conduct sports rehabilitation activities for people with disabilities in locations without intense hostilities	regularly	
4.	Make exercise videos for online physical education classes with the participation of prominent athletes, including those with disabilities, famous people, etc. and post them on various online platforms for use by everyone interested.	regularly	
5.	Produce and disseminate on social networks and other web resources text, graphic, multimedia information, photo and video materials on the benefits of physical activities and, sports, including sports for people with disabilities, as an effective instrument of boosting mental health	December	
6.	Organise and hold online physical culture activities, including those within the social project "Active parks - locations of healthy Ukraine", challenges, flash mobs, etc. in educational institutions situated in the locations of active parks (with the involvement of all-Ukrainian sports federations).	December	MoES
7.	Extend the functionality of the online platform "Active Parks" to enable the introduction of new forms of population involvement in physical activities, namely: the functionality of administering activities on navigating through localities, the functionality of personal planning, user rating, online trainings, the functionality of displaying an additional video section for people preparing to join the Territorial Defence Forces.	December 2022	
Stage 2: January 2023 – December 2025			
Conducting 80% of the physical culture activities and mass events, sports rehabilitation activities; disseminating at least 100 publications on physical culture and sports activities annually; recovery of 90% of undamaged sports facilities of the social project "Active parks - locations of healthy Ukraine"			
8.	Ensure coordination of actions of all stakeholders, executive authorities, local authorities and local communities on the promotion and development of physical culture	regularly	
9.	Hold physical culture activities and mass events in areas of public recreation and residence, parks, squares, education institutions, etc.	annually	MoES
10.	Arrange safe walking and cycling routes	December 2025	
11.	Update and fill the Internet resources of physical culture and sports institutions, civil society institutions of physical culture	regularly	

	and sports orientation with the information on the benefits of physical activities and sports, including sports for people with disabilities, conducting of mass events, etc.		
12.	Use the online platform "Active Parks" to conduct online classes for secondary education students and higher education students with the participation of all-Ukrainian sports federations.	annually	MoES
13.	Monitor the conditions of regional sports locations of the social project «Active parks - locations of healthy Ukraine» for physical activities	June 2023	
14.	Resume physical activities and organise the coordinators` activities at sports locations within the social project, assistance through co-financing mechanisms for the arrangement of new locations available for all segments of the population for physical activity and sports (including indoors)	annually	
15.	Arrange QR-codes with a link at sports locations of the social project, ensure the operations of free rental stations of sport equipment and utilities.	annually	
16.	Extend the functionality of the online platform "Active Parks" to ensure the efficiency and convenience of the activities of the event coordinators, namely the functionality of reporting and accounting event funds allocation	December 2023	
Stage 3: January 2026– December 2032			
Annual 1% increase in the number of citizens engaged in physical activities, sports and physical rehabilitation activities; disseminating at least 200 publications on the benefits of physical activities and sports annually; operations of 10 000 accessible to all segments of the population and convenient sports locations for physical activity (including indoors)			
1.	Ensure coordination of actions of all stakeholders, executive authorities, local authorities and local communities on the promotion and development of physical culture	regularly	
2.	Set favourable conditions for investment activities in the field of physical culture and sports to engage all population categories in the physical activities and sports	December 2032	
3.	Set suitable conditions for students to engage in physical activities and sports	December 2032	
4.	Use the opportunities of the sports component of the EU "Erasmus + Programme as the programme country-member	December 2032	
5.	Ensure the cooperation with regional state administrations on the popularisation of physical activities and sports, informing	regularly	

	on the regional physical culture activities, namely on those held online		
6.	Monitor the filling of various Internet resources with the information on the importance of physical activities and sports	regularly	
7.	Establish sports locations in park and surrounding areas, in areas of public recreation and residence throughout Ukraine	annually	
8.	Conduct activities within the social project "Active parks - locations of healthy Ukraine	annually	
9.	Ensure the operations and filling of the online platform "Active Parks" to ensure collaboration, meetings, exchange of ideas and technologies between government, business and academics to coordinate efforts to increase public involvement in physical activities.	annually	

Goal 3: Recovery and development of reserve sports and high-achievement sports

Operational goals aimed at solving a certain problem

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem 1) Unbalanced or suspended activities of physical culture and sports institutions, including children's and youth sports institutions and institutions for reserve sports, caused by hostilities and forced migration of the population, namely migration of children and youth, destroyed infrastructure of these institutions. Lack of a system for providing financial and logistical support to relevant institutions (regardless of ownership) depending on quantitative and qualitative indicators in the priority areas for the state.			
Subgoal 1. Restoring the activities of existing and promoting the opening of new institutions of physical culture and sports, including children's and youth and reserve sports, primarily among the priority Olympic sports.			
Goal to be achieved to solve the problem at each stage	organisational and regulatory capacity to restore existing activities and promote the opening of new institutions of physical culture and sports, including children's and youth and reserve sports, primarily in priority Olympic sports. Providing financial and logistical support to relevant institutions depending on the quantitative and quality indicators in priority areas	Resuming of existing activities and assistance in opening new institutions of physical culture and sports, including children's and youth and reserve sports under the existing conditions, if necessary to restore their material and technical condition, primarily in priority Olympic sports, providing financial and logistical support institutions depending on quantitative and qualitative indicators in priority areas	Creation of organisational and, if necessary, normative and legal conditions for further development of physical culture and sports institutions, including children's and youth and reserve sports, development of material and technical base, primarily of priority Olympic sports, provision of financial and logistical support of relevant institutions depending from quantitative and qualitative indicators in priority areas
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities	Continuation of martial law and hostilities, insufficient funding, restrictions on the activities of institutions	Insufficient funding, restrictions on the activities of institutions

Goal achievement indicator	Number of regulatory acts	Number of physical culture and sports institutions which resumed their activities, opening of new institutions	Number of physical culture and sports institutions with the suitable infrastructure for providing quality services (one institution per 5000 citizens) accessible for all segments of population; 12 % of children and young people aged between 6 and 18 are engaged in physical activities in the children's and youth sports institutions
The total need of funds for the goal achievement	Expenditures related to loss assessment	To be defined after the calculation of exact costs of material losses and necessary recovery resources	To be defined after Stage 2
Goal connections with other areas	3. assessment of losses as a result of the war. 20. education and science. 13. justice. 12. digitalization 11. public administration regional administration (state and local authorities).	20. education and science. 16. social protection. 1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 15. return of citizens from abroad. 12. digitalization. 16. social protection. 11. public administration. regional administration (state and local authorities).	20. education and science. 16. social protection 2. construction / urban planning / modernization of cities and regions. 13. justice. 12. digitalization 11. public administration regional administration (state and local authorities).
Problem 2. unbalanced system of organisation of educational and training processes, lack of all-Ukrainian competitions as the main component of the selection procedure for the participation in international competitions and forced migration of athletes and coaches have led to reduced level of training and competitiveness of Ukrainian athletes, damaged reputation of Ukraine at the international sports level as a country capable of holding competitions of the world and European levels that affects the country's image			
Subgoal 2. Training and participation of national teams of Ukraine in international competitions, conducting international competitions in Ukraine to develop a positive image of Ukraine at the international sports level with the engagement of civil society institutions of physical culture and sports orientation in this process, taking into account the priority of Olympic and Paralympic sports			
Goal to be achieved to solve the problem at each stage	Partly resumed organisation and conducting of: competitions and training camps in Ukraine (given the available conditions)	organisation and conducting of: competitions and training camps in Ukraine (given the available conditions);	Full organisation and conducting of: sports events in Ukraine (given the available conditions);

		at least 10 international competitions held in Ukraine	more than 10 international competitions held in Ukraine
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities	Continuation of martial law and hostilities, insufficient funding and human resources	Insufficient funding and human resources
Goal achievement indicator	Number of sports events held, including: all-Ukrainian competitions for athletes of different ages; training camps; international competitions with participation of Ukrainian athletes	Number of sports events held, including: all-Ukrainian competitions for athletes of different ages; training camps; international competitions in Ukraine international competitions with participation of Ukrainian athletes	Number of sports events held, including: all-Ukrainian competitions for athletes of different ages; training camps; international competitions in Ukraine international competitions with participation of Ukrainian athletes
The total need of funds for the goal achievement	Training and participation of national teams of Ukraine in national and international sports competitions: 301, 7 mln. UAH - 2022 Ensuring the preparation and participation of national teams in the Paralympic and Deaflympic Games (without rewards): 196, 0 mln.UAH - 2022 Preparation and participation of national teams of Ukraine in all-Ukrainian and international sports competitions in Olympic and non-Olympic sports, primarily from the program of the World Games: 1,196.3 million UAH Ensuring the training and participation of national teams in the Games and Festivals, primarily in sports from the program of the Olympic Games	Training and participation of national teams of Ukraine in national and international sports competitions: 1,134.9 million UAH Ensuring the preparation and participation of national teams in the Paralympic and Deaflympic Games (without rewards): 467,2 million UAH Preparation and participation of national teams of Ukraine in all-Ukrainian and international sports competitions in Olympic and non-Olympic sports, primarily from the program of the World Games: 3,706.2 million UAH Ensuring the training and participation of national teams in the Games and Sports Festivals, primarily in	Training and participation of national teams of Ukraine in national and international sports competitions: 3,998.1 million UAH Ensuring the preparation and participation of national teams in the Paralympic and Deaflympic Games (without rewards): 897.2 million UAH Preparation and participation of national teams of Ukraine in all-Ukrainian and international sports competitions in Olympic and non-Olympic sports, primarily from the program of the World Games: 13,860.6 million UAH

	and the World Games among non-Olympic sports (without awards and coverage): 107.2 million UAH Total: 1801,2 million UAH	sports from the program of the Olympic Games and the World Games among non-Olympic sports (without awards and coverage): 554.5 million UAH Total: 5,862.8 million UAH	Ensuring the training and participation of national teams in the Games and Sports Festivals, primarily in sports from the program of the Olympic Games and the World Games among non-Olympic sports (without awards and coverage): 1,214.8 million UAH Total: 19,970.7 million UAH
Goal connections with other areas	3. assessment of losses as a result of the war. 20. education and science. 13. justice. 12. digitalization 11. public administration regional administration (state and local authorities).	20. education and science. 16. social protection. 1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 15. return of citizens from abroad. 12. digitalization. 16. social protection. 11. public administration. regional administration (state and local authorities).	20. education and science. 16. social protection 2. construction / urban planning / modernization of cities and regions. 13. justice. 12. digitalization 11. public administration regional administration (state and local authorities).
Problem 3/ considerable impact of representatives of Russia and the Republic of Belarus on the international sports community			
Subgoal 3. Build international sports community awareness of the sports role in the fighting against russia's aggression with the participation of the Republic of Belarus through the active involvement of the civil society institutions of physical culture and sports orientation in this process			
Goal to be achieved to solve the problem at each stage	Ban the athletes and representatives of the Russian Federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations	Ban the athletes and representatives of the Russian Federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations	Ban the athletes and representatives of the Russian Federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations

Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	The international sports community statements on the sports` being beyond politics complicates the process of encouraging international sports organisations to ban the Russian Federation and the Republic of Belarus from the world sports events	The international sports community statements on the sports` being beyond politics complicates the process of encouraging international sports organisations to ban the Russian Federation and the Republic of Belarus from the world sports events	The international sports community statements on the sports` being beyond politics complicates the process of encouraging international sports organisations to ban the Russian Federation and the Republic of Belarus from the world sports events
Goal achievement indicator	Number of the athletes and representatives of the Russian Federation and the Republic of Belarus banned from participation in international competitions and other sports forums. Number of Ukrainian representatives in international sports organisations and judge collegiums. .	Number of the athletes and representatives of the Russian Federation and the Republic of Belarus banned from participation in international competitions and other sports forums. Number of Ukrainian representatives in international sports organisations and judge collegiums.	Number of the athletes and representatives of the Russian Federation and the Republic of Belarus banned from participation in international competitions and other sports forums. Number of Ukrainian representatives in international sports organisations and judge collegiums.
The total need of funds for the goal achievement	Funding is required.	Funding is required.	Funding is required.
Goal connections with other areas	13. justice. 12. digitalization 11. public administration	13. justice. 12. digitalization 11. public administration	13. justice. 12. digitalization 11. public administration
Problem 4. Forced migration of employees of physical culture and sports institutions, in particular abroad, and their temporary employment under better conditions			
Subgoal 4. Rebuilt human resource capacity in the field of physical culture and sports			

Goal to be achieved to solve the problem at each stage	Physical culture and sports institutions are provided with sufficient human resources for resuming their activities given the available conditions, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports	Physical culture and sports institutions are provided with sufficient human resources for ensuring education and training processes, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports	Efficient system of provision of the field of physical culture and sports with the qualified specialists motivated to the efficient performance, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Suspended activities of physical culture and sports institutions and long-term employment of the employees in the place of migration, including in jobs other than their specialties	Suspended activities of physical culture and sports institutions and long-term employment of the employees in the place of migration, including in jobs other than their specialties	Suspended activities of physical culture and sports institutions and long-term employment of the employees in the place of migration, including in jobs other than their specialties
Goal achievement indicator	Number of employees, including teachers and trainers, currently employed in physical culture and sports institutions	Number of employees, including teachers and trainers, employed in physical culture and sports institutions	Number of employees, including teachers and trainers, employed in physical culture and sports institutions
The total need of funds for the goal achievement	Additional calculations are required.	Additional calculations are required.	Additional calculations are required.
Goal connections with other areas	20. education and science. 16. social protection. 15. return of citizens from abroad. 12. digitalization. 11. public administration. 13. justice.	20. education and science. 16. social protection. 15. return of citizens from abroad. 12. digitalization. 11. public administration. 13. justice.	20. education and science. 16. social protection. 15. return of citizens from abroad. 12. digitalization. 11. public administration. 13. justice..
Problem 5. Suspended proper functioning of the national anti-doping system due to the impossibility of testing athletes in Ukraine for doping and due to the termination of all-Ukrainian and international sports competitions in Ukraine under the war			

Subgoal 5. Resumed proper functioning of the national anti-doping system suspended due to the impossibility of testing athletes in Ukraine for doping and due to the termination of all-Ukrainian and international sports competitions in Ukraine under the war			
Goal to be achieved to solve the problem at each stage	Resumed testing of athletes in Ukraine for doping, including through the WADA coordination and involvement of national anti-doping organisations of other countries and at their expense	Restored practice of collecting and analysing at least 2400 doping samples annually	Collecting and analysing at least 3200 doping samples annually
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities and, as a result, shift of public policy priorities. Lack of proper logistics and security conditions for the transportation of doping samples to WADA-accredited laboratories.	Continuation of martial law and hostilities and, as a result, shift of public policy priorities. Lack of proper logistics and security conditions for the transportation of doping samples to WADA-accredited laboratories. Lack of funding or reduction of funding for the sphere	Відсутність фінансування або скорочення обсягів фінансування сфери
Goal achievement indicator	At least 80% of athletes from the national testing registration database are tested for doping. 60% of doping samples are transported to WADA-accredited laboratories in accordance with the international standards on transportation timeframe	At least 90% of athletes from the national testing registration database and 70% of athletes from testing database are tested for doping. 80% of doping samples are transported to WADA-accredited laboratories in accordance with the international standards on transportation timeframe	100% of athletes from the national testing registration database and 100% of athletes from testing database are tested for doping. 100% of doping samples are transported to WADA-accredited laboratories in accordance with the international standards on transportation timeframe
The total need of funds for the goal achievement	38 million (UAH)	85 million (UAH)	323 million (UAH)
Goal connections with other areas	1. infrastructure rebuilding 19. health care	1. infrastructure rebuilding 19. health care	1. infrastructure rebuilding 19. health care

Problem 6. Weak institutional capacity and insufficient human resources for the national anti-doping system to ensure its functioning under the war.			
Subgoal 6. Institutional capacity building and sufficient human resources for the national anti-doping system to ensure its further functioning under the war.			
Goal to be achieved to solve the problem at each stage	Ensured uninterrupted activities of the National Anti-Doping Centre staffed with the necessary specialists. Establishment of a separate budget institution - the National Anti-Doping Laboratory. The national legislation on anti-doping activities in sports is aligned with the international standards	Ensured uninterrupted activities of the National Anti-Doping Centre. Development and approval of the regulatory acts in accordance with the new regulatory framework on anti-doping activities in sports. The institutional capacity of the National Anti-Doping Laboratory is ensured, and the Laboratory is provided with infrastructure facilities and human resources.	Ensured sustainable implementation of anti-doping norms and standards in sports in accordance with updated legislation and international standards. The National Anti-Doping Laboratory is provided with highly qualified specialists and necessary equipment required for ISO 17025 and WADA accreditations. Preparation and submission of documents for obtaining ISO 17025 and WADA accreditations.
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities and, as a result, shift of public policy priorities.	Continuation of martial law and hostilities and, as a result, shift of public policy priorities. Lack or reduction of funding.	Lack or reduction of funding. Non-compliance of the established laboratory with WADA standards
Goal achievement indicator	The Laws of Ukraine “On Anti-Doping Activities in Sports” and “On Amendments to Article 52 of the Law of Ukraine "On Physical Culture and Sports" on the activities of the National Anti-Doping Laboratory are adopted, given WADA recommendations. The National Anti-Doping Laboratory is established.	Resolutions of the Cabinet of Ministers of Ukraine on the activities of the National Anti-Doping Centre, the National Anti-Doping Laboratory and their supervisory boards are adopted. A development plan for the National Anti-Doping Laboratory and a procurement plan are developed. A document defining the remuneration standards for the Laboratory management and employees is developed.	Documents confirming ISO 17025 and WADA accreditations are received.

The total need of funds for the goal achievement	8 million 440 thousand (UAH)	222 million 800 thousand (UAH)	527 million 520 thousand (UAH)
Goal connections with other areas	19. Health care	19. Health care	19. Health care

The current state of implementation of programme documents within the defined analysis area on the defined problem

	Title of programme document	Current state
1.	The Strategy of Development of Physical Culture and Sports of Ukraine until 2028 approved by the Resolution of the Cabinet of Ministers of Ukraine # 1089 dated November 4, 2020	There are risks of not achieving the expected outcomes in: finishing the Olympic Games in the appropriate team place; involving the appropriate number of children and young people in selected physical activities and sports; the number of organised and conducted international competitions in Ukraine
2.	The State Targeted Social Program for the Development of Physical Culture and Sports until 2024 approved by the Resolution of the Cabinet of Ministers of Ukraine # 115 dated March 1, 2017 (with amendments made according to the Resolution of the Cabinet of Ministers of Ukraine # 1371 dated 23.12.2020)	There are risks of not achieving the expected outcomes in: involving up to 13 % of children and young people aged between 6 and 18 in physical activities in the children's and youth sports institutions; setting conditions for the reserve sports development and the efficient recruitment to national teams; ensuring leading positions of Ukrainian athletes in international competitions of various levels to enhance the country prestige in the international sports community.
3.	The Law of Ukraine “On Anti-Doping Activities in Sports”	To implement the Strategy, draft regulations on anti-doping activities have been developed in accordance with the international standards. On January 26, 2022, the Verkhovna Rada of Ukraine adopted Laws # 5099 “On Anti-Doping Activities in Sports” and # 5640 “On Amendments to Article 52 of the Law of Ukraine "On Physical Culture and Sports" on the activities of the National Anti-Doping Laboratory. The document aligns the anti-doping system with WADA international standards. Currently, inconsistency of two bills is being eliminated in accordance with Article 122 of the Rules of Procedure of the Verkhovna Rada of Ukraine.

Determination of tasks to achieve the stated goals

#	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, problems
Subgoal 1.Resuming of existing activities and promotion of the opening of new institutions of physical culture and sports, including children's and youth and reserve sports, primarily among the priority Olympic sports.			
Stage 1: June 2022 – end of 2022			
Organisational and regulatory opportunity to restore the activities of existing and promote the opening of new institutions of physical culture and sports, including children's and youth and reserve sports, primarily among the priority Olympic sports.			
1.	Monitoring and assessment of conditions of physical culture and sports institutions, including children's and youth sports institutions and institutions for reserve sports	July 2022	
2.	Development of normative and legal documents that will promote the resumption of existing and the opening of new institutions of physical culture and sports, taking into account the priority of Olympic sports	December 2022	
3.	Designing an electronic database of sports organisations and institutions	August 2022	
Stage 2. January 2023– December 2025			
Resuming of existing activities and assistance in opening new institutions of physical culture and sports, including children's and youth and reserve sports under the existing conditions, if necessary to restore their material and technical condition			
4.	Setting conditions to resume existing activities and assistance in opening new institutions of physical culture and sports institutions	December 2025	
5.	Restoration of material and technical base of physical culture and sports institutions, purchase of necessary equipment and inventory for restored existing and opened new institutions. primarily one of the priority Olympic sports. Providing financial and logistical support for physical culture and sports facilities (regardless of ownership) depending on quantitative and qualitative indicators in certain priority areas	December 2025	
6.	Designing and launching for the use of high-achievement sports entities an electronic database of sports organisations and institutions	December 2024	
Stage 3: January 2026 – December 2032			

Setting organisational and, if needed, regulatory conditions for the further development of physical culture and sports institutions, including children's and youth sports institutions and institutions for reserve sports, and their infrastructure development, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
7.	Development of the necessary network of physical culture and sports institutions for the provision of quality and accessible to all segments of population physical culture and sports services and training of athletes of sports reserve for their joining the national teams of Ukraine		
8.	Development of a legislative and regulatory framework to ensure the effective operation of institutions of physical culture and sports, focused on achieving a comprehensive positive result, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports.		
Subgoal 2. Training and participation of national teams of Ukraine in international competitions, conducting international competitions in Ukraine to develop a positive image of Ukraine at the international sports level with the engagement of civil society institutions of physical culture and sports orientation in this process, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
Stage 1: June 2022 – end of 2022			
Partly resumed organisation and conducting of competitions and training camps in Ukraine (given the available conditions), taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
1.	Assessment of the existing conditions for the resumption of the training process of athletes of the national teams of Ukraine in sports from the program of the Olympic, Paralympic Games and World Games in non-Olympic sports in full.	July 2022	
2.	Alignment of the Unified calendar plan of physical culture and sports activities in Ukraine with the available conditions	December 2022	
3.	Ensured participation of national teams of Ukraine in international competitions, particularly to obtain licences for participation in the Olympic, Paralympic, World and European Games.	December 2022	
4.	Partly resumed conducting of all-Ukrainian sports competitions and training camps, conducting of separate international sports competitions in Ukraine	December 2022	
5.	Ensuring the activities of the regular team of reserve sports in priority Olympic sports.	December 2022	
Stage 2. January 2023– December 2025			
Organisation and conducting of competitions and training camps in Ukraine (given the available conditions); at least 10 international competitions held in Ukraine			

6.	Ensured training and participation of national teams in the European Games (2023) and Olympic (2024) Games, the Winter Deaflympics (2023), the Summer Paralympic Games (2024), the Summer Deaflympics (2025), the World Chess Olympiad (2024), the World Games in non-Olympic sports (2025), international sports competitions to obtain licences for participation in mentioned competitions, the Youth Olympic Games, the Youth Olympic Festivals.	December 2025	
7.	organisation and full conducting of all-Ukrainian competitions and international sports competitions in Ukraine		
8.	Designing and launching for the use of high-achievement sports entities an electronic calendar plan of physical culture and sports activities in Ukraine	December 2024	
Stage 3: January 2026 – December 2032			
Full organisation and conducting of sports events in Ukraine (given the available conditions); more than 10 international competitions held in Ukraine			
9.	Ensured training and participation of national teams in the Winter Olympic Games (2026 and 2032), the Winter Paralympic Games (2026 and 2030), the Summer Paralympic Games (2028 and 2032), the Winter Deaflympics (2027 and 2031), the Summer Deaflympics (2029), the World Chess Olympiad (2026, 2028, 2030 and 2032), the European Games (2027), the Summer Olympic Games (2028), the World Games in Non-Olympic Sports (2029), the Youth Olympic Games, the Youth Olympic Festivals .	December 2032	
10.	Increase in the number of international sports competitions held in Ukraine	December 2032	
Subgoal 3. Build international sports community awareness of the sports role in the fighting against russia's aggression with the participation of the Republic of Belarus through the active involvement of the civil society institutions of physical culture and sports orientation in this process			
Stage 1: June 2022 – end of 2022			
Ban the athletes and representatives of the russian federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations			
1.	Involvement of the sports community and public authorities of other countries in the processes of strengthening Ukraine's position in the world sports community and influencing the weakening of the positions of the Russian Federation and the Republic of Belarus	December 2022	
2.	Organised cooperation with public authorities of other countries on influencing sports communities of those countries to weaken the positions of the Russian Federation and the Republic of Belarus in the world sports community	December 2022	

Stage 2. January 2023– December 2025			
Ban the athletes and representatives of the russian federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations			
3.	Involvement of the sports community and public authorities of other countries in the processes of strengthening Ukraine's position in the world sports community and influencing the weakening of the positions of the russian federation and the Republic of Belarus	December 2025	
4.	Organised cooperation with public authorities of other countries on influencing sports communities of those countries to weaken the positions of the Russian Federation and the Republic of Belarus in the world sports community	December 2025	
Stage 3: January 2026 – December 2032			
Ban the athletes and representatives of the Russian Federation and the Republic of Belarus from the participation in international competitions and other sports forums; ensure the accession of Ukrainian representatives to the governing bodies and judge collegiums of international sports organisations			
5.	Involvement of the sports community and public authorities of other countries in the processes of strengthening Ukraine's position in the world sports community and influencing the weakening of the positions of the Russian Federation and the Republic of Belarus	December 2032	
6.	Organised cooperation with public authorities of other countries on influencing sports communities of those countries to weaken the positions of the Russian Federation and the Republic of Belarus in the world sports community	December 2032	
Subgoal 4. Rebuild human resource capacity in the field of physical culture and sports			
Stage 1: June 2022 – end of 2022			
Physical culture and sports institutions are provided with sufficient human resources for resuming their activities given the available conditions, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
1.	Assessment of the current human resource capacity of physical culture and sports institutions given the available conditions	December 2022	
2.	Development of the regulatory framework to ensure return and resumed activities of teachers and trainers of physical culture and sports institutions		
3.	Designing an electronic database of human resources in the field of physical culture and sports	October 2022	

4.	Designing an information system for sports medicine administration	December 2022	
Stage 2. January 2023– December 2025			
Physical culture and sports institutions are provided with sufficient human resources for ensuring education and training processes, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
5.	Organised activities on the engagement of young professionals in the field of physical culture and sports and on advanced training through formal and non-formal education to provide human resources in the first place priority Olympic sports.		
6.	Return and increase in the number of international trainers involved in the activities of the national teams		
7.	Designing and launching for the use of athletes and professionals of the field an electronic database of database of human resources in the field of physical culture and sports	December 2024	
8.	Designing and launching an information system for sports medicine administration	December 2024	
Stage 3: January 2026 – December 2032			
Efficient system of provision of the field of physical culture and sports with the qualified specialists motivated to the efficient performance, taking into account the priority of physical culture and health activities, Olympic and Paralympic sports			
9.	organisation of work to attract young professionals in the field of physical culture and sports (including athletes of a certain level without specialised education) and to improve skills by introducing formal and non-formal education.		
10.	Increase in the number of international trainers involved in the activities of the national teams		
Subgoal 5. Resumed proper functioning of the national anti-doping system suspended due to the impossibility of testing athletes in Ukraine for doping and due to the termination of all-Ukrainian and international sports competitions in Ukraine under the war			
Stage 1: June 2022 – end of 2022			
Resumed testing of athletes in Ukraine for doping, including through the WADA coordination and involvement of national anti-doping organisations of other countries and at their expense			
1.	Involvement of national anti-doping organisations of other countries, including through WADA coordination, in covering expenses related to ensuring testing of Ukrainian athletes for doping, namely those who are abroad due to the martial law.	December 2022	

2.	Norms of the program of testing of athletes in Ukraine for doping are adhered to by the National Anti-Doping Centre.		
Stage 2. January 2023– December 2025			
Restored practice of collecting and analysing at least 2400 doping samples annually			
3.	Funding of collecting and analysing at least 2400 doping samples annually.	December 2023	
4.	Collecting and analysing at least 2400 doping samples of the athletes from the national testing registration database and athletes from testing database annually.	December 2025	
5.	Ensuring transportation of doping samples to WADA-accredited laboratories in accordance with the international standards on transportation timeframe	December 2025	
Stage 3: January 2026 – December 2032			
Collecting and analysing at least 3200 doping samples annually			
6.	Funding of collecting and analysing at least 3200 doping samples annually.	December 2032	
7.	Collecting and analysing at least 3200 doping samples of the athletes from the national testing registration database and athletes from testing database annually.	December 2032	
8.	Ensuring transportation of doping samples to WADA-accredited laboratories in accordance with the international standards on transportation timeframe	December 2032	
Subgoal 6. Institutional capacity building and sufficient human resources for the national anti-doping system to ensure its further functioning under the war.			
Stage 1: June 2022 – end of 2022			
Ensured uninterrupted activities of the National Anti-Doping Centre staffed with the necessary specialists. *Establishment of a separate budget institution - the National Anti-Doping Laboratory.* *The national legislation on anti-doping activities in sports is aligned with the international standards.*			
1.	Elimination of inconsistency in Laws of Ukraine # 5099 “On Anti-Doping Activities in Sports” (dated 18.02.2021) and # 5640 “On Amendments to Article 52 of the Law of Ukraine "On Physical Culture and Sports" on the activities of the National Anti-Doping Laboratory (dated 08.06.2021)	August 2022	
2.	Recruitment of the qualified specialists for the National Anti-Doping Centre and development of the corresponding KPIs.	December 2022	

3.	Activities of the National Anti-Doping Centre are organised in accordance with WADA standards and carried out remotely.	September 2022	
4.	Ensured activities of Disciplinary and Appeals Committees	December 2022	
5.	Withdrawal of the Laboratory from the National Anti-Doping Centre and establishment of a separate budget institution, the National Anti-Doping Laboratory, with sufficient infrastructure facilities	December 2022	
Stage 2. January 2023– December 2025			
Ensured uninterrupted activities of the National Anti-Doping Centre. *Development and approval of the regulatory acts in accordance with the new regulatory framework on anti-doping activities in sports.* *The institutional capacity of the National Anti-Doping Laboratory is ensured, and the Laboratory is provided with infrastructure facilities and human resources.*			
6.	Development of the regulatory acts on the activities of the National Anti-Doping Centre, the National Anti-Doping Laboratory, and their supervisory boards	July 2023	
7.	Development of the development and the procurement plans for the National Anti-Doping Laboratory.	December 2023	
8.	Development and approval of the remuneration standards for the National Anti-Doping Laboratory management and employees	December 2023	
9.	Ensured funding of the National Anti-Doping Centre and the National Anti-Doping Laboratory	December 2025	
Stage 3: January 2026 – December 2032			
Ensured sustainable implementation of anti-doping norms and standards in sports in accordance with updated legislation and international standards. *The National Anti-Doping Laboratory is provided with highly qualified specialists and necessary equipment required for ISO 17025 and WADA accreditations.* *Preparation and submission of documents for obtaining ISO 17025 and WADA accreditations.*			
10.	Involvement of the Council of Europe and WADA experts in the audit of the activities of the National Anti-Doping Centre and the National Anti-Doping Laboratory.	December 2026	
11.	Purchase of the modern equipment for the National Anti-Doping Laboratory required for ISO 17025 and WADA accreditations.	December 2031	

12.	Application submission for obtaining ISO 17025 and WADA accreditations	December 2032	
13.	Cooperation with WADA on implementation of recommendations on activities of the National Anti-Doping Laboratory to obtain a status of a WADA-accredited laboratory.	December 2032	

Goal 4. Restoration and development of sports infrastructure

Operational goals aimed at solving a certain problem

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Subgoal 1. Comprehensive rebuilding and development of sports infrastructure, including bases for Olympic, Paralympic and Deaflympic training given the requirements of accessibility for people with disabilities and other low-mobility groups			
Goal to be achieved to solve the problem at each stage	At least 80% of all sports infrastructure facilities available at the end of 2021 are preserved. At least 50% of the bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports are preserved. Information on the destroyed infrastructure facilities is collected.	The losses of the sports infrastructure are assessed, and the infrastructure facilities are examined to calculate the costs of building and rebuilding activities; the priorities of the infrastructure rebuilding are set.	At least 50% of damaged and destroyed sports infrastructure facilities are comprehensively rebuilt and equipped; at least four bases for Olympic, Paralympic and Deaflympic training are built and rebuilt, restored, equipped and modernised.
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities	Lack of funding or reduced funding	Lack of funding or reduced funding
Goal achievement indicator	Percentage of the preserved infrastructure facilities	Funding (thousand, UAH)	Percentage and number of the rebuilt infrastructure facilities
The total need of funds for the goal achievement	Additional funding is not required.	Approximately 10 million 800 thousand (UAH)	Approximately 35 billion (UAH) (currency rate - 30,0)

Goal connections with other areas	1. infrastructure rebuilding.	1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 3. war losses audit 12. digitalization	1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 3. war losses audit 12. digitalization
Subgoal 2. The programs of the President of Ukraine "25 Sports Magnets" and "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are implemented given the requirements of accessibility of each facility for people with disabilities and other low-mobility groups			
Goal to be achieved to solve the problem at each stage	The information on damaged «sports Magnets" is collected and summarised. At least 60% of infrastructure facilities included in the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are preserved.	The losses of the sports magnets, sports boarding schools and children's and youth sports schools are assessed, and the infrastructure facilities are examined to calculate the costs of building and rebuilding activities; the priorities of the infrastructure rebuilding are set.	At least 50% of damaged and destroyed sports magnets, sports boarding schools and children's and youth sports schools are comprehensively rebuilt and equipped; the programs of the President of Ukraine "25 Sports Magnets" and "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are resumed; At least 5 new sports magnets are built
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Continuation of martial law and hostilities	Lack of funding or reduced funding	Lack of funding or reduced funding
Goal achievement indicator	Percentage of the damaged sports magnets, sports boarding schools and children's and youth sports schools	The losses of the sports infrastructure are assessed, and the infrastructure facilities are examined to calculate the costs of building and rebuilding activities; the priorities of the infrastructure rebuilding are set.	Percentage and number of reconstructed and equipped sports magnets, sports boarding schools and children's and youth sports schools
The total need of funds for the goal achievement	Additional funding is not required.	Approximately 5 million 700 thousand (UAH)	Approximately 18 billion (UAH) (currency rate - 30,0)

Goal connections with other areas	1. infrastructure rebuilding.	1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 3. war losses audit 12. digitalization	1. infrastructure rebuilding. 2. construction / urban planning / modernization of cities and regions. 3. war losses audit 12. digitalization

The current state of implementation of programme documents within the defined analysis area on the defined problem

	Title of the programme document	Current state
1.	The Strategy of Development of Physical Culture and Sports of Ukraine until 2028 approved by the Resolution of the Cabinet of Ministers of Ukraine # 1089 dated November 4, 2020	The program is suspended to achieve the strategic goal: accessibility of an extensive network of world-class sports infrastructure facilities for each person, namely people with disabilities
2.	The State Targeted Social Program for the Development of Physical Culture and Sports until 2024 approved by the Resolution of the Cabinet of Ministers of Ukraine # 115 dated March 1, 2017 (with amendments made according to the Resolution of the Cabinet of Ministers of Ukraine # 1371 dated 23.12.2020)	There are risks of not achieving the expected outcomes: on ensuring the preserving and development of an extensive network of modern sports facilities (sports halls, swimming pools, sports stadiums, etc..) which meet national and international standards, namely on attracting investments

Determination of tasks to achieve the stated goals

#	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, problems
Subgoal 1. Comprehensive rebuilding and development of sports infrastructure, including bases for Olympic, Paralympic and Deaflympic training given the requirements of accessibility for people with disabilities and other low-mobility groups			
Stage 1: June 2022 – end of 2022			
At least 80% of all sports infrastructure facilities available at the end of 2021 are preserved. *At least 50% of the bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports are preserved.* *Information on the destroyed infrastructure facilities is collected.*			

1.	Preservation of sports infrastructure, facilities of state / communal ownership and prevention of the suspension of their activities as components of the economics and sports development. .	December 2022	
2.	Test launch of the Unified electronic database of sports facilities for accounting of sports infrastructure in the country	December 2022	
3.	Preservation of bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports, and prevention of the suspension of their activities as components of the economics and sports development.	December 2022	
4.	Task 5. Collecting and summarising information on destroyed and damaged regional sports infrastructure facilities because of russia's aggression.	Regularly till the end of martial law and hostilities	
Stage 2: January 2023 – December 2025			
The losses of the sports infrastructure are assessed, and the infrastructure facilities are examined to calculate the costs of building and rebuilding activities; the priorities of the infrastructure rebuilding are set.			
5.	The losses of all sports infrastructure facilities are assessed (in accordance with the provided methods of assessment of losses or accounting documents), the costs of losses of infrastructure facilities and resources required for their reconstruction are calculated.	June 2023 (Timeframe to be regulated by the duration of martial law and hostilities)	
6.	All damaged infrastructure facilities of the country are examined to calculate the exact costs of their losses and financial resources required for their rebuilding, reconstruction, repairing with the use of modern technologies and modernization of all sports infrastructure	December 2024 (Timeframe to be regulated by the duration of martial law and hostilities)	
7.	All assessments and examination results of destroyed and damaged sports infrastructure facilities are analysed, the priorities of the infrastructure rebuilding are set given the available financial resources and reconstruction deadlines	December 2025 (Timeframe to be regulated by the duration of martial law and hostilities)	
8.	The Unified electronic database of sports facilities is modernised in accordance with the needs identified during the test launch.	December 2024	
9.	The losses of all bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports	June 2023 (Timeframe to be regulated by the	

	are assessed (in accordance with the provided methods of assessment of losses or accounting documents) to calculate the costs of losses and resources required for their reconstruction.	duration of martial law and hostilities)	
10.	All damaged bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports are examined to calculate the exact costs of their losses and financial resources required for their rebuilding, reconstruction, repairing with the use of modern technologies and modernization	December 2024 (Timeframe to be regulated by the duration of martial law and hostilities)	
11.	All assessments and examination results of destroyed and damaged bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports are analysed, the priorities of the infrastructure rebuilding are set given the available financial resources and reconstruction deadlines	December 2025 (Timeframe to be regulated by the duration of martial law and hostilities)	
Stage 3: January 2026 – December 2032			
At least 50% of damaged and destroyed sports infrastructure facilities are comprehensively rebuilt and equipped; at least four bases for Olympic, Paralympic and Deaflympic training are built and rebuilt, restored equipped and modernised			
12.	Project proposals on building, rebuilding, repairing of all damaged and destroyed infrastructure facilities identified for the reconstruction are received.	December 2026 (Timeframe to be regulated by the duration of martial law and hostilities)	
13.	A schedule for restoration and possible funding of damaged and destroyed sports infrastructure facilities of the country is developed in accordance with the priorities and norms identified by the State Social Standard in the field of physical culture and sports registered with the Ministry of Justice of Ukraine on April 5, 2013 with # 559/ 23091 (with amendments dated 23.11.2021 given the Order of the Ministry of Youth and Sports # 4029 dated 22.10.2021).	March 2027 (Timeframe to be regulated by the duration of martial law and hostilities)	
14.	At least 50% of damaged and destroyed sports infrastructure facilities are rebuilt. .	December 2032 (Timeframe to be regulated by the duration of martial law and hostilities)	
15.	Project proposals on building, rebuilding, repairing of all damaged and destroyed bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports are received.	December 2026 (Timeframe to be regulated by the duration of martial law and hostilities)	

16.	Task 5. A schedule for restoration and possible funding of damaged and destroyed bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports is developed in accordance with the identified priorities.	February 2027 (Timeframe to be regulated by the duration of martial law and hostilities)	
17.	Task 6. At least 50% of damaged and destroyed bases for Olympic, Paralympic and Deaflympic training subordinate to the Ministry of Youth and Sports or funded by the Ministry of Youth and Sports are rebuilt.	December 2032 (Timeframe to be regulated by the duration of martial law and hostilities)	
Subgoal 2. The programs of the President of Ukraine "25 Sports Magnets" and "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are implemented given the requirements of accessibility of each facility for people with disabilities and other low-mobility groups			
Stage 1: June 2022 – end of 2022			
The information on damaged «sports magnets" is collected and summarised. At least 60% of infrastructure facilities included in the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are preserved.			
1.	The information on damaged or destroyed «sports magnets" and infrastructure facilities included in the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" is collected and summarised.	December 2022 (Timeframe to be regulated by the duration of martial law and hostilities)	
2.	The action plan for reconstruction of damaged or destroyed «sports magnets" is developed.	December 2022 (Timeframe to be regulated by the duration of martial law and hostilities)	
Stage 2: January 2023 – December 2025			
The losses of the sports magnets, sports boarding schools and children's and youth sports schools are assessed, and the infrastructure facilities are examined to calculate the costs of building and rebuilding activities; the priorities of the infrastructure rebuilding are set.			
3.	The losses of all 'sports magnets' and infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools"are assessed (in accordance with the provided methods of assessment of losses or accounting documents) to calculate the costs of losses and resources required for their reconstruction.	June 2023 (Timeframe to be regulated by the duration of martial law and hostilities)	
4.	All damaged 'sports magnets' and infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are examined to calculate the exact costs of their losses and financial	December 2024 (Timeframe to be regulated by the	

	resources required for their rebuilding, reconstruction, repairing with the use of modern technologies and modernization.	duration of martial law and hostilities)	
5.	All assessments and examination results of destroyed and damaged ‘sports magnets’ and infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are analysed, the priorities of the infrastructure rebuilding are set given the available financial resources and reconstruction deadlines	December 2025 (Timeframe to be regulated by the duration of martial law and hostilities)	
6.	All the infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are examined, the feasibility of their further inclusion to the program is determined, a new list of infrastructure facilities is developed (if needed).	December 2025 (Timeframe to be regulated by the duration of martial law and hostilities)	
Stage 3: January 2026 – December 2032			
At least 50% of damaged and destroyed sports magnets, sports boarding schools and children's and youth sports schools are comprehensively rebuilt and equipped; the programs of the President of Ukraine "25 Sports Magnets" and "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are resumed; *At least 5 new ‘sports magnets’ are built.*			
7.	Project proposals on building, rebuilding, repairing of all damaged and destroyed ‘sports magnets’ and infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are received.	December 2026 (Timeframe to be regulated by the duration of martial law and hostilities)	
8.	A schedule for restoration and possible funding of damaged and destroyed ‘sports magnets’ and infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" is developed in accordance with the identified priorities.	February 2027 (Timeframe to be regulated by the duration of martial law and hostilities)	
9.	Task 6. At least 50% of damaged and destroyed ‘sports magnets’ and 25% of infrastructure facilities included to the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are rebuilt.	December 2032 (Timeframe to be regulated by the duration of martial law and hostilities)	
10.	At least 5 new ‘sports magnets’ are built.	December 2032 (Timeframe to be regulated by the duration of martial law and hostilities)	

11.	At least 70 infrastructure facilities included in the program of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 children's and youth sports schools" are reconstructed.	December 2032 (Timeframe to be regulated by the duration of martial law and hostilities)	

Goal 5. Increase in the level of Ukrainian national and civic identity up to 85%

Operational goals aimed at solving a certain problem

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Problem. The insufficiently formed Ukrainian national and civic identity, defence consciousness and the integration of the population of the temporarily occupied territories in the post-war period.			
Goal to be achieved to solve the problem at each stage	A unified narrative on the formation of Ukrainian national and civic identity is created. A social study on the development of national and patriotic education is conducted. 8 meetings (events) on the main terms of national and patriotic education are held in regions of Ukraine.	The level of Ukrainian national and civic identity has increased up to 85%. Annually: at least 20 all-Ukrainian events are held with the participation of up to 400,000 people; around 360 specialists are trained; about 1000 people travel across the country within the project "Investigate Ukraine"	The field of national and patriotic education is aligned with the EU standards. A study on European perceptions of Ukrainian national and civic identity is conducted. Around 2500 people participated in the project «Ukraine through the eyes of Europeans»
Timeframe under the stage	June 2022 – end of 2022	January 2023 – December 2025	January 2026 – December 2032
Risks related to the goal achievement	Prolonged hostilities and the impossibility to fully resume activities in the field of national and patriotic education. Considerable loss of human resources in the field of national and patriotic education.	–	–
Goal achievement indicator	Number of social studies conducted; number of events or meetings held	Number of events held and number of event participants; number of trained specialists; number of project participants	Number of social studies conducted; number of project participants
The total need of funds for the goal achievement	1,9 million (UAH)	84,25 million (UAH)	13,5 million (UAH)

Goal connections with other areas	20. education and science. 22. culture and information policy. 12. digitalization 10. modernization, security and defence	20. education and science. 22. culture and information policy. 12. digitalization 10. modernization, security and defence	20. education and science. 22. culture and information policy. 12. digitalization 10. modernization, security and defence

The current state of implementation of programme documents within the defined analysis area on the defined problem

#	Title of programme document	Current state
1.	The State Targeted Social Program of National and Patriotic Education until 2025 (dated 30.06. 2021, # 673)	Within the State Targeted Social Program of National and Patriotic Education until 2025 (referred as Program), 26 all-Ukrainian events on national and patriotic education with the participation of over 300,000 people were held in 2021 in partnership with structural units for youth and sports of regional and Kyiv city state administrations and NGOs. The financial support was provided to civil society institutions for the implementation of 34 national and patriotic education projects with the participation of more than 360,000 people.

Determination of tasks to achieve the stated goals

#	Description of the task to achieve the goal	Deadline for the task fulfilment	Dependence of the task on the tasks of other directions, areas, problems
Stage 1: June 2022 – end of 2022			
A unified narrative on the formation of Ukrainian national and civic identity is created. *A social study on the development of national and patriotic education is conducted.* *8 meetings (events) on the main terms of national and patriotic education are held in regions of Ukraine.*			
1	An analysis of the development of national and patriotic education is conducted (the main narratives are specified, mechanisms and means of formation of Ukrainian national and civic identity are identified).	December 2022	
2.	The law of Ukraine " On the Basic Principles of Ukrainian national and civic identity formation" is adopted.	December 2022	

3.	The standards of conducting events on national and patriotic education and military and patriotic education are developed.	December 2022	
Stage 2: January 2023 – December 2025			
The level of Ukrainian national and civic identity has increased up to 85%. Annually: at least 20 all-Ukrainian events are held with the participation of up to 400,000 people; around 360 specialists are trained; about 1000 people travel across the country within the project "Investigate Ukraine"			
4.	Through the national and patriotic education projects Ukrainian national and civic identity of the population, including people of the temporarily occupied and de-ocuppied territories, is formed.	December 2025	
5.	The population mobility is increased and the stereotype on the regional division of Ukraine is addressed.	December 2025	
6.	The field of national and patriotic education is digitalized.	September 2024	The Ministry of Digital Transformation
7.	The specialised study programs for training of national and patriotic education specialists are developed.	December 2024	MoES
8.	The position of a national and patriotic education specialist is introduced.	December 2024	
9.	The development of civil society institutions in the field of national and patriotic education and military and patriotic education is supported.	December 2025	
Stage 3: January 2026 – December 2032			
The field of national and patriotic education is aligned with the EU standards. A study on European perceptions of Ukrainian national and civic identity is conducted. Around 2500 people participated in the project «Ukraine through the eyes of Europeans»			
10.	The activities in the field of national and patriotic education are systemized and aligned with the tasks of integration into the EU.	December 2032	
11.	The joint study programs and events on military and patriotic education are developed given the UN standards.	December 2032	Ministry of Defence

ANNEX 1

Required regulatory framework

Field of youth policy

#	Title of the regulatory act	Point of the regulatory framework development/ amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Amendments to the Decree of the President of Ukraine # 94 "On the National Youth Strategy until 2030" dated March 12, 2021	A part of the content is to be amended given Russia's war against Ukraine, corresponding tasks are to be revised	Ministry of Youth and Sports	2023	2023
2.	Resolution of the Cabinet of Ministers of Ukraine "Some issues of the Implementation of the National Project on Youth Involvement in the Reconstruction of Ukraine"	The draft regulatory act will define the mechanisms of the implementation and funding of the national program on youth involvement in the reconstruction of Ukraine	Ministry of Youth and Sports	2023	2023
3.	Resolution of the Cabinet of Ministers of	Alignment of the Standard Regulation on the	Ministry of Youth and Sports	2022	2023

	Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine # 1198 dated 18. 12. 2018"	Youth Advisory Board at the Regional Level and the Standard Regulation on the Youth Advisory Board at the Local Level approved by the Resolution of the Cabinet of Ministers of Ukraine # 1198 dated 18. 12. 2018 with the requirements of the Law of Ukraine "On the Basic Principles of Youth Policy"			
4.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Establishment Procedure and Activities of the National Youth Council and Amendments to Certain Acts of the Cabinet of Ministers of Ukraine"	Creation of a unified vision on the development and implementation of youth policy, cooperation of central and local executive bodies, local authorities with youth work entities on the development and implementation of youth policy given the requirements of Article 7 of the Law of Ukraine "On the Basic Principles of Youth Policy"	Ministry of Youth and Sports	2022	2023
5.	Order of the Ministry of Youth and Sports "On Approval of the Procedure of organisation and Implementation	Defining the mechanisms of the implementation of the National Program on Youth Personal and Professional Development,	Ministry of Youth and Sports	2023	2024

	of the National Program on Youth Personal and Professional Development "	namely the procedures of involving young people in internships at public and local authorities			
6.	Acts of the Cabinet of Ministers of Ukraine on Ukraine`s joining to the EU Program «European Solidarity Corps»	Ukraine`s joining to the EU Program «European Solidarity Corps»	Ministry of Youth and Sports	2023	2025
7.	Amendments to the Law of Ukraine "On the State Budget of Ukraine»	Amendments to the amount of subvention to fund the rebuilding, reconstruction, modernization and construction of youth centres and spaces.	Ministry of Regional Development (with the participation of the Ministry of Youth and Sports)	2023	2024
8.	Amendments to the Law of Ukraine "On the Basic Principles of Youth Policy"	Amendments to the introduction of the term "youth worker", amendments to the activities and funding procedures of the Ukrainian Youth Fund, providing for the possibility of funding youth centres through subventions; revision of the terms "youth infrastructure", "youth centre";	Ministry of Youth and Sports	2023	2024

		added article on launching the database of youth centres and spaces; added section on standards for the provision of youth services by youth centres (regulation of the Law of Ukraine "On State Social Standards and State Social Guarantees")			
9.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure and Conditions for Granting a Subvention from the State Budget to local Budgets for the Implementation of Projects under the Recovery Program of Ukraine" (or amendments to the Resolution of the Cabinet of Ministers of Ukraine # 1324 dated 15.12.2021 "On Approval of the Procedure and Conditions for Granting a Subvention from the State Budget to local Budgets for the	Determining the procedure and conditions for granting a subvention for the reconstruction of youth centres and spaces destroyed because of the war in Ukraine	Ministry of Regional Development (with the participation of the Ministry of Youth and Sports)	2023	2024

	Implementation of Projects under the Recovery Program of Ukraine"				
10.	Resolution of the Cabinet of Ministers of Ukraine "Some issues of operations of the electronic database of youth centres and spaces"	Determining the procedure and conditions for operations of the electronic database of youth centres and spaces, the list of data contained	Ministry of Youth and Sports	2023	2024
11.	Regulatory acts on funding modernization, rebuilding, reconstruction and construction	Given the general state approach to the regulation of funding modernization, rebuilding, reconstruction and construction, there is a need in analyzing and, if needed, developing other regulatory acts to ensure the funding process	Ministry of Regional Development (with the participation of the Ministry of Youth and Sports)	2023	2024
12.	Amendments to the Law of Ukraine "On State Social Standards and State Social Guarantees"	Regulation of the procedure of developing state standards for youth services, determining the number of necessary youth infrastructure facilities in each administrative territorial unit for the provision of youth services (given the number of young people in each administrative	Ministry of Youth and Sports Ministry of Social Policy	2023	2024

		territorial unit), development of norms and standards for the provision of services in this field. Implementation of the bill will enable the development and approval of a number of state standards for services provided by youth centres			
13.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of Standards for Free Youth Services Provided by Youth Centres Regardless of their Ownership"	Defining standards for youth services provided by youth centres	Ministry of Youth and Sports	2023	2024
14.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure and Conditions for Granting a Subvention from the State Budget to Local Budgets for the Development of Network of Youth Centres"	Determining the procedure of granting a subvention from the state budget to local budgets for the development of network of youth centres	Ministry of Youth and Sports	2026-2032	2027
15.	Resolution of the Cabinet of	Alignment of the draft regulatory act with the Law of	Ministry of Youth and Sports	2023	2023

	Ministers of Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine # 1014 dated 20.12.2017	Ukraine "On the Basic Principles of Youth Policy"			
16.	Order of the Ministry of Youth and Sports "On Approval of the Procedure for Awarding Youth Centres a National Quality Mark, Monitoring and Evaluating the Effectiveness of their Activities»	Setting the organisational requirements for the issue and use of the certificate confirming the award of a national quality mark to a youth centre in accordance with Paragraph 3 of Article 6 of the Law of Ukraine "On the Basic Principles of Youth Policy"	Ministry of Youth and Sports	2023	2024
17.	Order of the Ministry of Youth and Sports "On Approval of Amendments to the National Quality Mark and Quality Indicators for Youth Centres"	Improvement of the indicators for the award of a national quality mark to youth centres and for the implementation of the Law of Ukraine "On the Basic Principles of Youth Policy"	Ministry of Youth and Sports	2023	2023
18.	Order of the Ministry of Youth and Sports "On Amendments to the Order of the Ministry of	Alignment of terms, alignment with the norms of the Law of Ukraine "On the Basic Principles of Youth Policy" improvement of the	Ministry of Youth and Sports	2023	2024

	Youth and Sports # 4334 dated 19.09.2018" (Procedure for the Implementation of the Program "Youth Worker")	procedure for the implementation of the program			
19.	Professional Standard for the profession «Youth Worker»	Approval in the prescribed manner of the requirements for the youth worker qualifications and competences	Ministry of Youth and Sports	2023	2025
20.	Standard of higher education for the specialty (youth work)	Determining common requirements for the study programs of higher education within a certain level of higher education and specialty, in this case, within the specialty «youth work»	Ministry of Youth and Sports	2025	2032
21.	Resolution of the Cabinet of Ministers of Ukraine "Some Issues of the Ukrainian Youth Fund"	Ensuring the activities of the Ukrainian Youth Fund	Ministry of Youth and Sports	2022	2023
22.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Providing Project and Institutional Support to the Ukrainian Youth Fund in the Form of Budget Grants»	Approval of mechanisms for providing grants for the project support of youth work entities	Ministry of Youth and Sports	2022	2023

23.	Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine # 579 dated 02.06. 2021"	Clarification of activities related to youth employment (employment, entrepreneurship, professional orientation and retraining of youth, other priority areas)	Ministry of Youth and Sports	2022	2023
24.	Amendments to the Procedure for Ukrainian-Polish Youth Exchanges and Activities in accordance with the Agreement between the Cabinet of Ministers of Ukraine and the Government of the Republic of Poland on the Ukrainian-Polish Youth Exchange Council approved by the Ministry of Youth and Sports on 04.07.2016 with # 2643, registered in the Ministry of Justice of Ukraine on 11.07.2016 with # 937/29067 (with amendments)	Introduction of an electronic system for competitions within the framework of international youth exchanges in partnership with Poland	Ministry of Youth and Sports	2022	2022
25.	Amendments to the Procedure for Ukrainian-	Introduction of an electronic system for competitions	Ministry of Youth and Sports	2022	2022

	Lithuanian Youth Exchanges and Activities in accordance with the Agreement between the Government of Ukraine and the Government of the Republic of Lithuania on the Ukrainian-Lithuanian Youth Exchange Council approved by the Ministry of Youth and Sports on 16.11.2016 with # 4297, registered in the Ministry of Justice of Ukraine on 18.11.2016 with # # 1498/29628 (with amendments)	within the framework of international youth exchanges in partnership with Lithuania			
26.	Resolution of the Cabinet of Ministers of Ukraine on approval of Agreements between the Government of Ukraine and the Governments of other EU and world countries on Youth Exchange Councils	Approval of the conditions for activities of the Youth Exchanges Councils between Ukraine and other EU and world countries to ensure the cooperation between the youth of these countries	Ministry of Youth and Sports	2023	2032
27.	Procedures for Youth Exchanges between Ukraine and other EU and world countries	Approval of mechanisms for youth exchanges between Ukraine and other EU and world countries	Ministry of Youth and Sports	2023	2032

28.	Procedure of the implementation of the initiative "National Institutional Platform for Support of Youth Entrepreneurship and Entrepreneurial Skills " (Order of the Ministry of Youth and Sports, subject to the state registration)	Approval of the procedure of the implementation of the initiative "National Institutional Platform for Support of Youth Entrepreneurship and Entrepreneurial Skills "	Ministry of Youth and Sports	2022	2023
29.	Recommendations for local authorities on the implementation of the initiative "Community for Youth" (Order of the Ministry of Youth and Sports, subject to the state registration)	Development of recommendations for local authorities on the implementation of the initiative "Community for Youth"	Ministry of Youth and Sports	2025	2026
30.	Acts of the Cabinet of Ministers of Ukraine on full membership of Ukraine in the EU Erasmus + program	Ensuring full membership of Ukraine in the EU Erasmus + program	Ministry of Youth and Sports	2024	2025
31.	Amendments to the Order of the Ministry of Youth and Sports # 808 dated 03.03.2016, registered with the Ministry of Justice of Ukraine on 25.03.2016 with # 453/28583 "On Approval	Clarification of terms, norms and other conditions for activities and projects given the war conditions	Ministry of Youth and Sports	2022	2023

	of the Procedure for the Implementation of Programs, Projects and Activities within Youth and National and Patriotic Education Public Policies"				

Field of physical culture

#	Title of the regulatory act. 2.3	Point of the regulatory framework development/ amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Order of the Ministry of Youth and Sports "On approval of the Standard Regulations on the organisation of Safe Hiking, Biking and Water tourism Routes"	Setting conditions for physical activities of Ukrainian citizens, raising public awareness of cultural heritage and attractions of Ukraine	Ministry of Youth and Sports обласні, Київська міська державні адміністрації	2022	November 2022
2.	Amendments to the Laws of Ukraine "On State Social Standards and State Social Guarantees" and "On Physical Culture and Sports"	Introduction of state standards in the field of physical culture and sports and state social standards for the provision of services to physical culture and sports entities (submitted to the Verkhovna Rada of Ukraine, registered on 02.04.2021 with # 5325)	Ministry of Youth and Sports	2022	December 2022

3.	Amendment to Article 91 of the Budget Code of Ukraine	Funding activities on involving population in physical activities and sports	Ministry of Youth and Sports	2022	December 2022
4.	The State Targeted Social Program for the Development of Physical Culture and Sports until 2024 approved by the Resolution of the Cabinet of Ministers of Ukraine # 115 dated March 1, 2017	Amendment supplementing the tasks and measures aimed at implementing national digital information solutions in the field of physical culture and sports, increasing the number of citizens involved in physical activities, enhancing the country prestige in the international sports community, building sports infrastructure facilities after the end of martial law	Ministry of Youth and Sports other central executive bodies, regional, Kyiv city state administrations	2022-2023	April 2023
5.	Program «Healthy Ukraine»	Approval of the program «Healthy Ukraine» aimed at developing an active and healthy society through setting conditions for the development of physical activities and sports, physical health of children, youth, adults and elderly people, affordable and quality medical care assistance, barrier-free environment for all groups of the population, population provision with drinking water of the required	Ministry of Youth and Sports Ministry of Environmental Protection and Natural Resources MoES Ministry of Health Ministry of Regional Development Ministry of Social Policy regional state administrations	2023	December 2023

		quality and in the required volumes			

Field of sports

#	Title of the regulatory act	Point of the regulatory framework development/ amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	The Laws of Ukraine “On Anti-Doping Activities in Sports”	Alignment of the national anti-doping legislation with international standards, including the requirements of the World Anti-Doping Code, strengthening the capacity of the national anti-doping organisation	Ministry of Youth and Sports	June 2022 – December 2022	December 2022
2.	The Laws of Ukraine “On Anti-Doping Activities in Sports” and “On Amendments to Article 52 of the Law of Ukraine "On Physical Culture and Sports" on the activities of the National Anti-Doping Laboratory given WADA recommendations	Ensuring the activities of the state institution "National Anti-Doping Laboratory" in accordance with the International Standard for Laboratories, defined by the International Convention against Doping in Sport	Ministry of Youth and Sports	June 2022 – December 2022	December 2022
3.	Resolution of the Cabinet of Ministers of Ukraine on amendments and supplements to the resolutions: «On Approval of the Regulations on a Children's	Setting conditions for the activities of children's and youth sports institutions and institutions for	Ministry of Youth and Sports	June - July 2022	August 2022

	and Youth Sports School» (# 933, dated 05.11.2008), «On Approval of the Regulations on an Institution of Specialized Sports Education with Specific Training Conditions» (# 2061, dated 05.11.1999); «On Approval of the Regulations on a Base for Olympic Training» (# 948, dated 07.09.2011)	reserve sports under the war and in the recovery period			
4.	Law of Ukraine "On Amendments to Article 46 of the Law of Ukraine "On Physical Culture and Sports" on the possibility of using information systems	Enabling the use of information systems for administrating public processes in the field of physical culture and sports at the legislative level	Ministry of Youth and Sports	Developed	December 2023
5.	Resolution of the Cabinet of Ministers of Ukraine «On the Procedure for the Use of the Calendar Plan of Physical Culture and Sports Activities in Ukraine»	Approval of the procedure for activities of the information system at the state level and its launching	Ministry of Youth and Sports	2023-2024	2025
6.	Resolution of the Cabinet of Ministers of Ukraine «On the Procedure for Activities of Electronic Database of Sports organisations and Institutions»	Approval of the procedure for activities of the information system at the state level and its launching	Ministry of Youth and Sports	2023-2024	2025
7.	Resolution of the Cabinet of Ministers of Ukraine «On the Procedure for Activities of Electronic Database of Human Resources in the Field of Physical Culture and Sports»	Approval of the procedure for activities of the information system at the state level and its launching	Ministry of Youth and Sports	2023-2024	2025
8.	Resolution of the Cabinet of Ministers of Ukraine «On the Procedure for Activities of Information System for Sports Medicine Administration»	Approval of the procedure for activities of the information system at the state level and its launching	Ministry of Youth and Sports	2023-2024	2025

9.	Resolution of the Cabinet of Ministers of Ukraine «On the Procedure for Activities of Electronic Database of Sports Facilities»	Approval of the procedure for activities of the information system at the state level and its launching	Ministry of Youth and Sports	December 2022	2023
10.	Resolution of the Cabinet of Ministers of Ukraine "On Granting a Subvention for the Development of Sports Infrastructure"	Approval of the procedure and conditions for granting a subvention for the development of sports infrastructure	Ministry of Youth and Sports	within a month after the end of martial law for the corresponding year	Each January for a period of the year until the full implementation of the programs

Field of national and patriotic education

#	Title of the regulatory act	Point of the regulatory framework development/ amendment	Public authority responsible for the regulatory framework development/amendment	Development timeframe	Approval deadline
1.	Draft Law of Ukraine "On the Basic Principles of Formation of Ukrainian National and Civic Identity»	Approval of basic terms, mechanisms and field structure at the legislative level	Verkhovna Rada of Ukraine	June 2022	December 2022
2.	The concept of "Civic Education"	Determining main tasks for the civic education in the national and patriotic education	MoES	June 2022	December 2022
3.	Order of the Ministry of Youth and Sports «On Standards of Conducting Events on National and Patriotic Education and Military and Patriotic Education»	Regulations on conducting events on national and patriotic education	Ministry of Youth and Sports	July 2022	February 2023
4.	Classifier of positions	Recognition of the position «national and patriotic education specialist, educator» at the legislative level	Ministry of Youth and Sports	December 2023	June 2024

5.	Job description of a national and patriotic education specialist	Determining main tasks and responsibilities of a national and patriotic education specialist	Ministry of Youth and Sports	August 2023	December 2023
6.	Procedure for the Implementation of Programs, Projects and Public Policy Activities in the field of youth, national and patriotic education	Review of formats of events, introduction of online events, increase of standards for events	Ministry of Youth and Sports	August 2022	September 2023

ANNEX 2

Proposed National projects

Project description	Rationale	Criteria Key Performance Indicators (qualitative/quantitative)	Economic effect (impact on GDP, budget, employment, etc.)	The main responsible body	Estimated budget (mln UAH)	Suggested sources of funding	Regulatory acts	Related area of regulation of EU law (general comment)
Social project "Active parks - locations of healthy Ukraine"	Promotion and organisation of health physical activity of all categories of citizens, including people with disabilities, creating conditions to reduce morbidity, improve the quality and duration of active life, disease prevention and overcoming their consequences, the formation of a society united by the idea of healthy and active life.	Involvement of the population in physical activity and sports Every day at least 1,000 people use the online platform "Active Parks" and official pages on social networks Facebook and Instagram to engage in physical activity for all segments of the population in the regions of Ukraine, including those where hostilities took place and are under occupation, to attract leading athletes including with		Ministry of Youth and Sports		National budget Local budgets		

		disabilities and celebrities. - 2022 Restoration of 90% of undamaged sports locations of the social project "Active parks - locations of healthy Ukraine" - 2025 Operation of 10,000 sports locations for physical activity available to all segments of the population in parks, adjacent territories, in places of mass recreation, and living throughout Ukraine - 2032.						
Olympic sports development strategy	Improving the results of athletes in Olympic sports in the international sports arena	Team place in the team standings at the Olympic and European Games		Ministry of Youth and Sports		The state budget and other sources are not prohibited by law	adoption of the relevant legal act	
Implementation of the programme of the President of Ukraine "25 sports magnets" taking into account the	The programme has been implemented since 2020, the goal of which is to create a magnet sports facility in each region of the country, which will provide an opportunity not only in each region to host high-ranking sports competitions, NTCs of national teams of Ukraine, but also to	25 magnet sports facilities have been built in all regions of Ukraine	Increase of receipts to budgets due to carrying out sports competitions of various level	Ministry of Youth and Sports	6 bln UAH	National budget Local budgets	Procedure and conditions for granting a subvention	

requirements for accessibility and accessibility of persons with disabilities and other low mobility groups to each individual object	involve the population in mass sports.		(including international), NTZ of national teams, educational sports process, mass sports. Also cultural events. The creation of such a facility increases the jobs of about 100-150 employees					
Implementation of the programme of the President of Ukraine "Reconstruction of 18 sports boarding schools and 100 SYSS" taking into account the reduction of facilities to the requirements for accessibility and accessibility of	Most of the existing sports infrastructure is built according to old standards, and is not equipped with modern sports technologies, which leads to poor training of athletes in Ukraine, but as a result of poor results in the international arena.	18 sports boarding schools and 100 SYSS were reconstructed	The implementation of the programme will increase the capacity of sports facilities. The number of coaches will increase. After the reconstruction, the	Ministry of Youth and Sports	12 bln UAH	National budget Local budgets	Procedure and conditions for granting a subvention	

persons with disabilities and other low-mobility groups			sports facilities will be energy efficient and use modern technologies, which will lead to savings in maintenance costs and the ability to provide sports services at better prices in greater quantities. The nation will be healthier, which will reduce the cost of health, especially for children. Increasing victories in the international arena will have a positive effect on					

			the overall image of the country.					
All-Ukrainian project "United Ukraine"	Due to different interpretations and perceptions of the sphere of national-patriotic education in society, there are situations of manipulating the term "patriot", "patriotism", and the sphere is often associated with radical sentiments. which is not true. Therefore, there is a need to identify the main narratives that affect the formation of Ukrainian national, civic identity, defence consciousness and standardisation of basic concepts. In order to relieve social tensions and clarify the main provisions of the Law. Awareness of communities about the key tasks of national and patriotic education Since the sphere of national-patriotic education is designed to form Ukrainian national and civic identity, the defence of consciousness is unacceptable during the activities of this direction and is unacceptable to use the Soviet heritage and scenarios that still occur in	Conducted one sociological study		Ministry of Youth and Sports	0,5 funds for sociological research are needed only at the first stage	National budget Local budgets	Order of the Ministry of Youth and Sportsy	

	certain regions and communities. During the war, there was a great demand and readiness to defend Ukraine's independence, but there was a problem with the lack of such skills (home care, handling weapons, handling explosives, survival in dangerous and extreme conditions). Also in the future, special attention should be paid to the promotion of military service among young people and the formation of defence consciousness. In addition, there is a part of the population that has been under occupation for 8 years, their integration into Ukrainian society requires first of all overcoming Soviet myths in their minds. An important step in the development of national-patriotic education is the training of qualified human resources in public authorities, local governments, educational institutions, youth centres for the organisation and implementation of programmes , projects and activities on national-patriotic education, and the development of grassroots coordination. educational processes in this							

	direction							
- conducting at the first stage of the project "United Ukraine" all-Ukrainian study "Ukrainian national and civic identity"		Conducted one sociological study			0,5			
- clarification of basic concepts, terms, mechanisms for the formation of Ukrainian national and civic identity. - clarification of the standards for conducting events on national-patriotic education and military-patriotic education.		8 meetings were held in the regions of Ukraine		Ministry of Youth and Sports, Ministry of Education and Sciences	1,4		Order of the Ministry of Youth and Sports	
- information work with communities and the population:								
- formation of		Carrying out not less		Ministry of	33		Order of the Ministry	

Ukrainian civic identity; - increasing the number of young people ready to fulfil their duty to protect the independence and territorial integrity of Ukraine. Emphasis (overcoming the myths that grew with russian propaganda, studying the Ukrainian language, history, culture).		than 20 all-Ukrainian actions annually on these directions (for three years about 60 actions)		Youth and Sports, Ministry of reintegration, Ministry of Defence			of Youth and Sportsy	
-staffing of the sphere: conducting measures to train specialists in the field of national and patriotic education; Creation of digital educational and information series for specialists in the field of		Training of about 360 specialists annually		Ministry of Youth and Sports, Ministry of Education and Science, Regional state administrations	7			

national and patriotic education.								
National project "Study Ukraine". Accent (informational and educational exchanges aimed at learning about the traditions and culture of the regions of Ukraine).	According to the results of a sociological study, about 50% of the population did not travel to Ukraine for the last three years, it has had a negative impact on the unity of the nation and the formation of a stereotype regarding regional differences.	Every year, about 1,000 people travel to Ukraine as part of the project		Ministry of Youth and Sports, Ministry for Communities and Territories Development of Ukraine Agency of Tourism, Regional state administrations	26,25			
The project to create a single platform of NPE and digital training. Emphasis (on the resource, place all information about events, projects, initiatives, opportunities and competitions for financial support, public	The project to create a single platform of NPE and digital training. Emphasis (on the resource, place all information about events, projects, initiatives, opportunities and competitions for financial support, public organisations, specialists and institutions in the field of national and patriotic education, as well as informational and educational materials about the formation of Ukrainian national and civic identity). In order to quickly adapt the	Operation of a single online platform		Ministry of Youth and Sports, Ministry for Digital Transformation, Regional state administrations	2		Order of the Ministry of Youth and Sports	

organisations, specialists and institutions in the field of national and patriotic education, as well as informational and educational materials about the formation of Ukrainian national and civic identity).	field to all modern challenges and threats, it is necessary to transfer the field to a digital format (placement of informational materials, training, literature). The creation of a digital platform will give the population at any point the opportunity to receive interesting materials in the field for the formation of Ukrainian national and civil identity, defence consciousness.							
The project of competitive support of institutions of civil society. Emphasis: (training of civil society institutions on participation in competitions, receiving grant support).	A developed civil society is an indicator of the country's development. For example, civil society institutions were the first to defend the humanitarian front during the war through volunteering. A large part of the representatives of public organisations of the NPE direction joined the ranks of the Armed Forces of Ukraine and territorial defence. These people will have practical experience in the future, which they will use as instructors during the implementation of NEP events and projects. Training on grant and competitive support of	About 400,000 people are annually covered by projects (by regional state administrations) of national and patriotic education, developed by civil society institutions, for the implementation of which financial support is provided		Ministry of Youth and Sports, Regional state administrations	18		Order of the Ministry of Youth and Sportsy	

	representatives of civil society institutions will allow establishing partnership relations with the state.							
The project "Ukraine through the eyes of Europeans". Emphasis: presentation of Ukrainian identity to Europeans, research and search for common narratives and historical unity.	During integration into the EU, it is important to preserve the linguistic, cultural and historical uniqueness of Ukraine and to convey the image of a Ukrainian to the European community.	One study was conducted on the perception of Ukrainian national and civil identity by Europeans. About 2 500 people will take part in the project		Ministry of Youth and Sports, Ministry of foreign affairs	7,5			
International project "Descendants of the Free" Emphasis (exchange of experience regarding the protection of territorial integrity and overcoming the post-totalitarian regime).	Ukraine is one of the countries that in the 21st century has combat experience, military heroes, a history of survival and the formation of a nation that can be told to other countries. Events of this format will help overcome post-war traumatism and contribute to the socialisation of Ukrainians. It will also facilitate the exchange of experience between countries with cases of readaptation.	About 1,000 people will be involved in the project		Ministry of Youth and Sports, Ministry of defence, Ministry of foreign affairs	6			

Conducting a nationally representative sociological survey on the social situation of young women and men and the level of their participation in public life.	Conducting regular studies of the socio-economic situation of youth is necessary for understanding the current problems, needs and challenges of youth and effective use of resources of state authorities and local self-government bodies, international organisations. This is a proven youth policy. On the basis of such data (evidence based youth policy), youth policy will be improved, which will make it possible to solve youth issues as best as possible and meet the needs of young women and men. It will also ensure the implementation of an effective youth policy at all levels (taking into account the administrative-territorial distribution, distribution and gender, will include monitoring of various studies and analytical data on youth, displaying data by region, developing a youth participation index system, monitoring and evaluation of the implementation of youth policy and universal research methodology (the methodology of the youth participation index, the UNFPA youth well-being index can be considered:	the availability of statistical data on the situation of youth in Ukraine and the level of their participation in public life, which will help to feel the mood of the youth and improve the priority areas of youth policy to solve the current problems of the youth at all levels.		Ministry of Youth and Sports, other central bodies executive power, Regional state administration s, science institutions	55	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and science

	https://www.youthwellbeing.in.ua/, the Eurostat methodology: https://ec.europa.eu /eurostat/web/youth), digital tools Action, U-report). At the 1st stage, it is assumed that a study will be conducted to obtain zero data. At the II and III stages, an annual study is planned to obtain analytical data on the situation and participation of young people in public life, on the basis of which the youth policy will be improved. Partners: UNDP, IOM, UNFPA (through the IBM platform)							
A system of informing young people about opportunities to realise their potential in Ukraine and European integration has become established. Implementation of a modern system of unification of volunteer and	Informing the youth about existing capabilities are no less important than creating such capabilities. In order to inform, a communication strategy is essential, as it is necessary to have a clear vision on how exactly to inform different categories of young people. It is also equally important to inform representatives of state authorities and specialists who work with youth about analytical data on the situation of young people and their participation in public life, so that they can take	the level of awareness among young people has increased, including vulnerable categories and the Ukrainian youth of the diaspora, about the available opportunities for involvement in the restoration of the country, the tools of participation, its rights and obligations for self-realisation, development and integration into public life.		Ministry of Youth and Sports Ministry for Digital Transformation Ministry of Culture	55	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

state initiatives to help the civilian population, in particular the youth, through the implementation of the "Spivdiia" project (https://spivdiia.org.ua/).	this into account during the formation of policies related to the solution of urgent youth issues at all levels . At the first stage of implementation of the recovery plan, the information campaign should demonstrate the role of young people in achieving victory (within the country and abroad), providing assistance to the Armed Forces, the civilian population, inspire and motivate young people to participate in public life, be active citizens of their countries. At regional state administrations, the main goal of the campaign should be to maintain the level of youth activity and involve more youth of different groups in public life. At the 1st stage, it is planned to create the "eMolod" module on the Diya platform (eMolod is a digital youth platform that concentrates all opportunities for young people in Ukraine, as well as analytical data from all stakeholders to inform youth and specialists, European integration). At the II stage, the development of a communication strategy for informing young people about							

	the youth policy and ensuring its implementation is envisaged. During all stages, an annual information campaign is planned (the campaign should be developed taking into account the needs of young women and men, vulnerable categories, taking into account those with limited access to electronic sources of information). Partners: Ministry for Digital Transformation, USAID/UNITY							
A system of informing young people about opportunities to realise their potential in Ukraine and European integration. Implementation of a modern system of unification of volunteer and state initiatives to help the civilian population, in particular the youth, through the	Thanks to the implementation of the project, the permanent participation of young people in the processes related to the victory and restoration of the country will be ensured (it is planned to involve more than 15 thousand young people). Within the framework of the project: 1) youth volunteer headquarters will be created on the basis of youth centres to provide assistance to the civilian population; 2) a base of volunteers, those in need and people ready to provide resources for assistance has been formed; 3) exchange of resources between the civilian population, volunteers and the state is ensured; 4) measures	1) the number of services provided within the framework of the "SpivDiya" platform; 2) number of people, including young people who used the services of the "SpivDiya" platform (psychological and legal support of the population, career counselling, support for young entrepreneurs, children); 3) the percentage of young people involved in volunteer activities has increased.		Ministry of Youth and Sports ОПУ, Ministry for Communities and Territories Development of Ukraine, Ministry of Reintegration, Ministry of Health		Charity organisation ”Charity Fund “Spivdiia”, international organisations	-	Youth and Sports

implementation of the "Spivdiia" project (https://spivdiia.org.ua/).	have been implemented to support the civilian population, in particular the youth: distribution of necessary goods and services among those in need; 5) a safe space has been created for the civilian population, in which various services for socialisation and adaptation are provided, in particular: humanitarian aid, psychological and legal consultations, employment consultations, services for non-formal education, development and activities with children and youth. At the 1st stage, a safe and understandable space for the civilian population (interaction between volunteers and the population) was created on the basis of 23 youth centres/spaces/youth councils, which provide the following services: humanitarian aid, psychological and legal consultations, career counselling, support for young entrepreneurs, conducting classes with children and young people, preparing for the multi-test through informal education. At the II stage, it is assumed that							

	the humanitarian direction will be closed and services to support the civilian population, in particular young people, will be expanded on the basis of youth centres and spaces: psychological and legal consultations, career counselling, support for young entrepreneurs, conducting classes with children and youth through non-formal education , development of case management and organisation of volunteering. At the III stage, it is assumed that the platform will continue its work by providing services for the socialisation and adaptation of children and youth, in particular on the basis of youth centres and spaces. Partners: OPU, Ministry for Communities and Territories Development of Ukraine, Ministry of Reintegration, Ministry of Health, ISR "Yednannia", USAID/IREX, UNDP, UNICEF, EY4YOUTH, OSCE, FSU							
Implementation of the National Project of Involvement of	Thanks to the implementation of the project, a mechanism will be created to involve young people in the processes of the country's	1) the level of youth participation in decision-making processes has increased		Ministry of Youth and Sports, Ministry for	50	funds from state/local budgets/other sources not prohibited by law Regional state	draft resolution of the Cabinet of Ministers of Ukraine "On Amendments to the	Youth and Sports

Youth in the Restoration of Ukraine. (promoting the processes of involving young people in the processes of reconstruction of Ukraine, in particular, the restoration of social and civil infrastructure objects that suffered as a result of the war in Ukraine, by involving them in the activities of volunteer groups at youth centres and spaces)	recovery. As part of the project, it is envisaged to: 1) create coordination volunteer spaces on the basis of youth centres and spaces; 2) involve more than 5,000 young people in the restoration of social and civil infrastructure facilities in the territories of communities affected by the war; 3) involve youth as a social group in the process of rebuilding the country; 4) promote the spread of the culture of volunteerism among young people for their cohesion in order to overcome the consequences of russia's war against Ukraine; 5) teach 5,000 young people the basics of working professions. At the 1st stage, it is planned to launch a pilot project in more than 3 regions of Ukraine, within the framework of which young people from different regions of Ukraine will be involved in the processes of restoring the country and helping communities, the civilian population, and will also increase the level of their competences. At the II stage, it is planned to	through participation in the activities of youth councils; 2) the percentage of young people who do not take any part in social life has decreased; 3) increasing the percentage of young people who know about various participation tools and use them.		Communities and Territories Development of Ukraine, Ministry of Internal Affairs of Ukraine Ministry of Education and Science		administrations, including international partners	Resolution of the Cabinet of Ministers of Ukraine dated December 18, 2018 No. 1198"	

	start the project on the entire territory of Ukraine. It is planned to carry out an analysis of the areas most affected by the war in Ukraine, and to provide youth exchanges for their involvement in the processes of restoring the country and helping communities, the civilian population, as well as improving the level of their competences. Partners: UNDP, State Emergency Situations, FNUN, All-Ukrainian Association of Local Self-Governing Bodies "Association of Cities of Ukraine", Local Government							
Development of activities of youth councils and spread of direct forms of participation in public life. (creating conditions for youth participation in the decision-making process, approaching victory and restoration of Ukraine)	The implementation of the project will ensure the creation of conditions for the participation of youth in the processes of the country's recovery, other processes directly related to youth, which is one of the priority areas of the youth sphere of the European Union. The development of youth councils is a quality tool for involving young people in decision-making processes, both in Ukraine and in Europe. At the 1st stage, it is envisaged to involve youth councils in the processes related to the victory	1) the level of youth participation in decision-making processes has increased through participation in the activities of youth councils; 2) the percentage of young people who do not take any part in social life has decreased; 3) increasing the percentage of young people who know about various participation tools and use them.		Ministry of Youth and Sports	100	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	draft resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine dated December 18, 2018 No. 1198"	Youth and Sports

	and restoration of Ukraine; At the II stage, it is envisaged to create conditions for the participation of young people in the processes of the country's recovery through the support and development of youth councils. At the III stage, it is envisaged: creation and capacity building of the network of youth councils in Ukraine and the spread of direct forms of participation through the implementation of the provisions of the European Charter of Youth Participation; taking into account the recommendations of the Council of Europe, the EU and the UN regarding the participation of young people in decision-making processes at all levels in Ukraine. Partners: Council of Europe Project "Youth for Democracy in Ukraine: Phase II", UNDP, FRSE, SALTO EECA							
Activation of the activities of the Ukrainian youth of the diaspora for the approach of victory and restoration of the country.	Implementation of the project will contribute to increasing the level of youth participating in the processes related to the victory and restoration of the country. At the 1st stage, it is envisaged to activate the activities of the	1) the number of youth projects involving the Ukrainian youth of the diaspora has increased; 2) the number of youth projects with the involvement of partners from abroad has		Ministry of Youth and Sports, Ministry of Foreign Affairs	5	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

(contributes to attracting the countries of the world to the consequences that arose as a result of russia's war against Ukraine, by supporting the activities of the Ukrainian youth of the diaspora).	Ukrainian youth of the diaspora in order to bring the victory of Ukraine closer (organisation of peaceful actions, exhibitions, lectures, etc. abroad in support of Ukraine; promotion of the collection, accumulation and delivery of humanitarian aid to Ukraine, provision of informational support to refugees, ensuring communication between resettled Ukrainians and local authorities). At the II stage, it is planned to support the activities of the Ukrainian youth of the diaspora abroad with the aim of drawing the attention of various countries of the world to the consequences that arose as a result of russia's war against Ukraine, in particular to the destroyed and damaged infrastructure in order to attract regional state administrative resources to Ukraine. At the III stage, it is envisaged to involve the Ukrainian youth of the diaspora in the implementation of European integration processes in Ukraine with the aim of spreading true information in the world.	increased; 3) the level of attention of the world community to the problematic issues of Ukraine has increased thanks to the work of the Ukrainian youth of the diaspora abroad.						

	Partners: Ministry of Foreign Affairs, UNICEF							
Launching and ensuring the work of the National Council on Youth Affairs as a coordinating body under the CMU on involving youth in the recovery process of Ukraine. (increasing the level of participation in the processes related to the victory and restoration of the country through the creation of a coordinating body at the CMU (National Youth Council), which will perform a coordinating function in decision-making processes related to youth during	Implementation of the project will contribute to increasing the level of youth participating in the processes related to the victory and restoration of the country. At the 1st stage, it is planned to develop regulatory and legal support for the activities of the National Council on Youth Affairs. At the II stage, it is planned to launch the National Council on Youth Affairs in order to coordinate the involvement of young people in the processes of the country's recovery. At the III stage, it is envisaged to support the activities of the National Council on Youth Affairs to perform functions related to the spread of European integration attitudes, true information about the EU and opportunities among the youth. Partners: FUE, UNDP, UNICEF	1) the level of youth participation in decision-making processes has increased due to participation in the activities of the National Youth Council; 2) the percentage of young people who do not take any part in social life has decreased; 3) increasing the percentage of young people who know about various participation tools and use them. 4) the percentage of young people who support the European integration of Ukraine and have reliable information about the EU, especially about youth policy, has increased.		Ministry of Youth and Sports, Ministry for Digital Transformation	-	-	draft resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for the formation and activity of the National Council on Youth Affairs and amendments to some acts of the Cabinet of Ministers of Ukraine"	Youth and Sports

the war and in the post-war period).								
Implementation of the national youth internship programme within Ukraine and abroad. (involvement of youth in the processes of public service, service in local self-government bodies, employment in business and public sectors; creation of a system of personal and professional development of youth in Ukraine aged 18 to 25, development of responsible leadership and increase in the level of civic activity of youth).	Implementation of the project will: • contribute to the personal and professional development of young people; • will increase the level of awareness among young people about the activities of the public, private and public sectors; • will acquaint young people with the basics and importance of state formation; • will contribute to the development of leadership qualities of programme participants; • will inspire young people to take responsibility for the creation of their state through personal and professional achievements, civic activity; • will prevent the involvement of young people for internships and entry into public service, service in local self-government bodies. At the II and III stages, it is planned to implement a programme of personal and professional development of young people by involving them in familiarising themselves with the work of business, state and local authorities, the public sector, involving young people	1) the percentage of young people who are interested in public service, service in local self-government bodies has increased; 2) the level of youth awareness of the activities of the state, private and public sectors has been increased. 3) the number of young men and women of various categories who took part in internships; 4) the percentage of young women and men who consciously choose a life path has increased.		Ministry of Youth and Sports, Ministry of Economy, National Agency for Public Administration	15	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	the project Order of the Ministry of Youth and Sports "On approval of the Order of organisation and implementation of the National programme of personal and professional development of youth"	Youth and Sports

	in internships in relevant bodies and organisations, including abroad. Partners: USAID/UNITY, UNFPA							
Training of youth (online and/or offline) to increase the level of civic competences of youth for their participation in public life and the restoration of the country (at stages I-III of the restoration plan).	Active, responsible and conscious citizens do not give birth. Throughout their lives, they acquire relevant competences, gain relevant experience, communicate with the environment, which shapes their worldview. That is why it is important to educate young people for their development and acquisition of civic competences, which include issues of values, leadership, media literacy, etc. At the same time, it is necessary to develop social competences. All this also corresponds to European integration aspirations, since the competence-based approach to education is a significant direction of work in the educational (formal and informal) sphere of the European Union. Possible topics: civic and political education, peacebuilding, development of digital and digital security skills, mediation, negotiation,	1) the number of available courses for young people has been increased; 2) the level of civic competences of young people (knowledge, abilities, skills, attitudes, etc.) has been increased for the participation of young people in public life and the restoration of the country.		Ministry of Youth and Sports, Ministry of Education and Science, Ministry for Digital Transformation	10	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

	communication, gender-sensitive communication; communication with victims in the context of war crimes; communication with IDPs and other vulnerable categories, political education (for example, through Action. Digital education) Partners: FSU, British Council, UNDP, UN Women, Project "Building a democratic, peaceful and gender-equal society in Ukraine - Phase II", USAID/UNITY							
Training of specialists (online/cascade) who work with young people on the development of civic competences of young people and participation of young people in public life (at stages I-III of the recovery plan).	In order to educate active and conscious citizens, specialists are needed who are able to apply the methods of non-formal education for the formation of civic competences of young people. Strong and professional specialists are the strong personnel potential of the country. At the same time, lifelong education is valuable, so is the constant improvement of the qualifications of specialists who work with young people. The implementation of the project is planned at stages I-III of the recovery plan. Partners: FSU, Council of Europe Project "Youth for	1) the level of competences of specialists who work with young people has been increased regarding the development of civic competences, including under the "Youth worker" programme 2) the number of specialists who work with young people has been increased.		Ministry of Youth and Sports, Ministry of Education and Science	10	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

	Democracy in Ukraine: Phase II", US Peace Corps, UNDP, USAID/UNITY							
Development of volunteering in Ukraine. (through the support of volunteer initiatives, popularisation of the culture of volunteering among young people, recognition of volunteer activities through the inclusion of youth competencies obtained during the implementation of volunteer activities in the process of obtaining education, employment, etc. (through the EU YouthPass tool), advocacy for	The project is necessary, on the one hand, to motivate young people to social activism, and on the other hand, to recognize the contribution of young people to the improvement of community life. In addition, during volunteer activities, performing a certain type of work, young people learn, acquire competence and gain experience in their application. Such training is no less important than that received in educational institutions, and sometimes even more important. At the same time, through volunteering, young people participate in the reconstruction of premises for IDPs to live in. The process of recognition of competences acquired during, among other things, volunteering in the European Union has been ongoing since 2007. In Ukraine today, it is necessary to advocate the issue of the enrollment of competencies acquired during volunteering before educational institutions, students, regional state administrations, and others.	1) the level of youth involvement in volunteer initiatives for the restoration of Ukraine and assistance to the population and communities has increased; 2) the promotion of the National Volunteer Platform covers more than 50 percent of young people, including vulnerable categories and those who are temporarily abroad; 3) the number of organisations registered on the Platform to promote their volunteer initiatives; 4) the number of volunteers who work within the framework of the Platform's activities; 5) the number of young people who participated in volunteer initiatives posted on the Platform; 6) the competences acquired during		Ministry of Youth and Sports, Ministry of Social Policy, Ministry of Education and Science	100	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Acts of the Cabinet of Ministers on joining the EU programme "European Solidarity Corps"	Youth and Sports

Ukraine to acquire the status of a programme country of EU programmes "European Solidarity Corps")	In the process of European integration, Ukraine can use good practices of recognition of volunteer activities. At the 1st stage: 1) The National Volunteer Platform (https://platforma.volunteer.country) provides: humanitarian aid to the population in the following areas: car volunteering; needs of defenders in things; assistance to defenders; blood donation; financial assistance to defenders; the need for medication; cyber attacks and IT assistance; assistance to refugees; help in the kitchen; international advocacy; provision of housing for IDPs; helping animals; there is an operational headquarters, which identifies the need for assistance throughout the country and mobilises volunteers to help the military and the population through the use of a chatbot; "Palyanytsya" (www.palyanytsya.info) is a portal for quick help finding in Ukraine. 2) volunteer initiatives are supported, in particular to attract young people to volunteer activities for the restoration of Ukraine, primarily in	volunteer work were defined activities in the process of obtaining education, employment, etc. at the state level; 7) the competences of young people acquired during the implementation of volunteer activities are recognized and taken into account in the process of obtaining education, employment, etc. at the state level through the EU YouthPass tool implemented in Ukraine; 8) the percentage of young women and men of various categories participating in international volunteer projects has increased; 9) Normative regulatory acts meet EU requirements for Ukraine to acquire the status of a programme Country of EU programmes "European Solidarity Corps"; 10) increased the						

	communities (together with the programme Building Ukraine Together by rebuilding premises suitable for IDPs to live in). At the II stage, it is envisaged: 1) support of volunteer initiatives, in particular to attract young people to volunteer activities for the restoration of Ukraine (primarily in communities together with the programme Building Ukraine Together); 2) continuation of the work of the National Volunteer Platform to popularise the culture of volunteering among young people with the aim of involving them in the restoration of Ukraine (primarily in communities); 3) analysis of regional state administrations' laws, amendments to the NPA, advocacy for the use of the EU YouthPass tool (Youth Passport); 4) analysis of regional state administrations laws, amendments to the normative regulatory acts, acquisition of full programme Country status of EU programmes "European Corps of Solidarity". At the III stage, it is envisaged: 1) support of volunteer initiatives for the	number of Ukrainian CSIs, LGUs and other legal entities that work with young people and use the opportunities of the EU programmes "European Solidarity Corps" for the implementation of their volunteer projects. 11) rebuilt or renovated premises for IDPs; 12) the number of young people involved in the reconstruction of premises for the residence of IDPs through volunteering.						

	implementation of regional state administrations of greater volunteerism; 2) continuation of the work of the National Volunteer Platform for the Popularisation of Culture of volunteering among young people, dialogue between volunteer organisations and young people who have a desire to volunteer and help the population; 3) implementation of the EU YouthPass tool in Ukraine; 4) youth participation in EU programmes "European Solidarity Corps". Partners: UNICEF, UVS, Softserve, FSE, FRSE, SALTO EECA, SALTO Training and Cooperation (Network of SALTO Resource Centres), SALTO ESC, USAID/UNITY, EU4Youth							
Restoration and modernization of the network of youth centres and spaces.	The implementation of the project will ensure access of youth to basic services for their self-realisation and development, including through non-formal education, primarily those necessary during the war and in the post-war period. It is also necessary to provide opportunities for the restoration of destroyed youth centres and spaces, to create conditions for	the analysis of youth centres and spaces was carried out, the needs for their restoration and modernization were identified, the corresponding regulatory and legal support was developed		Ministry of Youth and Sports, Ministry for Communities and Territories Development of Ukraine, Ministry of Cultural and Informational Policy	will be determined based on the result of the damage analysis	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	making changes to the Law "On the State Budget of Ukraine" (in the part of determining the amount of the subsidy for financing works with the Ministry of Education and Science, reconstruction, modernization and construction of youth	Youth and Sports

	the sustainable development of the network of such facilities. At the 1st stage, it is envisaged to collect data on destroyed, damaged and occupied youth centres and spaces; At the II stage, it is planned to: 1) comprehensive collection, summarization and analysis of data on destroyed or damaged youth centres/spaces; 2) restoration of priority damaged (reconstruction) youth centres and spaces; 3) development of legal acts for the purpose of implementation of infrastructure projects related to the financing of works of rebuilding, modernization, reconstruction or construction of youth centres and spaces; 4) creation of an effective mechanism for attracting investments in the, modernization, reconstruction or construction of youth centres and spaces, including development of mechanisms for allocation of funding from state and local budgets; 5) implementation of the construction of new, reconstruction of damaged as a result of the war with						centres); amendments were made to the Law "On the Basic Principles of Youth Policy" (in the part of predicting the possibility of financing youth centres at the expense of subvention funds); development of a draft resolution of the Cabinet of Ministers of Ukraine "On approval of the 'Procedure and conditions for providing subventions from the state budget to local budgets for the implementation of projects within the framework of the programme for the Reconstruction of Ukraine" (or amendments to the resolution of the Cabinet of Ministers of Ukraine dated 15.12.2021 No. 1324 "On approval of the 'Procedure and conditions provision of subventions from the state budget to local	

	modernization (including equipping) of existing youth centres/spaces; 6) development of the "Model for the development of a network of youth centres and spaces" taking into account the needs of young people and the individual characteristics of the relevant administrative and territorial units (three-level model), taking into account the best European practices, the existing quality standards for the provision of services by youth centres, the principles of creating a barrier-free space accessible to youth quality services); 7) development and launch of the "Register of Youth centres and Youth Spaces", ensuring digitization for the development of youth centres (including through the development of a mobile regional state administration system); 8) improvement of regional state administrations laws, development of new legal acts with the aim of developing a network of youth centres and spaces. At the III stage, the modernization of the activity of						budgets for the implementation of projects within the framework of the programme for the Reconstruction of Ukraine"); development of the draft resolution of the Cabinet of Ministers of Ukraine "Some issues of functioning of the Register of Youth centres and Youth Spaces"; development of other normative legal acts to finance expenses related to, modernization, reconstruction and construction.	

	youth centres/spaces is envisaged, taking into account the best European practices and the challenges of today; improvement of regional state administrations laws, development of new legal acts with the aim of developing a network of youth centres and spaces. Partners: UNDP, USAID/UNITY, UNICEF							
Conducting an analysis of the services provided by youth centres and spaces that are relevant for young people.	Implementation of the project will provide information on the needs of young people in the activities of youth centres and spaces, receiving the services provided by them. The first stage involves the implementation of a national study on the assessment of the needs of young people regarding the services of youth centres and the spaces provided by them during the war, including monitoring of the needs. The II stage envisages the implementation of a national study of the state of existing youth centres and spaces, in particular regarding the creation of a barrier-free space through monitoring, assessing the needs	availability of data on the services provided by youth centres and spaces that are relevant for young people		Ministry of Youth and Sports	3,5	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

	of young people regarding the services provided by them in terms of administrative and territorial units, and assessing the existing and the need for creating new youth centres centres and spaces according to the resources and needs of the youth of each region; Stage III provides for conducting a study of youth regarding the activities of youth centres and spaces, including the services they provide in terms of administrative-territorial units). Partners: UNDP, USAID/UNITY							
Implementation of programmes and provision of services for young people, which are provided, among others, by youth centres and spaces, AUYC	Implementation of the project will make it possible to effectively direct the resources of the state and local budgets in terms of providing exactly those services for youth that are necessary, taking into account the specifics of each region of Ukraine. At the 1st stage, it is envisaged: 1) to determine strategic guidelines for the diversification of services provided by youth centres, including the All-Ukrainian Youth centre, taking into account the capabilities of each region, the needs of young	1) youth centres and spaces ensure the provision of relevant services for young people taking into account their needs during the relevant stage of recovery; 2) youth centres and spaces and the youth work carried out in them comply with the principles of the Council of Europe and the EU; 3) relevant programmes for reintegration, adaptation, socialisation		Ministry of Youth and Sports, Ministry of Social Policy	1750	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	amending the Law "On State Social Standards and State Social Guarantees"; the draft resolution of the Cabinet of Ministers of Ukraine "On the approval of Standards for the provision of free services in the field of youth policy, provided by youth centres regardless of the form of ownership for young people"; draft resolution of the Cabinet of Ministers of	Youth and Sports

	people, and the implementation of alternative effective solutions for the development of youth centres and spaces with the aim of implementing services necessary for young people during war and in the post-war period; 2) improvement of the regulatory framework regarding the list of services (directions of work) of youth centres and spaces provided during the war and in the post-war period; 3) support of youth centres and spaces in wartime by providing grants to ensure their livelihood; 4) development of programmes for working with young people in war conditions (2 components: personnel and programmatic, including psychological support, implementation of pre-medical care courses, career counselling programmes , entrepreneurship and employment, development of civic competences , assistance to youth from among IDPs, organisation of volunteer activities, etc.); At the II stage, it is envisaged: 1) implementation on the basis of youth centres (spaces) of	and development of various groups of youth.					Ukraine "On Amendments to Resolution No. 1014 of the Cabinet of Ministers of Ukraine dated December 20, 2017"; the draft Order of the Ministry of Youth and Sports "On approval of the Order of awarding youth centres with a national mark of quality, monitoring and evaluation of the effectiveness of their activities"; the draft Order of the Ministry of Youth and Sports "On Approval of Changes to the National Quality Mark and Quality Criteria for Youth centres"; development of a draft resolution of the Cabinet of Ministers of Ukraine "On the approval of the 'Procedure and conditions for providing subventions from the state budget to local budgets for the	

	current areas (services) of their work with young people and develop programmes for working with young people in the post-war period (2 components: personnel and programmatic, including for providing psychological support, implementation of pre-medical courses assistance, programmes for career counselling, for entrepreneurship and employment, development of civic competences, assistance to IDP youth, organisation of volunteer activities, etc.) taking into account the principles of a barrier-free space; 2) implementation of programmes for reintegration, adaptation, socialisation and development of various groups of youth (primarily IDP youth, defenders, youth combat veterans), as well as provision of relevant services provided to youth in the post-war period; 3) improvement of regional state administration laws and the development of the necessary regulatory framework regarding the list of services (directions of work) of youth centres and spaces provided during the war						development of a network of youth centres'"	

	and in the post-war period (in particular, regarding the implementation of standards for the provision of services by youth centres, assessment of the quality of their provision); At the III stage, it is envisaged: 1) implementation of relevant programmes for developing the potential of youth in Ukraine, including those from rural areas, in particular those implemented by youth centres and spaces; 2) improvement of the necessary regulatory and legal framework for the development of youth centres and spaces; 3) improving the work of youth centres and spaces, including VMC, taking into account the provisions of the Charter of the European Union on local youth work and the standards of the Council of Europe and EU recommendations; 4) bringing the standards of youth work carried out by youth work subjects, including youth centres and spaces, to the quality standards of the Council of Europe and the recommendations of the European Union.							

	Partners: CSR Centre, Council of Europe Project "Youth for Democracy in Ukraine: Phase II", DOBRE, Peace Corps, UNDP, UNICEF, UNFPA							
Training of specialists who work with young people, in particular through the "Youth Worker" programme (for their provision of psychological support, implementation of pre-medical care courses, career counselling programmes , entrepreneurship and employment, development of civic competences, assistance to IDP youth, organisation of volunteer activities,	Implementation of effective youth work requires the presence of qualified specialists, including youth workers, whose main specialisation is the use of non-formal education methods in combination with knowledge acquired during formal education in various areas of the economy. In most EU countries, there is a corresponding profession and a corresponding system for acquiring it and improving qualifications, which will ensure the professional training of relevant specialists for their effective work with young people. At the 1st stage, specialists are expected to be trained, including in youth centres/spaces, so that they can provide relevant services to young people, taking into account the conditions of war. At the II stage: introduction of the profession "youth specialist (youth worker)" and improvement of the "Youth worker" programme (including	1) the level of competences of specialists working with young people has been increased, including youth workers; 2) the profession "youth specialist" was introduced; 3) training of youth specialists through formal education is ensured.		Ministry of Youth and Sports, Ministry of Education and Science	50	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Amending the Order of the Ministry of Youth and Sports dated September 19, 2018 No. 4334 (Order of Implementation of the Youth Worker Program) "), draft professional standard for the profession "Youth specialist (youth worker)", draft standard of higher education for the specialty (youth work).	Youth and Sports

including through non-formal education)	through the development of a professional standard). At the III stage, comprehensive training of specialists in youth issues is planned through formal and informal education, including through the development of a standard of higher education in the specialty (youth work). During the I-III stages, it is envisaged to train specialists for work with young people (youth workers, representatives of youth centres/spaces, volunteer organisations, CSI, other specialists who work with young people through formal and informal education). Partners: Council of Europe Project "Youth for Democracy in Ukraine: Phase II", UNDP, USA Peace Corps, USAID/UNITY, UNICEF, UNFPA							
Creation of conditions for the work of the Ukrainian Youth Fund for the restoration of Ukraine and the return of youth who are temporarily abroad.	Young women and men have a need for self-realisation through a variety of activities. The opportunity to implement one's ideas is one of the main motivators for learning, personal development and public participation. It is UYF that creates such opportunities where young people can get financial support to implement their	1) the number of grant programmes initiated within the framework of the activities of the UYF ; 2) the number of young people who received grants for project support from the UYF ; 3) the number of CSIs that received grants for		Ministry of Youth and Sports, Ministry for Digital Transformation	700	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Amendments to the Law of Ukraine "On the Basic Principles of Youth Policy", adoption of resolutions of the CMU "Some Issues of the Ukrainian Youth Fund"; "On the approval of the Procedures for providing project and	Youth and Sports

	socially significant ideas into life, which will also be needed for the recovery of Ukraine. The UYF will also provide support to CSI for their work with young people and their involvement in the reconstruction of Ukraine. At the 1st stage, the development and approval of relevant NPAs, the development of a conceptual and strategic vision (structure, strategy, communication strategy, definition of the mission, vision, directions and mechanisms of activity, introduction of an electronic system); At the II stage, it is planned to start the work of the Ukrainian Youth Fund in 2023 and conduct a pilot competition of projects, from 2024 to conduct annual competitions and provide grants for youth work subjects. At the III stage, it is planned to hold annual project competitions and provide grants for youth work subjects. Partners: UNICEF, FUE, ISAR "Unity"	project support from theAUYF ; 4) the percentage of youth covered by the UYF promotion; 5) the percentage of youth who joined UYF projects for their participation in public life and the restoration of Ukraine.					institutional support in the form of budget grants by the Ukrainian Youth Fund".	
Information campaign about the opportunities of theAUYF and youth exchanges.	The need for the project is due to the provision of accessible information to various categories of young people, including to those who are temporarily forced	1) increasing the level of awareness of youth and organisations about the possibilities of the UYF to realise the potential in		Ministry of Youth and Sports, Ministry for Digital	5	funds from state/local budgets/other sources not prohibited by law Regional state administrations,	Amendments to the Resolution of the CMU dated 02.06.2021 No. 579, development of the Order of the	Youth and Sports

(taking into account the needs of young women and men, persons with disabilities and limited access to the Internet and means of communication, through "eMolod" on the Diya portal) .	to stay abroad, about the opportunities provided by the UYF to realise their potential in Ukraine. It is planned to implement the project in stages I-III. Partners: FUE, UNICEF, ISAR "Yednannia"	Ukraine, including those abroad; 2) increasing the number of project applications for the implementation of international youth projects; 3) increasing the number of young women and men of various categories who took part in international youth projects.		Transformation, Ministry of Cultural and Informational Policy		including international partners	Ministry of Youth and Sports "Procedure for the implementation of the initiative "National institutional platform for supporting youth entrepreneurship and entrepreneurial skills of young people"	
International youth exchanges, including for the search for effective solutions for the restoration of Ukraine. (popularisation of exchanges among young people, including for finding joint solutions for the restoration of the country, consulting on filling out an application,	International youth projects (exchanges) are a powerful source of learning and formation of Ukrainian and European identity. It also increases their level of capacity and independence. Participation in such projects is often impossible for "less successful" young people. Simplification of participation procedures opens access to international youth exchanges to a greater number of young people of various categories. International youth exchanges are the best practice of youth work in the European Union - a greater number of projects for young Ukrainians	1) increasing the level of awareness among young people about international youth exchanges; 2) increasing the percentage of CSI , institutions and organisations working with youth, which have submitted applications for youth exchanges to Regional state administrations; 3) increasing the percentage of CSI , institutions and organisations working with youth that have		Ministry of Youth and Sports, Ministry for Digital Transformation, Ministry of Foreign Affairs	150	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	At the I stage: Making changes to: 1) The procedure for carrying out Ukrainian-Polish youth exchanges and conducting events in accordance with the Agreement between the Cabinet of Ministers of Ukraine and the Government of the Republic of Poland on the Ukrainian-Polish Youth Exchange Council, approved by Order of the Ministry of Youth and Sports dated	Youth and Sports

implementation of projects and ensuring reporting, implementation of exchanges)	will open up better opportunities for the European integration of Ukrainians, also in the conditions of war, Ukraine will need quick and effective solutions to restore Ukraine. Youth exchanges with different countries are a proven tool for finding such solutions and implementing the best of them in Ukraine. At the 1st stage, it is planned to introduce an electronic system for holding contests within the framework of international youth exchanges in partnership with Poland and Lithuania; At II-III stages, annual youth exchanges between Ukraine and Poland, Ukraine and Lithuania, and other EU countries and the world are planned. Partners: Fundacja Rozwoju System Edukaciji, FSE	implemented socially significant projects. 4) increasing the number of young women and men who participated in international youth projects.					04.07.2016 No. 2643, registered in to the Ministry of Justice of Ukraine on July 11, 2016 under No. 937/29067 (with changes); 2) The procedure for carrying out youth exchanges of Ukraine and Lithuania and conducting events in accordance with the Agreement between the Government of Ukraine and the Government of the Republic of Lithuania on the Council for Youth Exchanges of Ukraine and Lithuania, approved by Order of the Ministry of Youth and Sports dated 11/16/2016 No. 4297, registered in the Ministry of Justice of Ukraine on November 18, 2016 under No. 1498/29628 (with amendments). At the II-III stage: 1) Signing of	

							Agreements between the Government of Ukraine and the Governments of other EU countries and the world on Youth Exchange Councils; 2) Development and approval of Procedures for conducting youth exchanges between Ukraine and other EU countries and the world.	
National institutional platform for supporting youth entrepreneurship and entrepreneurial skills of young people. (development of a network of incubators on the basis of institutions working with youth, educational institutions, other interested	The formation of entrepreneurial competences among young people to start their own business, as well as supporting young entrepreneurs for their survival in the conditions of the war between russia and Ukraine and in the post-war period, is necessary to reduce the level of unemployment among young people and motivate young Ukrainians to return home from abroad, with a special emphasis on his scaling up and providing access to different categories of youth. At the 1st stage, development of the concept and working mechanisms of the National Institutional Platform,	1) the percentage of young people who know about opportunities related to entrepreneurship and the development of their own projects, and positively assess them (awareness level) - 50-70%; 2) the percentage of young people who are interested in entrepreneurship and are interested in trying to implement their own business - at least 20%; 3) the number of young people reached by		Ministry of Youth and Sports, Ministry of Economy, Ministry for Digital Transformation, Ministry of Education and Science	250	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Amendments to the Resolution of the CMU dated 02.06.2021 No. 579, development of the Order of the Ministry of Youth and Sports "Procedure for the implementation of the initiative "National institutional platform for supporting youth entrepreneurship and entrepreneurial skills of young people"	Youth and Sports

institutions and organisations, mentoring, including in relation to solving crisis situations for entrepreneurs, consulting, grant support for small businesses, development of separate support programmes for small and medium-sized business, creation of scale-up of the project for its accessibility to different categories of young people).	analysis of the normative regulatory acts is envisaged; At the II stage, it is foreseen: in 2023 - the adoption of the necessary normative and regulatory acts, the creation of a structure, the formation of a team, the methodology of processes and the development of a road map, the implementation of a pilot project and the implementation of annual grants from the UYF . At the III stage, regional state administrations are expected to further implement the project and scale it up. Partners: IGS, YEP, CSR centre, UNICEF, FSUE, ISAR "Yednannia", FUNDP funds, banks, business	Regional state administrations (offline/online/media) within the framework of this Platform – at least 1 million/year; 4) the number of project ideas at the initial stage from young people that pass through the Platform - 1,000/year; 5) percentage of validated/launched projects (product stage) – 10%; 6) the number of projects that received a grant from the UYF - at least 100; 7) the number of young entrepreneurs who have restarted their businesses						
Implementation of the National Project of Career Guidance and Professional Retraining of Youth. (to promote the conscious choice of the life path of	A significant imbalance between supply and demand in the labour market is one of the key challenges. Professional training does not meet the needs of students. Vocational guidance and retraining are extremely important processes for overcoming youth unemployment. That is why	1) increasing the percentage of young people who consciously choose their life path; 2) increasing the percentage of young people who are employed in their chosen profession; 3) the percentage of		Ministry of Youth and Sports, Ministry of Education and Science, Ministry of Economy, State Statistics	20	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	-	Youth and Sports

young people, create modules for retraining, provide quality services by specialists, popularise vocational education (training young people for working professions through informal education), involvement of all stakeholders: teachers, parents, others).	there is a need to create a sustainable career guidance system, taking into account today's challenges. Also, as a result of russia's war against Ukraine, there is a need to retrain youth and popularise working professions. According to the results of a survey among young people by U-Report, 39% of young people said that they are ready to retrain for the sake of restoring Ukraine - potential young people who can join this process. One of the effective tools can be training young people in labour professions through non-formal education. At the 1st stage, an analysis of the direction, development of work mechanisms, study of the issue of labour market analysis (including at the regional level) is envisaged. At the II-III stages, it is envisaged to create an effective career guidance system, make changes to the normative regulatory acts, implement relevant projects for career guidance and retraining of young people (primarily training young people for working professions, including through non-formal	young people who retrained in working professions for the restoration of Ukraine; 4) increasing the percentage of specialists who work with young people and have improved the level of their competences for career guidance; 5) increasing the percentage of young people covered by modern career guidance tools; 6) increasing the level of parents' involvement in career guidance events.						

	education. Partners: Ministry of Economy, Ministry of Education and Science, DSZ, unions, IGS, robot Regional state administrations, CSR centre, UNICEF, USAID/UNITY, FNON							

Implementation of the "Community for Youth" initiative for comprehensive support of local youth policy.	Youth policy and youth work are most effective at the level of local communities - precisely where young people live. To date, sufficiently favorable conditions have been created for the implementation of youth policy and youth work, which meets the recommendations of the Council of Europe and the European Union. Awareness of the importance of youth in local communities is also mostly present among local government representatives, but there is not always appropriate knowledge about working with youth and a lack of desire and/or resources to invest in youth policy and youth work. Implementation of the project will help create such an environment in communities where young people will be able to develop, and most importantly, will have the desire to live there and participate in the development of communities. (exchange of experiences of local self-government regarding successes in the field of youth policy, presentation of best practices in financing youth programmes and support of youth participation budgets, rating of cities supporting youth policies, annual forum held jointly with city associations, others, well-being index, participation index, child and youth-friendly	1) raising the standard of living of youth in the community; 2) increasing the level of application of tools for involving youth in public life; 3) increasing the level of support for CSI , institutions and professionals working in the community; 4) increasing the level of awareness among young people about opportunities to realise their own potential in the community; 5) increasing the level of competences of young people for their self-realisation and development in the community; 6) increasing the number of youth development programmes and services provided by institutions working with youth, youth centres and spaces; 7) promotion of the number of specialists who work with young people; 8) the number of youth centres or spaces created for youth in the community		Ministry of Youth and Sports, Ministry for Communities and Territories Development of Ukraine	10	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Approval of recommendations for local state authorities regarding the implementation of the "Community for Youth" initiative.	Youth and Sports

Full membership of Ukraine in the EU Erasmus+ program.	The EU Erasmus+ programme provides opportunities for international youth cooperation. In the field of youth cooperation, CSI are the main actors in the implementation of international youth projects. However, participation in projects and project "bureaucracy" require appropriate knowledge and efforts from the CGI. In Ukraine, the number of CGIs implementing Erasmus projects is very small. In order to increase the number of international youth projects that are implemented with EU money, it is necessary to increase the capacity of Ukrainian CSIs to develop and implement such projects. Ukraine's acquisition of the status of a programme Country of the Erasmus + programme will significantly simplify access to funding for Ukrainian CSI . At the II stage, it is envisaged to strengthen the capacity of the CSI to participate and involve young people in the projects of the Erasmus + program, to hold negotiations with the European Commission regarding the expansion of Ukraine's	1) the percentage of CSI s that have the capacity to participate in the EU Erasmus+ programme has been increased; 2) the percentage of young women and men of various categories who use the opportunities of the EU Erasmus+ programme has increased; 3) NPAs meet the EU requirements necessary for Ukraine to acquire the status of a programme country of the program Erasmus+		Ministry of Youth and Sports, Ministry of Education and Science, Ministry of Foreign Affairs	needs regional state administration study	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	acts of the Cabinet of Ministers of Ukraine regarding the full membership of Ukraine in the EU Erasmus+ program	Youth and Sports

	opportunities in the EU programmes "Erasmus +", conduct a joint study (survey) with the EU regarding the advantages and opportunities of Ukraine's membership in the Erasmus+ programme as a programme country; make analysis of regional state administrations laws, to develop together with the European Commission a step-by-step Roadmap with a list of specific steps on the way to join the Program, including with the aim of synchronising national policy in the fields of youth, sports and improving the existing infrastructure. At the III stage, it is envisaged: to ensure full membership of Ukraine in the EU Erasmus+ programme by creating a Ukrainian national agency, a national and regional support structure and involving young people in participating in the EU Erasmus+ programme. Partners: SALTO EECA							
Carrying out a study of the needs and opportunities for the continuation	The analysis of the needs of the CSI will allow it to create an effective support programme and establish the priorities of the competition for institutional	the availability of statistical data on the needs and opportunities for the continuation of the activities of CSIs		Ministry of Youth and Sports	10	funds from state/local budgets/other sources not prohibited by law Regional state administrations,		Youth and Sports

of the activities of CSIs that work with young people, changes that have taken place in organisations. (carrying out a sociological annual survey on the activity of CSI in Ukraine, their capacity, the services they provide to young people, with a division into groups)	grants that will meet the needs. The research will make it possible to effectively use the funds to support the CSI. The project is expected to be implemented in stages I-III. Partners: Council of Europe Project "Youth for Democracy in Ukraine: Phase II", ISAR "Unity", PACT	working with youth, changes that have taken place in organisations, which will help analyse their activities and improve the priority areas of youth policy to solve their issues for effective work with youth, including restoration of the country.				including international partners		
Implementation of training and consulting of Civil Society Instituties. (creating a public organisation, project management, partnership, attracting and managing resources, understanding the budget	In order for the civil society to be a partner for the state authorities in solving the urgent issues of youth, implementation of the youth policy and development of communities as a whole, CSIs must have the appropriate capabilities. From the second half of 2022, the process of institutionalisation of public initiatives and volunteer groups, which appeared as a response to russia's wars against Ukraine, will take place. A similar process already took place in 2014-2015. Currently,	1) the qualification of CSI employees has been improved; 2) increased the capacity of CSI for their effective work with young people; 3) the level of involvement of young people in the activities of CSI has increased; 4) the level of organisational capacity of the CSI has been increased; 5) the level of		Ministry of Youth and Sportsy	25	Funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners	Amendments to the resolution of the CMU of June 2, 2021 No. 579.	Youth and Sports

process in the community, points of influence, mastering advocacy tools, managing public organisations)	CSIs need basic support for organisational development, staff training, and activists. It is extremely profitable for the state to provide support to newly created organisations to help them realise their potential for the benefit of the country and society. At the 1st stage, training and consulting of CSIs, including organisations that have moved to other regions, is provided for their survival and functioning in the conditions of war; At the II stage, it is envisaged: 1) improvement and implementation of training programmes for CSI (offline and online) adaptation in the post-war period; 2) development and implementation of programmes for young people who have a desire to create an CSI, 3) networking of CSIs through experience exchange programmes for CSI representatives (national and international), as well as providing support for the integration of youth CGIs into international youth structures. At the 3rd stage, it is envisaged	partnership between representatives of the CSI in Ukraine and abroad has been increased in order to solve the current problems of the youth; 6) the level of cooperation between representatives of the CSI, local self-government bodies and state authorities has increased. 7) The index of organisational capacity of CSIs working with youth has been increased						

	to implement training programmes of CSI for the development of their capacity, taking into account the challenges of today. Partners: Council of Europe project "Youth for Democracy in Ukraine: Phase II", UNDP, ISAR "Ednannia", FEE, British Council, Eurodesk, SALTO EECA, FRSE, UNICEF							
Support of Civil Society Institutes at the national and local level.	The CSI have demonstrated tremendous willingness and ability to mobilise people and resources to assist the Armed Forces and civilians affected by military aggression. Many of them were forced to move, the vast majority rearranged their work, many lost staff. In the first period of implementation of the plan, they will need support to restore/continue full functioning. In the future, such support will help them strengthen their capacity, expand partnerships, and involve as many young people as possible in the reconstruction of the country. At the 1st stage, it is envisaged to provide support to CSIs in wartime by providing grants to ensure their livelihoods (together	1) the number of CSI that received grants for institutional support from the UYF; 2) the percentage of young people who joined UYF projects for their participation in public life and the restoration of Ukraine; 3) the index of organisational capacity of the CSI has been increased.		Ministry of Youth and Sports	150	from state/local budgets/other sources not prohibited by law, including international partners	"Amendments to the Law of Ukraine "On the Basic Principles of Youth Policy", adoption of resolutions of the CMU "Some issues of the Ukrainian Youth Fund"; "On the approval of the Procedures for providing project and institutional support in the form of budget grants by the Ukrainian Youth Fund".	Youth and Sports

	with international partners). At the II stage, it is envisaged: 1) development of mechanisms to support MDGOs for the provision of their institutional grants (beginning of 2023); 2) conducting a competition and providing institutional grants for MDGOs, taking into account the review and identified priorities for their provision, as well as an analysis of the needs and capabilities of MDGOs; At the II-III stage, it is planned to provide annual institutional grants for MDGO. Partners: UNDP, FSU, ISAR "Yednannia"							
"Strengthening of cooperation between local administrations, local governments and CSI in the implementation of youth policy and youth work. (consultation of local authorities and local self-government bodies with CSI, including	Support of CSI at the local level from the funds of the local budget is a sign of democracy, involving local residents in solving local problems. The competition of projects developed and proposed by the CSI is an effective mechanism for implementing the best ideas/best ways to solve local problems for less money. In Ukraine, there are practices of organising project contests, where local self-government bodies make a political decision to support CSI for their effective	"1) the level of awareness of local self-government bodies about the importance of youth policy and youth work in communities has increased; 2) the level of awareness of local self-government bodies regarding the possibilities of organising project tenders at the level of territorial communities has increased; 3) the level of awareness		Ministry of Youth and Sportsy	10	funds from state/local budgets/other sources not prohibited by law Regional state administrations, including international partners		Youth and Sports

MDGO, on issues of youth policy, competitions and granting of grants for them at the local level)	work with young people and their involvement in solving community issues. After all, young people have less trust in state bodies and more in public organisations (including volunteer ones) and will be more willing to get involved in solving community issues in cooperation with CSI. However, such cases are not unique. The project will help to advocate for support of CSIs working with youth from local budgets. At the II stage, training of MVO in terms of youth policy. At the III stage, the stage envisages the advocacy of opportunities to support CSIs working with youth from local budgets and the implementation of the project in most communities of Ukraine. Partners: Peace Corps (in terms of providing small grants for the project activities of youth NGOs), Council of Europe project "Youth for Democracy in Ukraine: Phase II", ISAR "Union"	of the CSI about the possibilities of support from local self-government bodies for the implementation of effective activities in the community has increased; 4) increased the number of IGSs that received grants for the implementation of youth initiatives/projects in the community. 5) the number of communities where local governments allocate funds for the holding of project competitions among CSIs has increased. "						