

# CREATING A BETTER BUSINESS-ENABLING ENVIRONMENT

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EasyBusiness think tank:  
achieved results and outlined plans



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## Foreword

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In 2017, the world was in the heart of the youthquake, the Oxford Dictionaries Word of the year, but Ukrainians experienced the 'significant cultural, political and social change arising from the actions or influence of young people' three years ahead, in 2013-14 Revolution of Dignity.

Now we have been already inventing our own model, not imported, imposed on or devised abroad, for the society and economy to function efficiently. Despite the efforts of reform makers, Ukraine as one of emerging markets continues to face half-side solutions and lack of political will. Neoliberalism vs neostatism at play, corruption and talking heads of populist political parties with regional network all over Ukraine, endless revisions of Ukraine's strategies, political games, war and general uncertainty do not create any opportunity to proceed structural reforms.

Therefore, for our organization the year of 2017 was marked by changing the way of thinking, new vision of Ukraine's future and EasyBusiness' transformation into a full-scale free-market think tank. Despite all the challenges we faced, we tended not to concentrate on the quick wins, but devoted our entire energies to strategic planning and reframing of our development system.

Using the best time to take stock of our achievements, we can be proud of almost 10 projects finished, new programs and projects designed, and continued work within 2 major ongoing streams: liberalization of free farmland market and public-private partnership development.

This report covers our progress in 2017 and key plans for the year to come. We are convinced that the involvement of all parties in the implementation process will make it possible to achieve results and success promptly. Stay tuned!



**Andriy Shpakov**  
Executive Director



**Dmytro Lyvch**  
Head of Analytics



**Artem Nykonovych**  
Head of Communications

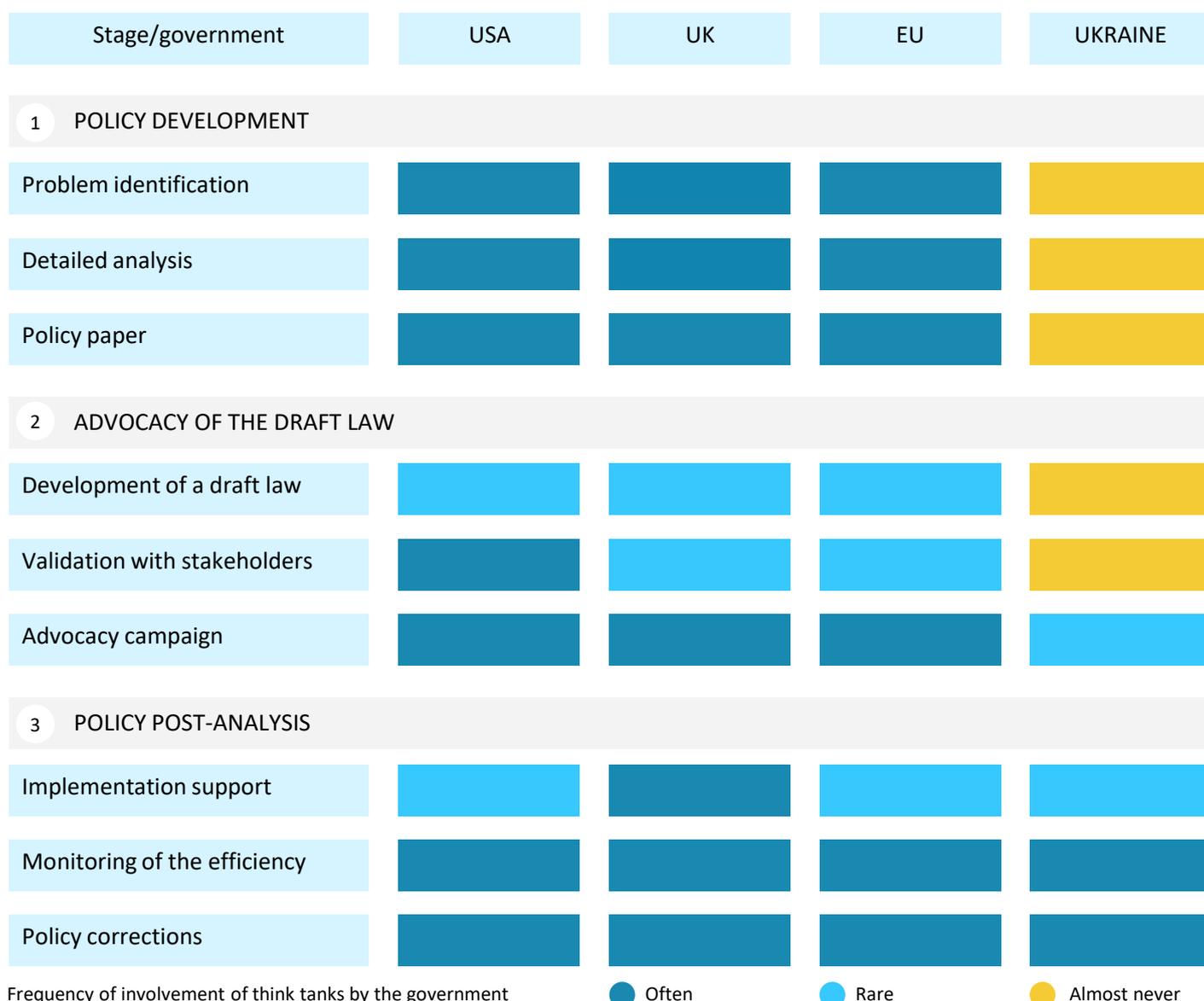
# Why think tank?

The Ukrainian government just now is learning how to properly communicate reforms to the society and to bridge the gap between its intentions and people's needs. In almost all politician's statements there is hardly a word not only about what and when will be implemented, but also what do the changes really mean. It seems that new laws, pension / education / healthcare / anticorruption / energy frameworks (underline or circle the appropriate answer) are appearing out of nowhere like a nasty cold sore, and society has no tools to influence them, just deals with new and obscure circumstances.

The Revolution of Dignity has changed established political and economic orders. Social mobilizers created a new horizontal system and rethought the top-down approach to public policy. As a result, Ukraine got another chance to catch the last ride to a full-fledged democracy and transparent society.

In "old democracies" public policy is formed within increased interaction between government and civil society, especially think tanks. Such institutions vary from research-based to advocacy- or policy-oriented. Independent think tanks, policy research institutes affiliated with universities, state sponsored think tanks, corporate created ones, political party think tanks, they all can move or expand the Overton window and do change public policy.

Figure 1. Level of involvement of think tanks across public policy stages



In line with the developed countries, Ukraine has stepped into analytical-based public policy process where facts and figures are stronger than words and populist slogans. The government even attempted to update all procedures, providing think tanks the better baseline to be the step forward large-scale policy shifts: to define problems, to produce white and green papers, to initiate nationwide discussions and to advocate reforms due to their high demand.

All these functions can be interpreted as the stages of public policy process:

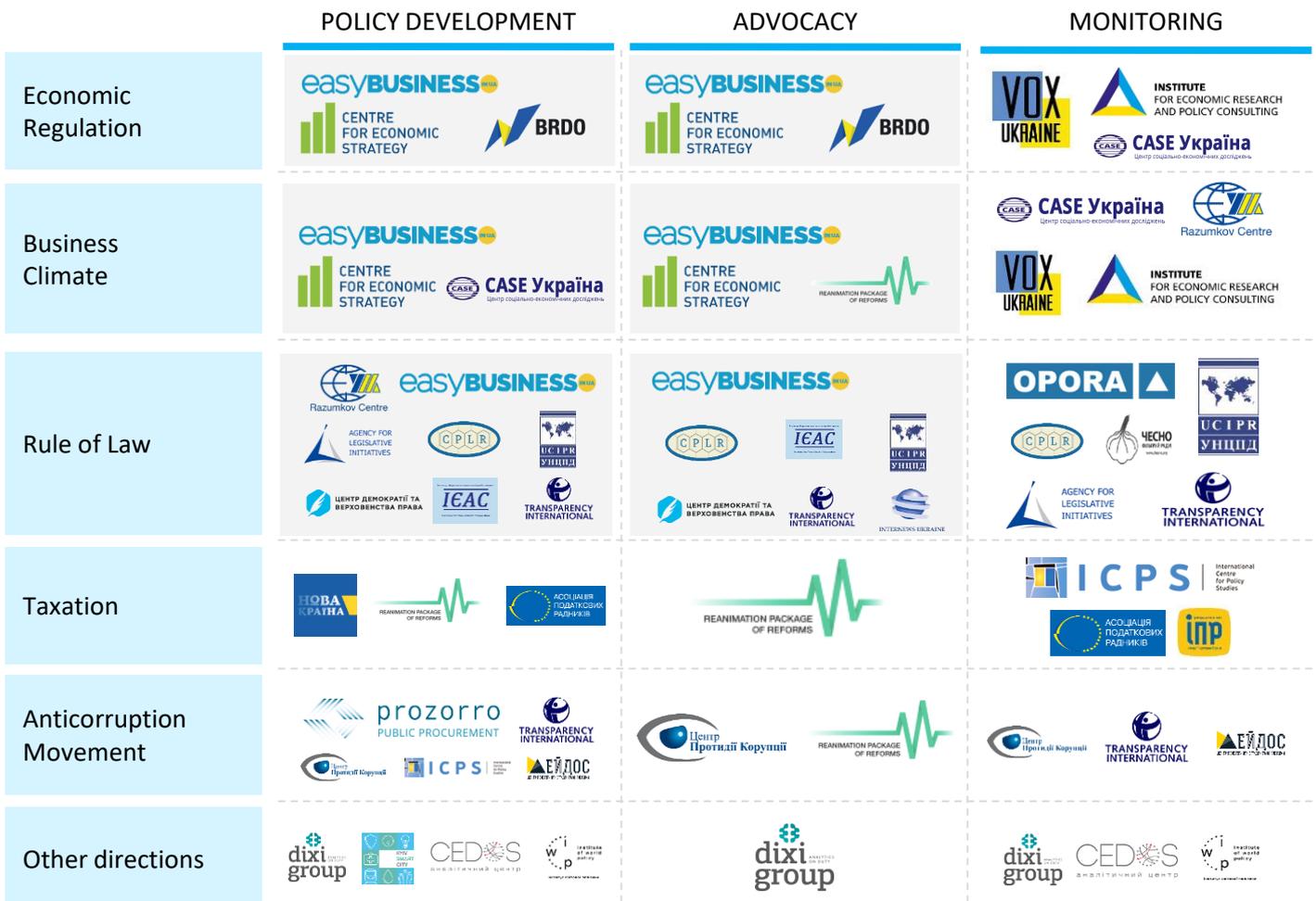
- Analysis covers major social and economic challenges identification and the development of white or green policy papers.
- Advocacy is the process of building a bridge between policy makers and the society, promoting some idea and performing specific activities intended to influence legislation.
- Monitoring is the instrument of public control and verifies the level of reform implementation.

The stages have to be well-communicated within an ongoing communication stream, because every hidden word or fact is challenging and questioning the transparent society we are trying to build.

As a non-government organization, EasyBusiness concentrated its efforts on the first two stages with a focus on advocacy. As a full-scale think tank, we tend to be a research-based organization. Our programs – “Free markets development”, “Business climate improvement”, “Property rights protection” and “Public-private partnership” – define our expertise and the room for improvement. They are complemented by our industry expertise within the agribusiness, IT, energy and infrastructure.

We are willing to help the Ukrainian government to succeed in structural economic reforms, and we hope that the window of opportunity will not be so dependent on the election cycle. Even though the Ukraine’s number of think tanks is equal to the number of research institutions in Texas, we are on the right track, nothing is beyond our abilities (despite the unthinkable stuff from the Overton window)!

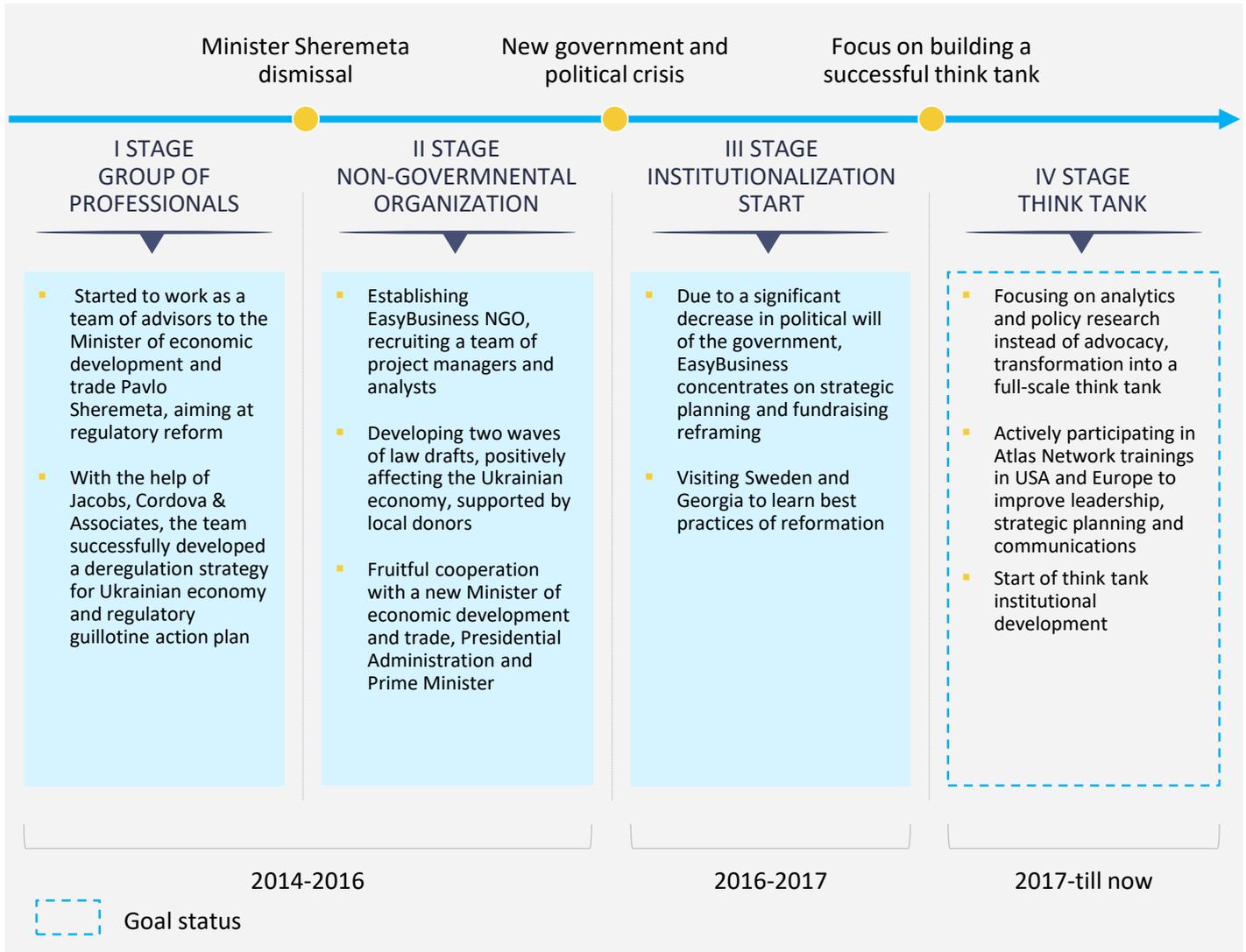
Figure 2. Mapping of Ukrainian Think Tanks and NGOs



# About

EasyBusiness had come a long way – from team of government advisors to a full-scale think tank, from deregulation to four wide programs within structural reforms, from advocacy to pure analytics.

Figure 3. History of EasyBusiness



## WHO WE ARE?

EasyBusiness is a Ukrainian economic policy think tank, established by deregulation advisors to the Economy Minister in 2014 shortly after the Revolution of Dignity aimed at advancing business freedom.

## MISSION

The **mission** of EasyBusiness is to improve Ukrainian business climate through hi-end economic research and independent policy recommendations based on the principles of free markets with competitive enterprises.

## VISION

EasyBusiness **envisages** the Ukrainian economy that unleashes its potential by virtue of freely operating and competitive enterprises.

## PRINCIPLES

- Liberal regulation.** We are convinced that the government role in economy regulation should be minimized and aimed at the creation of equal conditions for business operation.
- Integration to the global value chain.** Within the globalization trend, we believe that every participant has to be provided with an access to all business processes, as well as with the advantages of free trade.
- Commonwealth growth.** All our initiatives and projects aim to achieve maximum benefits for every economy agent.

# EasyBusiness Programs

EasyBusiness projects lay within four programs including free markets development, business climate improvement, property rights protection and public-private partnership facilitation; and operate across three main industries covering agribusiness, energy and infrastructure

Figure 4. EasyBusiness Projects



## Project status

-  Past projects
-  Ongoing projects
-  Upcoming projects

## Public policy stages

-  Analysis
-  Advocacy
-  Communication

# EasyBusiness Programs

## FREE MARKET DEVELOPMENT

The program promotes markets, free from interventions by a government, price-setting monopoly, or other authority. The research conducted will contribute to Ukraine's transition to a free market economy.

- 1 Roadmap for aquaculture development in Ukraine
- 2 Framework development for the prosperity of sharing economy in Ukraine
- 3 Moving Ukraine into a "cashless economy"

## BUSINESS CLIMATE IMPROVEMENT

The program aims to create better business-enabling environment. The projects within the program target all economic agents to make an important step forward in the facilitation of economic prosperity and removing the barriers for doing business. The program will lay the ground for the long-delayed structural reforms.

- 4 Regulatory Impact Assessment on energy efficiency draft law
- 5 2x business climate improvement toolkit
- 6 Development of the Bureaucracy Index (BI)

## PROPERTY RIGHTS PROTECTION

The program covers projects aiming at securing private property by clear laws and fully state enforcement. The initial mechanism within the program has been based on the case of proprietary rights infringement caused by the moratorium on farmland sales. Within the advocacy stream EasyBusiness initiated the class-action suit to the European Court of Human Rights.

- 7 Advocacy, communication and analytical streams within the project "Creation of free farmland market in Ukraine"

## PUBLIC-PRIVATE PARTNERSHIP

SP<sup>3</sup>ILNO Management Office is a joint project of the Ministry of Infrastructure of Ukraine and EasyBusiness that is funded by Western NIS Enterprise Fund aimed at helping the Government to succeed in PPP development.

- 8 Concession of Kherson Sea Commercial Port, The Stevedoring Company "Olvia", The Railway Ferry Terminal of the Sea Commercial Port of Chornomorsk



# IMPLEMENTED PROJECTS

# ROADMAP FOR AQUACULTURE DEVELOPMENT IN UKRAINE

Industry

Agriculture

Program

Free market  
development

Stages

Analysis,  
communication



## PROBLEM CONTEXT

The aquaculture in Ukraine has a considerable untapped potential for improvements. After the collapse of the USSR the industry dropped by 60% in the first year and now consumer's needs are mostly met by imported products. Ukrainian aquaculture, indeed, faces a number of challenges:

- pressure and manipulation regarding tenants of waterbodies;
- lack of qualified personnel;
- the problem of access to markets;
- unavailability of the capital market;
- high cost of feed and high shadow market of catch and import.

Within the project we focused on the necessity of a roadmap to guide aquaculture market entrants in Ukraine, changing the legal framework and implementing long-run initiatives.



## WINNING STRATEGY

Analysis of leading countries' experience has defined the benchmarks for the aquaculture improvement in Ukraine: (1) Norway as a highly specialized in cage-based marine aquaculture has developed a friendly regulatory framework; (2) Denmark's industry, dominated by land-based aquaculture, is strictly regulated by the rules of the Danish Environmental Protection Act; (3) Poland's pond-based aquaculture case shows how the industry can be dominated by small enterprises.

Two groups of recommendations were developed: (1) changing the legal framework aimed at defining all water bodies legal status, establishing a single rent and special water use procedures, avoiding the duplication of permits as well as the creation of a "single window" administration for coordination permits and other related issues; (2) improving business climate aimed at creation of incentives for consolidation and cooperation of all aquaculture producers in order to solve industry problems.

The roadmap was well-communicated with State Fisheries Agency of Ukraine, expert community and business representatives and presented within the panel discussion on the perspectives of Ukrainian aquaculture industry.



## FURTHER STEPS

Together with Norwegian-Ukrainian Chamber of Commerce, State Fisheries Agency of Ukraine and Ukrainian law firm EVERLEGAL, EasyBusiness will continue (1) to initiate discussions within aquaculture development, (2) to consolidate various stakeholders, including government, expert community, business representatives and civil society organization, (3) to concentrate our efforts on advocating the relevant legislative improvements.

INVOLVED PARTNERS



EVERLEGAL



State Agency  
of Fisheries of  
Ukraine

# REGULATORY IMPACT ASSESSMENT ON ENERGY EFFICIENCY DRAFT LAW



## PROBLEM CONTEXT

Within Ukraine’s vector to reduce energy consumption EasyBusiness team assessed regulatory impact of the Draft Law on energy efficiency and provided policy makers with recommendations to choose the proper measures.

## WINNING STRATEGY

Cost-benefit analysis defined that the Draft Law can ensure only a few energy efficiency measures to be implemented.

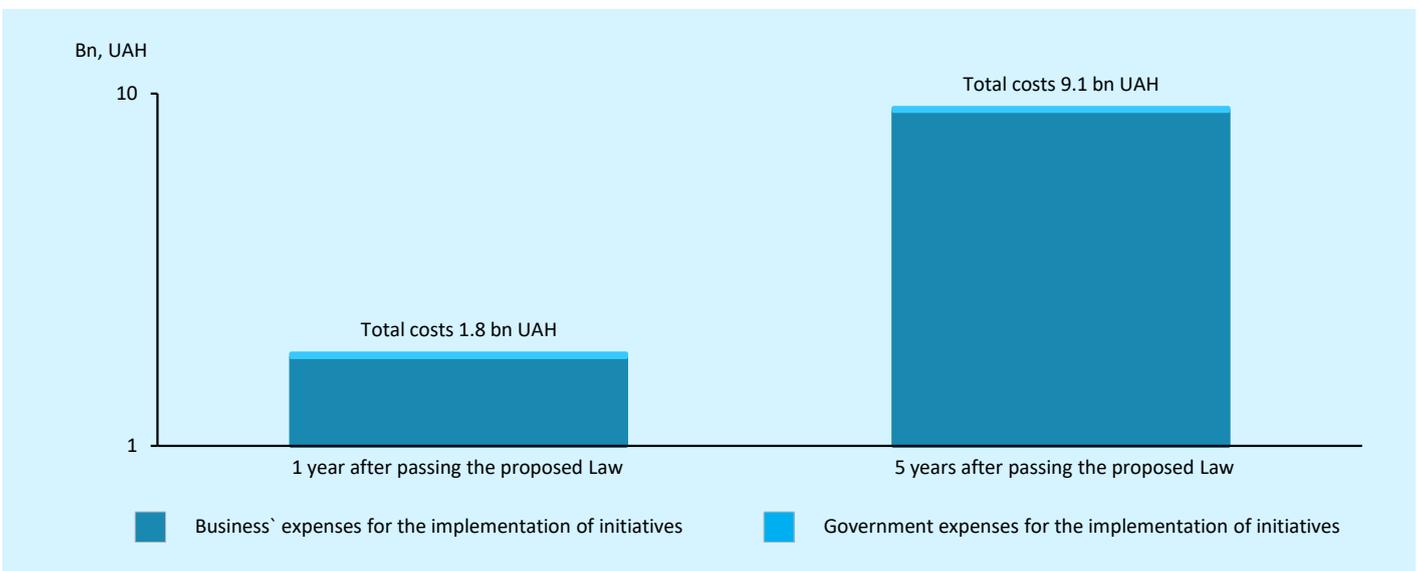
Within four-point scale the effectiveness of the Draft Law adoption is 2 points, but maintaining the status quo means failure of the state to achieve energy efficiency goals (1 point).

In five years cost-performance will increase from 68.22 to 329.76 million UAH.

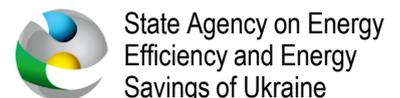
## FURTHER STEPS

The Draft Law should be improved and harmonized with EU Directive No. 2012/27 / EU, especially in setting the norm of total annual reduction of energy consumption.

Figure 5. Results of the initiatives proposed by the draft law



INVOLVED PARTNERS



**30+**

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Independent policy  
recommendations were  
developed





# ON-GOING PROJECTS

# ESTABLISHMENT OF THE FREE FARMLAND MARKET IN UKRAINE

Industry

Agriculture

Program

Property rights protection

Stages

Analysis, communication, advocacy



## PROBLEM CONTEXT

The moratorium on the sale of farmland in Ukraine preserves all shadow schemes and manipulations that have reigned in the field of land relations for over 20 years. EasyBusiness team has profound experience in the sphere of agriculture in Ukraine. Our vision lays within the idea of facilitation of the establishment of a free farmland market in Ukraine and the provision of support to landowners in order to protect their property rights and increase the level of economic freedom.



## WINNING STRATEGY

Fundamental analysis of international experience of land reforms and market functioning in 60 countries conducted, which has resulted in the development of 4 possible market models, represented in 2 program documents ('The creation of a free farmland market in Ukraine: analysis of international experience and economic effect' and 'Moratorium on farmland sales: 10 letters and 15 years of a pent-up economic freedom');

A specialized online platform [farmland.in.ua](http://farmland.in.ua) launched, focused on providing legal and expert support for Ukrainian landowners in order to protect violated constitutional rights and consolidate their efforts in the preparation of legal suits to the ECHR;

Consolidation of experts among the idea to create free farmland in Ukraine, including a broad communication campaign, aimed to counter popular myths & manipulations, in order to provide support for the messages of the project.



## FURTHER STEPS

- Change the public perception of the moratorium on the free farmland through the proper communication campaign and an updated online platform [farmland.in.ua](http://farmland.in.ua), aimed at engaging landowners into the decision-making process.
- Increase the public demand for the land reform through providing legal support for Ukrainian landowners in addressing their appeals to the ECHR and establishing a professional association of free farmland owners.
- Gain political support for the land reform through the development and advocacy of a draft legal act, which establishes the farmland market in Ukraine.
- Maintain sustainability after land market reform implementation through information support and legal support after the abolishment of the moratorium on farmland sales.

## INVOLVED PARTNERS



February 2017



Submission of the appeals concerning the abolishment of moratorium on free farmland sales to the Constitutional Court that was followed by series of round tables

March 2017



Presentation of analytical report on the development of the land market in Ukraine in International Management Institute, MIM-Kyiv

May 2017



Expert discussion "Moratorium on the sale of land: can not be abandoned"

April - June 2017



Participation of EasyBusiness experts in nation wide TV talk shows and debates



Industry	Cross-sectoral (now infrastructure)	Program	Public-private partnership	Stages	Analysis, communication, advocacy
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### PROBLEM CONTEXT

Ukrainian port infrastructure lacks proper management and investment. PPP Management Office SP<sup>3</sup>ILNO to the Ministry of infrastructure of Ukraine is improving the existing legislation, ensuring its efficient implementation and already sees the promising results in reliance on three PPP pilot projects: concession of «Kherson Sea Commercial Port», «The Stevedoring Company “Olvia”» and the Railway Ferry Terminal of «The Sea Commercial Port of Chornomorsk».



### WINNING STRATEGY

Contribution agreement with EBRD signed. Advised the MIU and USPA in negotiations with EBRD and IFC concerning the terms of financing (€3 million) and further cooperation on the pilot projects preparation and structuring.

3 pre-feasibility studies completed. Coordinated the development of pre-feasibility studies for the pilot projects by international consultants engaged by IFIs.

PPP guidelines and trainings provided. Prepared the Guideline on the PPP project implementation in Ukraine, conducted PPP trainings for local authorities.

100+ potential investors approached. More than 100 local and international investors have been approached, resulting in 12 companies already expressed their interest in the projects, including 7 companies already sent Letters of Interest.

Concept notes approved. Concept Notes for the pilot concession projects developed and approved by several Ministries: Infrastructure, Economic Development and Trade, and Finance.

The new Law “On Concessions” developed. Drafted the new Law “On Concessions” jointly with the EBRD consultants and the Ministry of Economic Development and Trade.



### FURTHER STEPS

To conduct a successful commercial closure of 3 pilot PPP transactions in 2019: Olvia, Kherson SCP and Ferry terminal in Chornomorsk;

To establish self-sufficient PPP management infrastructure on a sustainable basis to duplicate SP<sup>3</sup>ILNO success stories within industries.

### INVOLVED PARTNERS





*Signing the Memorandum of Understanding between the Ministry of Infrastructure and IFC*



*Signing a financing agreement with European Bank for Reconstruction and Development*



*Briefing «How the PPP changes the transport infrastructure of Ukraine»*

# US\$100bn

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Can be generated as a result  
of liberalized farmland  
market in Ukraine





# UPCOMING PROJECTS



### PROBLEM CONTEXT

To expand Bureaucracy Index coverage and to initiate bureaucracy meltdown in Ukraine, EasyBusiness team intends to adapt the project, designed by Slovak partner think tank INESS, to the Ukrainian context.

Referring to the OECD Regulatory Restrictiveness Index measuring the level of regulatory obstacles across main industries, the improvement of Ukrainian positions is very unsubstantial (for example, the index of separate industries such as maritime and real estate investment equals to 0.5 (where 1 is the most regulated industry)).

Almost all large and SME organizations scrape through bureaucracy, which requires hundreds of hours and thousands of dollars to deal with, thus, diverts company's focus on increasing efficiency and providing added value for the market. Thus, there is a need for a simpler and more aggressive approach for bureaucracy.

The project is aimed at the creation of better business-enabling environment in Ukraine through easing the regulatory burden, especially eliminating excessive administrative and bureaucratic barriers that will facilitate economic prosperity of Ukraine. The Bureaucracy Index is an effective tool of measuring the level of bureaucracy that will lay proper preconditions for the friendly regulatory environment in Ukraine.



### WINNING STRATEGY

Conduct the list of all the relevant bureaucratic duties that a model company faces annually. Development of a comprehensive list of "red tape" duties and calculation of its costs for businesses.

Communicate the BI results via national TV-channels and media platforms. Spread the results of the previous analysis through a broad communication campaign to increase public and government awareness of bureaucratic burden which impedes business activities in Ukraine



### Expected outcomes

The project aims to initiate a chain reaction: the Index release on International Bureaucracy Day (September 29) triggers media and social mobilizers to drag the bureaucracy problem into the light and to place it among top issues for Ukraine.

Also, the Index will supply the government with the detailed list of the main bottlenecks of Ukrainian regulatory environment for the legislation improvement.

Within measuring the level of bureaucracy Ukraine can contribute to the international cooperation in finding the solution to a global problem of inefficient public administration and enable cross-country comparison.

# FRAMEWORK DEVELOPMENT FOR THE PROMOTION OF SHARING ECONOMY IN UKRAINE

Industry

Cross-sectoral

Program

Business climate improvement

Stages

Analysis, communication



## PROBLEM CONTEXT

After a deep fall in 2014-2015 Ukraine's economy is trying to achieve a real boost in its economic recovery. Despite the growth acceleration in 2017 and all efforts pooled, the country continues to delay unpopular economic reforms and lose out of sight an outstanding opportunity to optimize consumer spending, increase inflows of investments and boost the economic growth – sharing economy.

Having conducted the preliminary analysis and a pre-survey (video with subtitles – <https://goo.gl/42bfpd>), we have already identified key challenges of sharing economy in Ukraine:

- absence of a friendly legal framework for sharing economy businesses;
- lack of awareness among Ukrainians regarding the sharing economy and its benefits;
- low level of trust among Ukrainians.

Thus, this project will focus on business-enabling environment for sharing economy services, current market players and new market entrants. This year's milestones target the raise in public awareness of sharing economy benefits, promoting its values and laying the groundwork for relevant legislative changes. Based on the results of the preliminary research, we believe that within Ukraine's context the influx of sharing economy will optimize the level of consumption, and, moreover, increase inflows of investments that will contribute to the economic growth.



## WINNING STRATEGY

Raise the public awareness of the sharing economy benefits. Conduction of wide communication and engagement campaigns through the development and promotion of videos and graphic materials.

Engage more people into using sharing economy services. Creation of the viral content to collect stories of the experience of Facebook users with the sharing economy service. Conduction of meetings with experts to promote the sharing economy services.

Adjust the legal framework to create a better business environment for sharing services. Study foreign best practices regarding the specific of the legal framework, development of a complex analytical document with policy implications, further advocacy of the legal changes in Ukraine.

Facilitate the market entry of new sharing economy services. Development of a business guide/roadmap for the new sharing services entering the Ukrainian market.



## Expected outcomes

The project aims to start an open discussion nationwide, and also to create a demand of the society for more services based on the principles of sharing economy.



 **PROBLEM CONTEXT**

Despite the National Bank of Ukraine is working on the cashless strategy, Ukraine still has “cash-dominated” economy and a low level of cashless payments. However, we can observe a positive trend in card payments since 2011. In order to meet the demand of new clients, banks develop new infrastructure and use modern technologies. Reasons that halt cashless payments in Ukraine:

- almost half of the people’s income is received in cash form;
- the level of infrastructure for non-cash payments lags behind European indicators;
- the high level of bank card fraud increases the risks of online payments;
- the high level of shadow economy. In 2015, 47 % of income in Ukraine were received in cash.

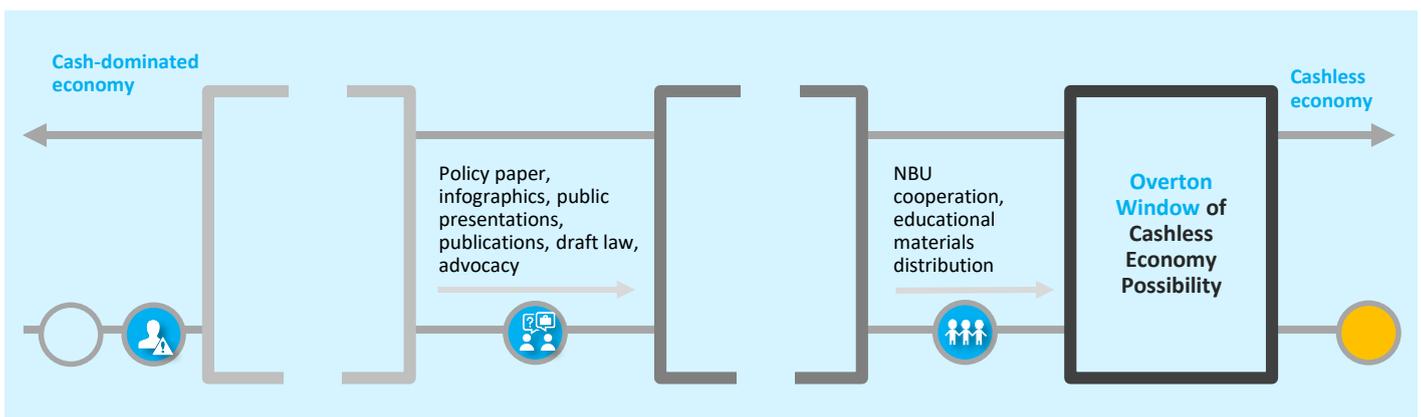
 **WINNING STRATEGY**

- Ensure a more efficient Ukrainian payments market, integrated with European standards.
- Enhance consumer protection against fraud or payment incidents and securing payments.
- Facilitate the implementation of the NBU Strategy on Cashless Economy through the reduction of payment prices.

 **Expected outcomes**

The project covers the measures to optimize the interchange policy as the best solution which will not only correspond with the strategy developed by the National Bank of Ukraine, but also will open up the country’s potential in cashless economy.

Figure 6. Shift of cashless economy development in Ukraine



# 2X BUSINESS CLIMATE IMPROVEMENT TOOLKIT



## PROBLEM CONTEXT

After implementation of several deregulation laws, there are still significant regulatory barriers for doing business in Ukraine. Within the concept we focus on business improvement measures, integrated into practical toolkit, to make up the leeway in deregulation.

## WINNING STRATEGY

Develop an initial policy paper to assess existing obstacles that impede Ukraine’s growth in the Doing Business Ranking and Index of Economic Freedom.

Develop a set of business improvement measures (using results of the initial policy paper), or a so-called the 2X Business Improvement Toolkit.

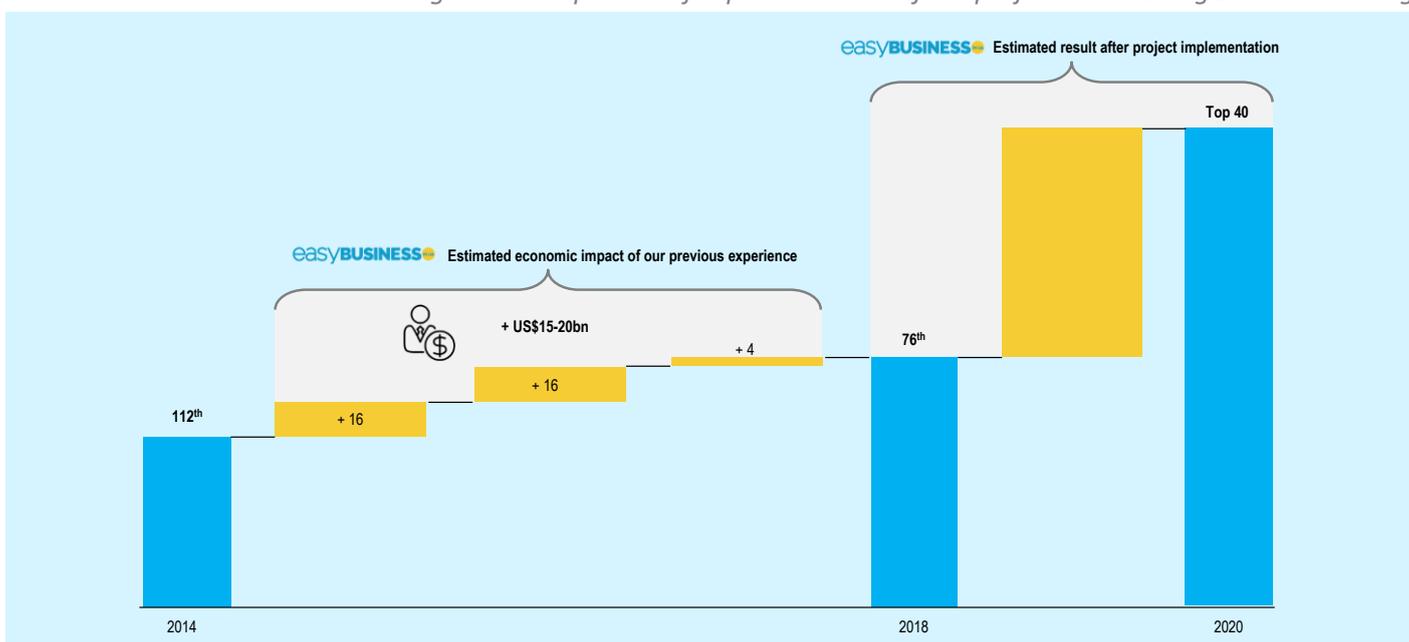
Launch communication campaign to increase awareness of the developed Toolkit and gather public and business demand for the measures to be implemented.

Launch outreach/advocacy campaign to promote the Toolkit among Government Officials and Members of Parliament.

## Expected outcomes

The project is aimed at doubling Ukraine’s position in the Doing Business and Index of Economic Freedom.

Figure 7. Comparison of expected results of the project in the Doing Business ranking



# 150+

media mentions of  
EasyBusiness' key experts





**TEAM &  
INSTITUTIONAL  
DEVELOPMENT**



### Dan Pasko

(Chairman of the Board)

- Advisor to the Prime Minister of Ukraine, Member of National Reform Council
- Co-Founder of EasyBusiness
- Harvard Business School, MBA

## Executive Director



### Andriy Shpakov

- 6+ years in business analysis, public policy and private equity
- Member of Business Climate Improvement Team at Ministry of Economy of Ukraine
- Atlas Think Tank MBA and Smith Fellowship (USA)

## Analytics & Project Management Unit



### Dmytro Lyvch

(Project Manager, Head of Analytics)

- 4+ years in market research, public policy and management consulting
- Manager of Economic Development at leading Ukrainian coalition of NGOs
- Atlas Leadership Academy



### Kateryna Shapovalenko

(Economic Analyst)

- 2+ years in policy research and economic analysis
- Research Fellow, Harvard University



### Yaroslav Zhydyk

(Economic Analyst Intern)

- KSE & Civitta Case Champs' Runner-Up
- Student at Taras Shevchenko National University of Kyiv



### Vadym Fedchyshyn

(Economic Analyst Intern)

- KSE & Civitta Case Champs' Runner-Up
- Student at Taras Shevchenko National University of Kyiv



### Ihor Volosianskii

(Economic Analyst Intern)

- KSE & Civitta Case Champs' Runner-Up
- Student at Taras Shevchenko National University of Kyiv

## Communication & Administrative Unit



### Artem Nykonovych

(Head of Communications)

- 5+ years of communication and administrative experience
- Author of several free market videos
- Atlas Lights, Camera, Liberty Training



### Olha Virsta

(Communications Manager)

- 4+ years of communication experience
- Developed visual concepts within 15+ communication campaigns



### Dmytro Hryb

(Junior Communications Manager)

- 2+ years of experience in copywriting and branding
- Taras Shevchenko National University of Kyiv graduate



### Valery Rudyk

(Administrative Assistant)

- 1+ year of experience in administrative activities
- Student at National University of Life and Environmental Sciences of Ukraine

## Expert platform

Platform of 20+ experts with a specific experience in particular spheres



**Nick Gaidai**

(Member of the Board)

- Advisor to the Prime Minister and Presidential Administration of Ukraine
- Co-Founder of EasyBusiness
- Wharton Business School, MBA

**Head of the PPP Project Office**



**Taras Boichuk**

- 7+ years of experience in PPP transactions advisory
- International Institute of Management, MBA

**Development Unit**



**Tania Voitovich**

(Development Assistant)

- 3+ years in development assistance
- 100+ potential clients approached
- 7 successfully organized international business events

**PPP Project Office staff**



**Artem Khoroshun**

(Project Manager)

- 10+ years of experience in corporate finance and IB
- 5 successfully closed transactions



**Yulia Svatkova**

(Legal Associate)

- 7+ years of legal advisory in transactions with state property
- Hamburg University, LL.M



**Tetiana Sadova**

(Communication Manager)

- 7+ years of experience in communications with state authorities
- 100+ events organized



**Yevheniia Kovalenko**

(Team Assistant)

- 3+ years of experience in administrative activities
- Kyiv Mohyla Academy graduate

# INSTITUTIONAL DEVELOPMENT WITHIN ATLAS NETWORK THINK TANK STARTUP FUND



## PROBLEM CONTEXT

Having achieved a number of goals during the last 3 years, we still stick to our mission and have new ambitions – transforming into a prosperous think tank providing applicable analytics in the spheres of business environment and free markets. The aim of the institutional development project, supported by Atlas Network, is to explicitly facilitate EasyBusiness' sustainable growth.



## WINNING STRATEGY

Improving governance and strategic management system. Aim: to develop a comprehensive strategic plan, set up a Supervisory Board, ensure strategic planning and evaluation.

Developing proper operational management system. Aim: to develop an internal guide on project management including accounting / project tracking procedures and relevant project templates, ensure proper implementation of project ran by an organization, expand the communication and impact channels.

Strengthening analytical capabilities. Aim: to expand the organization's impact on public policy (economic issues) through publication of hi-end analytics, introduce the quality control and "peer review" systems, ensure the usage of systematic approach within all stages of the analytical product development (from idea to final paper).

Designing proper human capital and motivation system. Aim: to increase analyst/expert headcount in line with strategic objectives, increase staff productivity/motivation by creating a transparent environment for career growth, develop a comprehensive training plan for staff at all levels (project leaders, analysts, support staff).

Developing sustainable fundraising system. Aim: to develop a proper fundraising plan, develop a set of instruments to manage fundraising activities, secure long-term funding.



## Expected outcomes

Based on a 15-page strategic plan, EasyBusiness' management team will focus on the impact EasyBusiness produces (the strategic objective is to increase Ukraine's position in the Index of Economic Freedom and Global Competitiveness Index by the end of 2020) and reshaping of the current fundraising system and donor-relations strategy (the strategic objective is to ensure financial sustainability by securing ~ 65 donors by the end of 2019).

## INVOLVED PARTNERS



April-August 2017



*EasyBusiness' team joining LCL Training Program (Los Angeles) and attending on-site training provided by Hollywood filmmaker Victoria Hill (Kyiv, Ukraine)*



*The team have been practicing in strategic planning at Europe Think Tank Essentials Workshop (Bratislava, Slovakia)*

November 2017



*EasyBusiness' Executive Director Andriy Shpakov among the speakers at Atlas Network Liberty Forum 2017 (New York, USA)*

**800+**

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pages covered in our policy  
papers, policy briefs and  
presentations





# OUR PARTNERS

# Our Partners

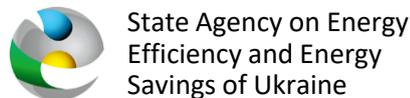
Cooperation is a simple way to achieve great results and partnership is the most mutually beneficial way of cooperation. That's why in EasyBusiness we highly appreciate our wide network of partners, as we hope to continue our fruitful and effective work in new & ambitious projects. Our partners are representing different groups, including:



## International organizations



## State authorities



## Business and civil society



**4,000+**

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Unique users of our website





Created by decision of the US Congress, the international fund Western NIS Enterprise Fund, provides assistance for the development of small and medium-sized businesses in Ukraine and Moldova through the implementation of programs for the development of effective economic policy and leadership. Thanks to the fund's assistance, it was possible to open the SP<sup>3</sup>ILNO initiated by the Ministry of Infrastructure of Ukraine and the EasyBusiness team of the Public-Private Partnership Office (PPP) SP<sup>3</sup>ILNO, which aims to improve the mechanism of interaction between state bodies and business and to reform the three important infrastructure objects in order to coordinate their activities with international standards.



For decades, Atlas Network has provided all conditions and opportunities to promote libertarian principles and strengthen free market think tanks. For such a purpose, our partners support personal & professional growth for the most prominent freedom champions to improve skills and enhance cooperation in a modern globalized world.

We are proud to inform, in 2017 members of the EasyBusiness team were on the list of the 'chosen ones': our Executive Director Andriy Shpakov, participating and graduating Atlas Think Tank MBA, and EasyBusiness Project Manager Dmytro Lyvch, graduating Atlas Think Tank Leadership Training, have had a chance not only to enjoy Manhattan views, but also to discover interesting think tank hints (strategic planning, fundraising, communication, efficient project management & leadership). Andriy Shpakov had also a unique opportunity to be a speaker at the Liberty Forum and presented overview of Ukrainian reform agenda, as well as the EasyBusiness' story to more than 500 participants from more than 30 countries.

Beyond that, every 3 months Atlas Network presents 'Freedom's Champion' magazine trying to collect everything special from the world of NGOs and think tanks. In this diversity of events, our colleagues choose their top-10 most important issues in 'World10' mentioning EasyBusiness achievements in creation of better business-enabling environment in Ukraine.

Thanks to our partners from Taliesin Nexus and Atlas Network the skills of our team in video production upgraded from the 'beginner' level almost to Steven Spielberg or Martin Scorsese within "Lights! Camera! Liberty!" Workshop in Los-Angeles and on-site training provided by Victoria Hill.

EasyBusiness team wants to express its special thanks to the Atlas Network and Taliesin Nexus teams: Alejandro Chafuen, Brad Lips, Matt Warner, Daniel Anthony, Tarun Vats, Casey Pifer, Cindy Cerquitella, Elisa Bishop, Vale Sloane, Martin Stillman, Dugan Bridges, Victoria Hill and the donors, who unite freedom movements all over the world!



The Reanimation Package of Reforms is the largest coalition of leading non-governmental organizations and experts from all over Ukraine concentrating their efforts on reforms facilitation and implementation.

We are very proud to be a part of the network, to lead “Economic Development” group and to formulate agendas within long-delayed structural reforms, especially free farmland market establishment. Thanks to Reanimation Package of Reforms we succeed in civil society consolidation and initiated discussions among 40 experts from national think tanks and international organizations.

We also would like to point out the unique format of the ‘Land Response’ project, which allowed not only to unite landowners, businessmen, experts and artists, but also led to a fruitful discussion on the modality of the future reform.

With the support of Reanimation Package of Reforms and Centre UA we have developed a brief roadmap on the land market reform “Moratorium on farmland sales: 10 letters and 15 years of a pent-up economic freedom”.

EasyBusiness is much obliged to RPR team, especially Artem Myrhorodskyyi, Iryna Solomko, Olena Prokopenko and Vadym Miskyi.



Since the creation in 2008, the Norwegian-Ukrainian Chamber of Commerce has managed to unite and establish effective cooperation between more than 80 companies, as well as to promote the implementation of the best Norwegian business practices in Ukraine. Thanks to the partnership with NUCC and the Embassy of the Kingdom of Norway, EasyBusiness has prepared a detailed Roadmap for Aquaculture Development in Ukraine, designed to improve the business environment in the industry and support existing and potential industry players with a guide. The roadmap was well-communicated with State Fisheries Agency of Ukraine, expert community and business representatives and presented within the panel discussion on the perspectives of Ukrainian aquaculture industry.

# EB

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