

EASY
BUSINESS
Think-and-Do Tank

Supporting Ukraine's Economy: 10 years of action

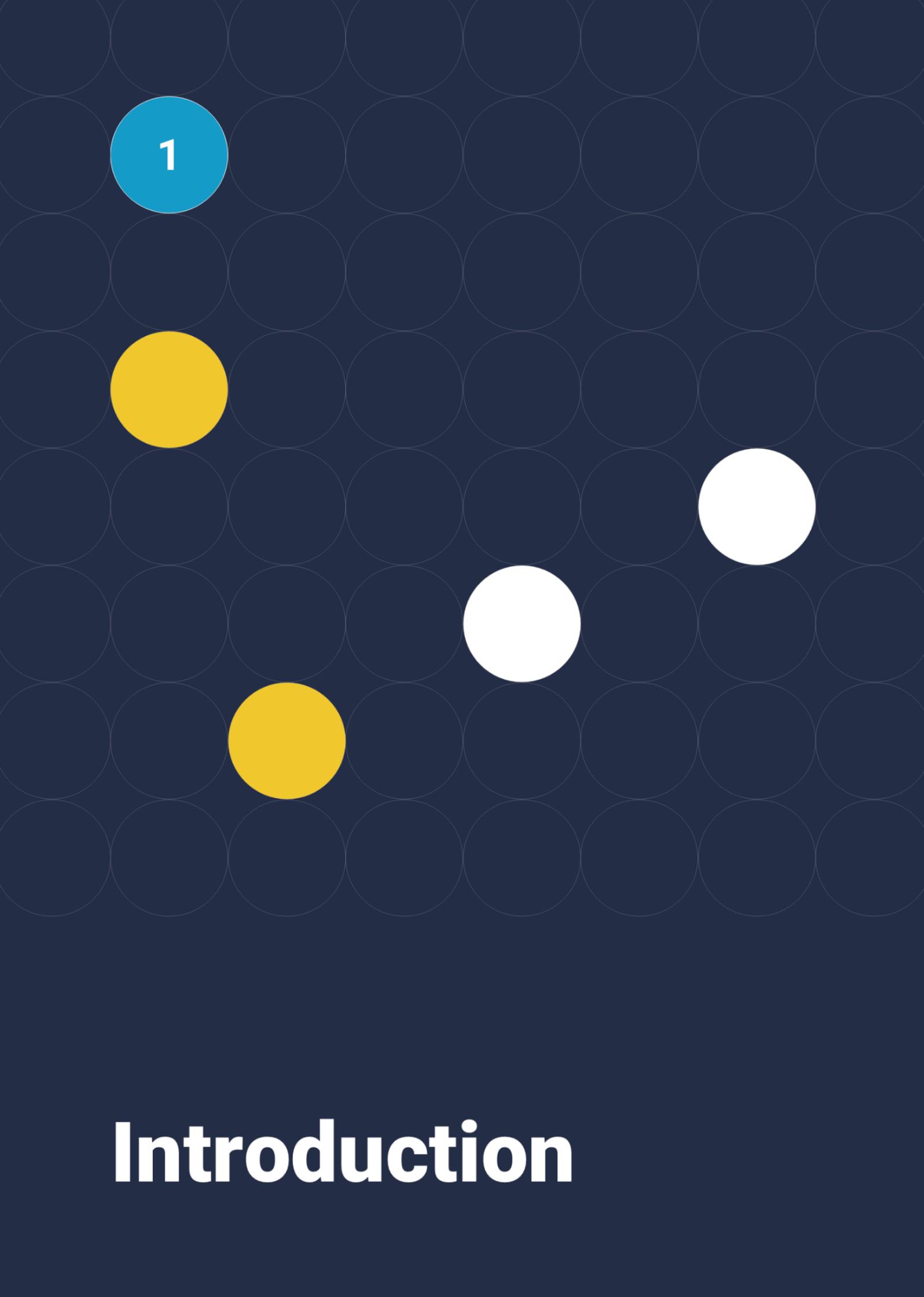
EasyBusiness report

2014-2024



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Introduction

Letter from the Chairman of the Board



Dear Friends and Supporters,

As EasyBusiness marks its 10th anniversary, I am proud to reflect on the remarkable journey of our organization. Founded in 2014 by a group of economic advisors committed to deregulation and improving business freedom, EasyBusiness has evolved from a grassroots initiative into a leading Think-and-Do Tank addressing some of Ukraine's most pressing challenges.

Our mission began with a focus on simplifying the regulatory environment to foster free markets. Over time, as Ukraine faced unprecedented challenges - including economic crises, the global pandemic, and now a full-scale war - we adapted and expanded our work.

Today, EasyBusiness stands at the intersection of rigorous research and practical implementation, tackling complex issues like EU integration, economic growth, and regional development.

This transformation reflects both the resilience of our organization and the country we serve. We have not only redefined our goals to meet Ukraine's immediate needs but also developed long-term strategies to ensure sustainable recovery and growth. By fostering collaborations with government, international institutions, and local communities, EasyBusiness has positioned itself as a trusted partner in shaping Ukraine's future.

As we look ahead, we remain steadfast in our commitment to innovation, impact, and the principles that have guided us since our founding.

Thank you for your continued support as we work together to build a stronger, more prosperous Ukraine.

*Sincerely,
Dmytro Lyvch
Chairman of the Board
EasyBusiness*

Who We Are

EASY BUSINESS Think-and-Do Tank

We are a **Think-and-Do Tank** driving Ukraine's recovery and economic growth by fostering private sector development. We combine research with actionable solutions to address barriers, empower communities, and promote sustainable development. Guided by freedom, responsibility, initiative, trust, and respect, we work to create a thriving, competitive economy.

MISSION STATEMENT

The mission of EasyBusiness is to drive Ukraine's recovery and economic growth by fostering private sector development, with a particular focus on advancing Ukraine's integration into the European Union.

Originally established as a Think Tank, EasyBusiness has evolved into a Think-and-Do Tank, integrating high-quality research with practical, actionable solutions. We now not only provide expert analysis and independent policy recommendations, but also actively implement initiatives that address the most pressing challenges faced by Ukrainian businesses and society overall.

By working alongside SMEs, government bodies, regional authorities, local communities, international development partners, and CSOs, we aim to identify and address barriers to business growth and investment, translating our research into real-world outcomes. We align our efforts with Ukraine's aspirations for EU membership, enhancing the competitiveness of Ukrainian SMEs in the EU market and ensuring the harmonization of Ukraine's policies with EU standards. Through collaborative efforts, we seek to enhance the overall business climate, promote sustainable regional development, and empower local communities.

Our commitment to enhancing the competitiveness of Ukrainian SMEs, both domestically and internationally, is at the heart of our mission. Through this transformation, we are focused on creating tangible, lasting change that advances Ukraine's recovery and economic growth.

VISION STATEMENT

As EasyBusiness approaches its 10th anniversary, we envision transforming Ukraine into a prosperous and globally competitive economy. We aim to support the country's post-war recovery, economic growth, and integration into the European Union. By leveraging our expertise, we envision a Ukraine where free markets flourish, entrepreneurship thrives, and regional economies are empowered to lead sustainable economic development.

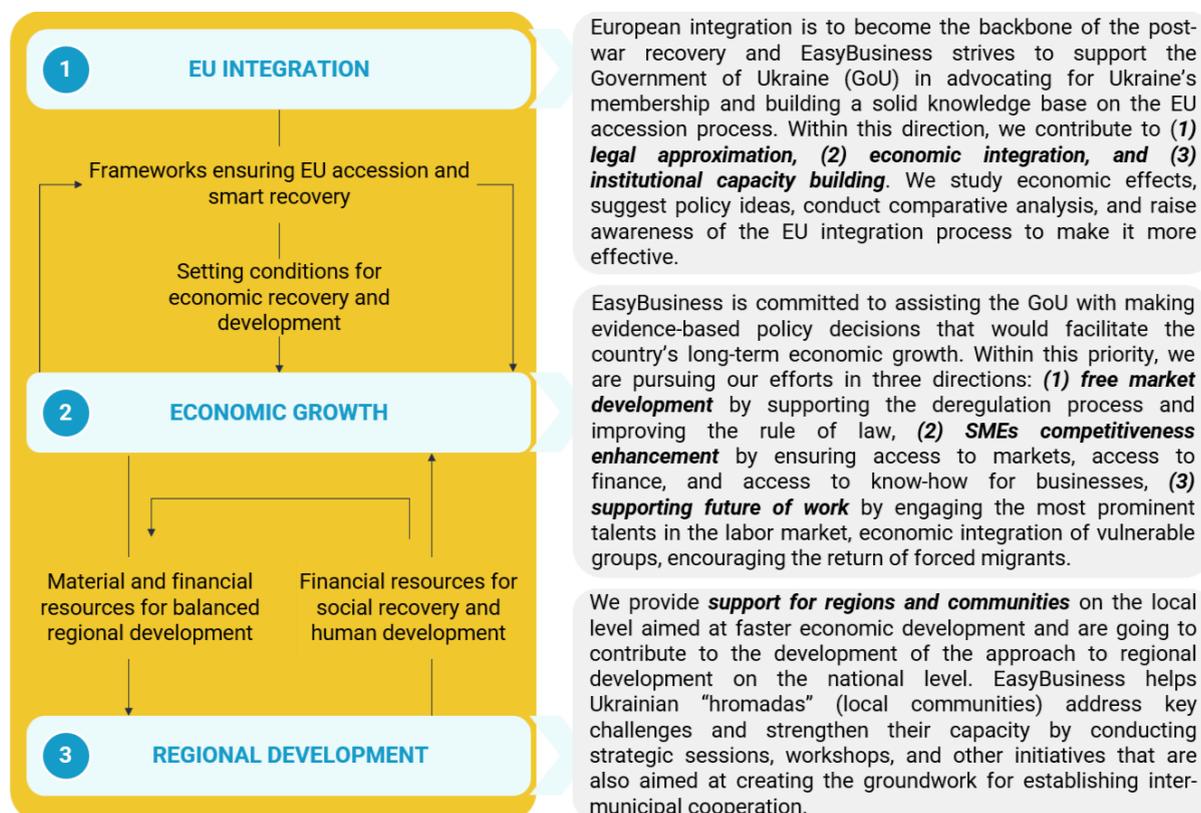
PRINCIPLES AND VALUES

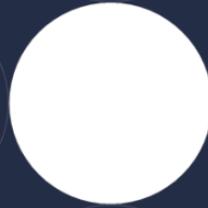
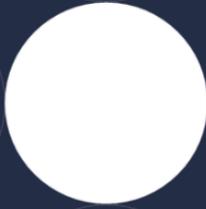
Our principles and values are the cornerstone of the work we do at EasyBusiness. They define how we approach challenges, collaborate as a team, and engage with our partners. These guiding values inspire us to stay bold and purposeful in our mission, ensuring that every decision and action we take contributes meaningfully to Ukraine's progress.

- **Freedom** | We value freedom as deeply as Ukraine does, empowering our team to explore impactful solutions that drive the nation's recovery and growth.
- **Responsibility** | We take accountability seriously, ensuring everything we do delivers meaningful results for businesses, communities, and Ukraine's future.
- **Initiative** | We don't stand on the sidelines. We take the lead in driving change to tackle Ukraine's most pressing challenges head-on.
- **Trust** | We deeply trust each other within our team, creating a strong foundation that inspires confidence and trust from our partners.
- **Respect** | We honor diverse perspectives, promoting open dialogue and collaboration to achieve sustainable development.

OUR PROGRAMS

Our programs are where strategy meets action. Whether advancing EU integration, enabling economic growth, or fostering regional and local development, EasyBusiness is dedicated to solutions that deliver real impact. Every action we take is focused on shaping a resilient and prosperous Ukraine.





Celebrating a Decade of Impact

10-Year Key Achievements

Over the past decade, EasyBusiness has evolved into a trusted and influential organization, shaping policy and driving impactful change in Ukraine. Our journey has been defined by a deep commitment to supporting the government, international partners, and local stakeholders in addressing critical challenges and fostering sustainable growth.



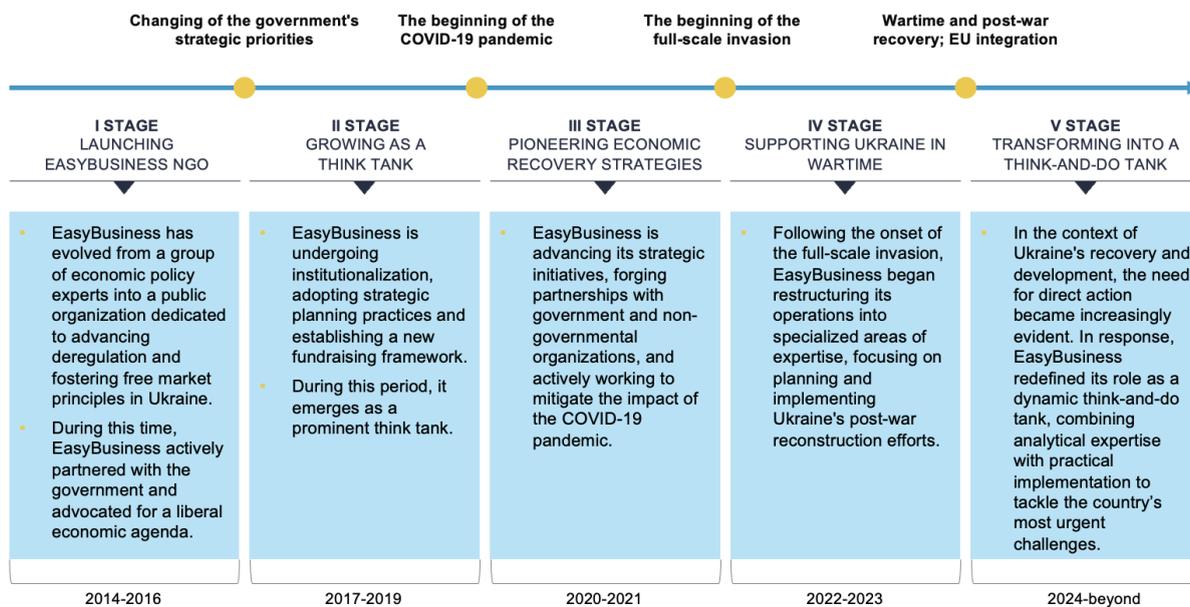
Through relentless dedication and collaboration, we have established ourselves as a source of expert knowledge and practical solutions, earning the trust of decision-makers and recognition from diverse actors. Our work has also garnered significant media attention, underscoring the importance of our initiatives and amplifying the impact of our mission on a broader scale.

Our **key achievements** for the past 10 years:

- **Pioneered deregulation** of Ukraine's economy in 2014, analyzing over 1,000 acts and streamlining Ukraine's business environment to enhance entrepreneurship.
- Contributed to Ukraine's improved position in the **World Bank's Doing Business** ranking by driving reforms in business registration, taxation, and credit access.
- Established the **SP³ILNO Project Office** to promote public-private partnerships, initiating five pilot projects with an estimated \$500 million in investment.
- Secured a landmark victory in agricultural land reform, supporting Ukrainian landowners in their appeal to the **European Court of Human Rights**.
- Honored with the **2019 Europe Liberty Award** for our pivotal role in advancing agricultural land reform in Ukraine.
- Co-founded the **Center for Economic Recovery (CER)** to guide strategic planning during the COVID-19 crisis, resulting in the adoption of 220 initiatives to support Ukraine's economy.
- Played a crucial role in developing Ukraine's **National Economic Strategy 2030**, outlining top-priority reforms across different sectors and areas.
- Provided analytical and organizational assistance for the Government of Ukraine, contributing to the completion of the **EU accession questionnaire**.
- Assisted the government in shaping the **future labor market** by developing policies and initiatives focused on human capital development, fostering talent retention, and economic reintegration of vulnerable groups.
- Provided **support to over 100 SMEs** by distributing grants totaling **EUR 1.2 million**.

Evolution into a Think-and-Do Tank

Resilience defines EasyBusiness, much like the country we serve, Ukraine. Over the past decade, we have evolved from an NGO aimed at supporting government reforms into a dynamic Think-and-Do Tank capable of addressing the nation’s most complex challenges. As the environment around us shifted - economically, politically, and socially - we adapted, redefined our goals, and transformed our operations to meet the moment.



Milestone 1: Launching EasyBusiness NGO (2014–2016)

In the wake of the Revolution of Dignity, Ukraine faced severe economic challenges: military conflict, currency devaluation, inflation, and a crippling regulatory system that stifled business growth. Recognizing the urgency of reform, **EasyBusiness was established** by a group of volunteers determined **to address these barriers and foster free-market principles**.



From 2014 to 2016, **EasyBusiness focused on deregulation** as the fastest and most effective tool to reduce corruption, simplify business operations, and promote economic growth. The organization conducted a review of over 1,000 regulatory measures, collaborating with government bodies, businesses, and international organizations to develop and implement impactful reforms. One landmark achievement was the passage of the Deregulation Law №1580, which generated billions in savings for businesses and the state by cutting administrative burdens and outdated requirements.

EasyBusiness also **advanced land market liberalization**, pushing for reforms to boost agricultural productivity and investment. These efforts reduced business compliance costs by over \$1 billion, cut the time to start a business from 21 to 2 days, and increased new business registrations by 15%. EasyBusiness's advocacy also helped to **improve Ukraine's World Bank Doing Business ranking** from **112th to 83rd** place.

Furthermore, the establishment of the **SP3ILNO Project Office facilitated the development of public-private partnerships (PPPs)** in infrastructure, creating an estimated \$500 million in investments. Strategic collaborations with government bodies, the World Bank, and Atlas Network enhanced the effectiveness of these reforms, strengthened institutional capacity, and laid the foundation for a freer and more competitive business environment. This period marked the beginning of EasyBusiness journey as a catalyst for systemic economic change.

Milestone 2: Growing as a Think Tank (2017–2019)

From 2017 to 2019, **EasyBusiness transitioned from an advocacy-focused NGO to a full-fledged Think Tank**. Recognizing the growing complexity of Ukraine's reform landscape, the organization focused on creating a strong foundation for long-term impact by introducing structured strategic planning and diversifying its funding sources. Partnerships with international development organizations, such as the Atlas Network, USAID, Dutch Matra Program provided the resources and expertise necessary to scale operations.



One of the defining projects during this period was **the advocacy and implementation of land reform in Ukraine**. Through comprehensive legal and economic analyses, we demonstrated the profound potential of a transparent land market to enhance Ukraine's GDP and attract significant investments in the agricultural sector. EasyBusiness conducted in-depth political and economic analyses of land market liberalization, authored a series of policy papers, and launched a high-profile advocacy campaign that included filing an application to the European Court of Human Rights (ECHR) and producing an educational video course. These efforts helped lay the groundwork for meaningful policy changes, contributing to Ukraine's journey toward a more open and competitive land market.

In addition to land reform, **EasyBusiness expanded its focus to include public-private partnerships, small and medium enterprise (SME) development, and export promotion**. The creation of the Bureaucracy Index highlighted inefficiencies in the administrative processes, providing crucial data to inform future reforms aimed at reducing the burden on businesses. Our work in the aquaculture sector and energy efficiency legislation facilitated the development of sector-specific policies that attracted investment and supported sustainable growth. Our advocacy also led to amendments in the Tax Code to simplify tax administration and address issues of tax evasion.

We raised public awareness through over 100 media engagements and provided critical training for over 150 government officials, enhancing their policy analysis and decision-making skills. **These efforts**, coupled with our advocacy for transparency through platforms like Prozorro and open data initiatives, **contributed to Ukraine's improved standing in the World Bank's Doing Business rankings, from 80th to 71st place.**

This period marked a significant transformation for EasyBusiness, enabling the organization to operate as a **trusted analytical center** and further establish its **credibility as a driver of Ukraine's reform process.**

Milestone 3: Pioneering Economic Recovery Strategies (2020–2021)

In response to the **global COVID-19 pandemic**, **EasyBusiness expanded its operations to address the immediate economic disruptions** while charting a sustainable path for Ukraine's recovery. The establishment of the Center for Economic Recovery (CER), which advised the Prime Minister on recovery strategies, was a pivotal step as it established a platform for collaboration between public and private sectors to design reform-oriented solutions. We developed the Economic Stimulus Program, encompassing over 220 initiatives focused on economic recovery, resulting in adoption by the GoU and mitigating the pandemic's economic impact. Additionally, CER's advocacy led to the adoption of the adaptive quarantine concept, which allowed for a more balanced approach to COVID restrictions.

The infographic consists of two rounded rectangular boxes. The left box is dark blue and contains a puzzle piece icon, the title 'Key challenges', and a paragraph of text. The right box is light blue and contains a lightbulb icon, the title 'How we adapted', and a paragraph of text.

Key challenges	How we adapted
Economic uncertainty caused by the COVID-19 pandemic created an urgent need for recovery strategies and long-term economic planning.	Co-founded the Center for Economic Recovery (CER), providing evidence-based policy recommendations and serving as Advisors to the Prime Minister of Ukraine to guide recovery efforts and strategic planning.

EasyBusiness also played a **key role in the development of the National Economic Strategy (NES) 2030**, a framework outlining vectors for Ukraine's long-term growth, created with input from over 500 experts. The NES 2030 outlined reforms in deregulation, SME development, and human capital, aligned with EU integration and UN SDGs. In its advisory role, EasyBusiness also supported the introduction of results-based management (RBM) principles to improve government efficiency. This included developing an IT solution to streamline public sector operations, enabling data-driven decision-making.

During 2020-2021, **EasyBusiness worked closely with USAID on various initiatives aimed at supporting Ukraine's economy during the COVID-19 crisis.** Key activities included the establishment of the Export Alliance of Ukrainian IT companies, where we conducted a comprehensive assessment of businesses and developed a market-driven export promotion strategy. Additionally, we contributed to the development of Ukrainian agriculture through the Political Economy Analysis of the Ukrainian Melioration Sector and a Rapid Assessment for USAID AGRO, delivering actionable insights based on research, interviews, and focus groups across multiple regions. Furthermore, with financial support from USAID CEP, we developed a Business Inspections Manual to enhance SMEs' legal literacy on business inspections. These materials reached over 1,200 entrepreneurs, with the videos averaging 3,000 views and the articles attracting more than 20,000 views.

In collaboration with the Centre for Economic Recovery, EasyBusiness experts played a pivotal role in modernizing Ukraine’s IT education system by developing the Roadmap for IT Education Reform, adopted by the Ministry of Digital Transformation and the Ministry of Education and Science. Alongside USAID, we supported economic resilience during the COVID-19 pandemic through initiatives like the Export Alliance for Ukrainian IT companies and the creation of a Business Inspections Manual for SMEs, downloaded by over 1,200 entrepreneurs. Additionally, we advanced Ukrainian agriculture by conducting comprehensive analyses for USAID AGRO, providing actionable recommendations for melioration and agricultural development based on robust research and stakeholder engagement.

By addressing both immediate challenges and long-term needs, EasyBusiness positioned itself as a thought leader in economic policy, demonstrating its capacity to guide Ukraine through periods of profound uncertainty and transformation.

Milestone 4: Supporting Ukraine in Wartime (2022–2023)

The onset of Russia’s full-scale invasion marked a turning point for Ukraine and EasyBusiness alike. As the country faced unprecedented challenges, including human losses, destruction of infrastructure, and mass displacement of millions of people, **EasyBusiness pivoted its activities to respond to the immediate and long-term needs of wartime recovery.** Recognizing the urgency of rebuilding Ukraine’s economy and private sector, the organization collaborated with government platforms such as the National Recovery Council and the Strategic Economic Group at the Ministry of Economy.



A key focus during this period was fostering economic growth and accelerating Ukraine’s European integration. We supported **Ukraine’s EU integration, providing policy advice to help the government navigate the EU accession process.** Through the “Analytical Support to the Government Office for Coordination of European and Euro-Atlantic Integration,” EasyBusiness identified barriers and offered strategies for overcoming them. We also analyzed key sectors for economic integration, such as nearshoring, and supported the Government Office’s capacity building to enhance Ukraine’s EU accession efforts.

We implemented projects to foster Ukraine’s economic growth and private sector development. In collaboration with the Embassy of the Netherlands and UMAEF, the **Improving Labor Market project focused on human capital development, deregulation, and SME support.** We also worked with USAID on the Study of Business Opinion on Rule of Law and developed the Economic Rule of Law Index. Additionally, the International Migration Index project offered insights for policy adjustments in migration costs.

EasyBusiness strengthened regional resilience during the war by launching initiatives like **Piloting the Megacommunities Approach in Ukraine, which supported rural municipalities in developing cooperatives and attracting investment.** The Odesa Oblast Recovery and Development Strategy created a framework for post-war recovery, while the Vplyvovi project trained youth in 25 communities, leading to impactful projects aimed at developing their territorial communities.

These efforts aimed to restore human capital, enhance the private sector, and strengthen the resilience of regions and territorial communities (hromadas), thereby ensuring a robust foundation for Ukraine’s reconstruction.

The organization’s activities were bolstered by partnerships with international development institutions, including the USAID, International Renaissance Foundation, ISAR, UMAEF (ex-WNISEF), DECIDE, UCORD, and the Dutch Embassy, whose support enabled the successful implementation of key projects. By aligning its mission with Ukraine’s recovery and EU accession goals, EasyBusiness solidified its role as a critical driver of resilience and long-term economic growth during the nation’s most challenging time.

Milestone 5: Transforming into a Think-and-Do Tank (2024)

As EasyBusiness marks its 10th anniversary, the organization has fully embraced its role as a Think-and-Do Tank, **combining analytical expertise with hands-on implementation to tackle Ukraine’s most urgent challenges.** Its mission now focuses on three strategic areas established in 2022, at the onset of the full-scale war: EU Accession, Economic Growth, and Regional and Local Economic Development.



Driving Ukraine’s accession to the EU is central to EasyBusiness’s efforts. The organization **collaborates with the government to align Ukraine’s legal and economic systems with EU standards,** strengthening institutional capacity and raising public awareness to ensure a smooth integration process. We focus on strengthening civil society’s role in Ukraine’s EU integration. Through the “Strengthening the Institutional Capacity of CSOs” project, we have built a network of over 300 CSOs and developed resources like an EU integration manual. The EuroSummit in May 2024 brought together CSO representatives, government officials, and EU representatives to discuss Ukraine’s EU accession. We also launched EuroHub and a monitoring project for Chapters 23 and 24 of the EU accession process to foster civic engagement.

Economic growth remains a key priority, with **initiatives aimed at deregulation, strengthening the rule of law, and empowering small and medium enterprises (SMEs)** through better access to markets, finance, and expertise. EasyBusiness also addresses workforce challenges by fostering the reintegration of displaced citizens and promoting

equitable opportunities for vulnerable groups. We launched a €1 million grant program supporting 100 Ukrainian MSMEs to enhance their export and innovation potential, resulting in a 68% increase in sales and 51% growth in revenue. We also implemented initiatives to support the inclusion of vulnerable groups in the labor market, contributing to Ukraine's economic resilience and MSME growth.

Regionally, EasyBusiness promotes local economic development by building the capacity of local governments, businesses, NGOs, and other stakeholders. **The organization ensures a participatory approach, fostering collaboration among these groups to drive the development of regions and local communities (hromadas).** This includes conducting strategic planning, facilitating workshops, developing actionable recovery strategies, and implementing programs that enhance capacity and encourage inter-municipal cooperation. We helped Odesa Oblast update its Recovery and Development Strategy, using the approach inspired by Problem-Driven Iterative Adaptation (PDIA). This involved over 100 local stakeholders and created 200+ project cards. We also introduced the "growth poles" concept, which we plan to test in Ternopil, and supported strategic planning and recovery through the "Political and Economic Analysis" project. Our work with Business Finland helped align donor efforts with the reconstruction needs of Ukrainian municipalities.

This transformation into a Think-and-Do Tank reflects EasyBusiness's commitment to resilience, innovation, and sustainable development. As Ukraine rebuilds, EasyBusiness stands at the forefront, bridging policy expertise with practical solutions to create a thriving and prosperous future for Ukraine.



Historical Milestones

I. Launching EasyBusiness NGO (2014–2016)

KEY CHALLENGES

- In the aftermath of the Revolution of Dignity in 2014, Ukraine faced profound economic and institutional challenges that hindered its development and stability. The country was grappling with the onset of hostilities in Eastern Ukraine, which created an environment of uncertainty and risk, deterring investment and disrupting economic activities. Severe currency devaluation and skyrocketing inflation eroded public confidence and purchasing power. The national currency, the hryvnia, lost significant value against major currencies, leading to increased costs for businesses and consumers.
- Moreover, Ukraine's regulatory framework was characterized by outdated, overlapping, and often contradictory regulations. The excessive bureaucratic hurdles made it difficult for businesses to operate efficiently, stifled entrepreneurship, and fostered a breeding ground for corruption. Decades of systemic corruption and inefficiency had led to widespread public distrust in government institutions. This skepticism extended to regulatory bodies, which were often seen as impediments rather than facilitators of economic activity. Complex licensing procedures, excessive permits, and frequent inspections created opportunities for corrupt practices. Businesses faced significant administrative burdens, diverting resources from productive activities to compliance efforts.
- These challenges collectively hindered economic growth, limited foreign and domestic investment, and prevented the development of a vibrant, competitive market economy.

HOW WE ADAPTED

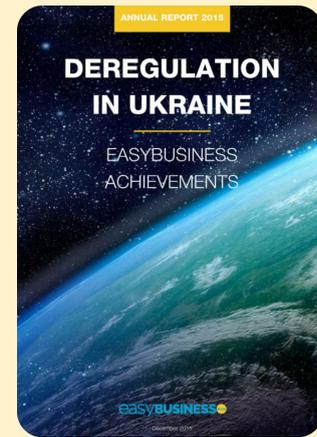
Recognizing the urgency to address existing economic challenges, we established EasyBusiness in 2014 with a clear mission: to simplify Ukraine's regulatory environment, promote free-market principles, and stimulate economic growth. During this formative period, we implemented several key strategies and initiatives that complemented each other and were executed in parallel within an integrated framework.



Our team meticulously identified laws and regulations that were outdated, redundant, or unnecessarily burdensome for businesses. This thorough examination allowed us to pinpoint specific obstacles hindering efficient business operations and stifling entrepreneurship.

CASE STUDY 1: ADVANCING DEREGULATION

- EasyBusiness spearheaded a transformative deregulation initiative that reviewed over 1,000 regulatory acts, identifying and eliminating outdated and burdensome requirements.
- Our efforts led to the adoption of Deregulation Law №1580, reducing licensed activities from 56 to 30, cutting business registration time from 21 to 2 days, and saving businesses and the state billions in compliance costs.
- By engaging 500+ businesses and drafting 30+ legislative proposals, we streamlined processes in licensing, taxation, and customs, contributing to improvement of Ukraine's business climate and economic competitiveness.



To enrich our understanding and ensure our efforts were grounded in practical realities, we engaged directly with stakeholders. We organized over 50 roundtable discussions and consultations with businesses, industry associations, and experts across various sectors. These interactions provided valuable insights into the most pressing regulatory obstacles faced by entrepreneurs and allowed us to gather firsthand accounts of the challenges within different industries. The feedback from these sessions was instrumental in shaping our reform proposals and prioritizing areas that required immediate attention.

Building on the insights gained, we moved into advocacy and policy development. Our team developed more than 30 draft normative legal acts aimed at deregulating various sectors of the economy. These legislative proposals were crafted to eliminate unnecessary bureaucratic hurdles, streamline processes, and align Ukraine's regulatory environment with international best practices. Recognizing that effective change required collaboration with government bodies, we established strong partnerships with key governmental institutions, including the Ministry of Economic Development and Trade, the State Regulatory Service, and the Administration of the President.

This collaboration was crucial in promoting our proposed reforms, as it allowed us to present our findings and recommendations directly to decision-makers, address concerns, and build consensus on the need for regulatory overhaul.

CASE STUDY 2: IMPROVING UKRAINE'S DB RANKING

- Recognizing the importance of attracting foreign investment, we focused on improving Ukraine's ranking in the World Bank's Doing Business report.
- By analyzing key factors and identifying areas for reform, such as business registration, construction permits, property registration, credit access, and tax compliance, we developed and advocated for policy changes to simplify procedures and reduce bureaucracy.
- Ukraine improved its ranking by ~30 positions to 83rd place in 2016 in the World Bank's Doing Business report, signaling to international investors a commitment to a favorable business climate. Our collaborations elevated Ukraine's profile globally.



Understanding the importance of aligning our efforts with global standards and incorporating international expertise, we forged strategic partnerships with international organizations. We partnered with the World Bank, GIZ, USAID, Jacobs, Cordova & Associates, the Royal Norwegian Ministry of Foreign Affairs, and the Western NIS Enterprise Fund (WNISEF, later transformed into UMAEF).



These collaborations enabled us to integrate international best practices into our reform proposals and provided access to a wealth of resources and expertise. The support from these organizations was invaluable in enhancing the quality and effectiveness of our initiatives.

CASE STUDY 3: LAUNCHING SP³ILNO PROJECT OFFICE

- In August 2016, we supported the creation of the SP³ILNO Project Office within the Ministry of Infrastructure to promote public-private partnerships (PPPs) in infrastructure development.
- We drafted amendments to the Law on PPPs, developed guidelines for project preparation and implementation, and conducted training programs for over 100 government officials.
- Five pilot PPP projects in transportation and energy sectors, totaling over \$500 million in estimated investments, were initiated in collaboration with the Ministry of Infrastructure, the EBRD, and international partners, including the Royal Norwegian Ministry of Foreign Affairs.



A significant milestone in strengthening our institutional capacity was our partnership with the Atlas Network in December 2015. As a global network of independent Think Tanks promoting free-market ideals, the Atlas Network provided us with access to a community of like-minded organizations, resources, and expertise. This partnership was instrumental in aligning our efforts with international standards and enhancing our advocacy strategies. Through the Atlas Network, we broadened our impact and were better equipped to promote free-market principles within Ukraine's context.

Furthermore, we actively engaged with civil society organizations, Think Tanks, and academic institutions to enrich our policy recommendations. Collaborations with these entities ensured that our proposals were grounded in robust analysis and reflected a diverse range of perspectives. This collective effort not only strengthened the credibility of our initiatives but also fostered a collaborative environment conducive to sustainable reform.

We effectively adapted to address the systemic challenges facing Ukraine's economy. Our holistic approach ensured that our efforts were comprehensive, well-informed, and aligned with both national priorities and international best practices, laying a solid foundation for the reforms that would follow.

IMPACT OF OUR WORK

- Reflecting on our journey from 2014 to 2016, we are proud of the significant impact our efforts have had on Ukraine's business environment and economic landscape.
- Our achievements positioned EasyBusiness as a trusted advisor and advocate for economic reform, enabling us to influence future policy developments and inspire further reforms in areas like land policy, energy, and legal modernization. Our work also had a social impact, raising awareness among rural communities about their rights and economic opportunities through land reform advocacy, and enhancing quality of life across Ukraine through job creation and improved infrastructure from PPP projects.
- Our determination to drive change was unwavering, and the reforms we championed not only addressed immediate obstacles but also laid a robust foundation for sustainable growth and development.

II. Growing as a Think Tank (2017–2019)

Building upon the foundations laid during our initial years, the period from 2017 to 2019 marked a significant evolution for EasyBusiness. We transitioned from a primarily advocacy-focused NGO into a leading analytical Think Tank, expanding our influence and deepening our impact on Ukraine's economic reforms.

KEY CHALLENGES

- Between 2017 and 2019, Ukraine faced new and evolving challenges that impacted both the nation's economic landscape and the trajectory of EasyBusiness as an organization. The ongoing war in Eastern Ukraine persisted, creating a prolonged environment of uncertainty that strained national resources, diverted attention from economic reforms, and deterred foreign investment due to perceived risks. While some economic stabilization occurred, the economy remained fragile. GDP growth remained modest, averaging around 2.5% annually, national currency was fluctuating, and reliance on external financial assistance underscored underlying vulnerabilities. Structural issues such as a large shadow economy, estimated at over 30% of GDP, and limited access to credit for small and medium enterprises (SMEs) impeded robust economic development.
- Despite the passage of various reform-oriented laws, their implementation lagged. Bureaucratic inertia, resistance from vested interests, and limited institutional capacities hindered effective enforcement of new policies. This gap undermined public confidence and the potential benefits of legislative changes. Corruption remained a pervasive problem, affecting all levels of government and business. Weak governance structures and lack of accountability mechanisms continued to challenge efforts toward transparency and the rule of law. Additionally, there was a growing recognition of the need for evidence-based policy development. However, a lack of reliable data, limited analytical capacity within government institutions, and insufficient integration of research into the policy-making process impeded progress. International donors and development partners began shifting their focus, emphasizing measurable impacts, sustainability, and alignment with broader international development goals, requiring local organizations to adapt to new funding landscapes and expectations.
- Amid these national challenges, EasyBusiness recognized the necessity to evolve to meet the demands of the changing environment. To sustain and amplify its impact, the organization needed to transition from a primarily advocacy-focused NGO to an institutionalized Think Tank with robust analytical capabilities. Building internal capacity for in-depth research and policy analysis was essential. Expanding the organization's reach and effectiveness in shaping policy required engaging in evidence-based research and providing credible, data-driven recommendations. Securing sustainable funding and resources became critical to support expanded operations and attract top talent in policy analysis and research. Establishing collaborations with reputable international and national organizations was crucial to enhance credibility, share expertise, and leverage additional resources.

HOW WE ADAPTED

In response to the existing internal and external challenges, EasyBusiness developed a strategic response aimed at strengthening its institutional capacity, broadening its influence beyond advocacy, and ensuring long-term effectiveness in promoting economic reforms in Ukraine and establishing itself as a leading analytical Think Tank.

We enhanced our internal structures by implementing comprehensive strategic planning processes to define long-term goals, operational frameworks, and performance metrics, facilitating more effective decision-making and resource allocation. Recognizing the importance of building internal capacities, we invested in recruiting experts in economics, law, and public policy, placing emphasis on enhancing research methodologies and

analytical tools to produce high-quality policy analyses. Our team expanded by 50%, bringing in specialists with international experience.

Understanding the significance of evidence-based policy development, we initiated and completed numerous research projects addressing critical economic and policy issues, providing actionable insights and practical recommendations for policymakers. We established standardized methodologies for economic analyses, impact assessments, and policy evaluations to ensure consistency, reliability, and credibility in our research outputs, leveraging both primary and secondary data sources to reflect current realities.

CASE STUDY 4: EVIDENCE-BASED POLICY RECOMMENDATIONS

- Developed a comprehensive framework to support the sustainable growth of Ukraine's aquaculture sector, fostering innovation, improving regulatory conditions, and promoting investment to unlock the industry's economic potential.
- Designed Roadmap with in-depth policy recommendations for developing small-scale hydro power projects in Ukraine.
- Conducted comprehensive research and developed recommendations on improving policy conditions for integrating Ukrainian SMEs into global value chains.



Committed to promoting evidence-based policymaking, we continued assisting the government in improving the country's legislative framework. Our team performed a regulatory impact assessment (RIA) for the draft law "On Energy Efficiency", evaluating potential economic, social, and environmental effects. Applying international best practices in RIA, we set a precedent for evidence-based legislative analysis in Ukraine and provided detailed feedback to legislators and policymakers. This contributed to Ukraine's efforts to enhance energy security, reduce consumption by 20%, and align with European Union standards.

We also introduced the Bureaucracy Index in Ukraine, a tool designed to measure the administrative burden on businesses. By quantifying the time and costs associated with bureaucratic procedures, the index provided valuable insights into areas needing reform. This initiative heightened awareness of the inefficiencies within the regulatory environment and informed policymakers on how to streamline processes to facilitate business operations.

Expanding our focus areas was essential to address the broader economic challenges facing Ukraine. While continuing to advocate for land reform, we intensified efforts to establish a free farmland market, recognizing its potential to stimulate economic growth and empower landowners. We assessed factors affecting foreign and domestic investment, including regulatory constraints and market access, providing strategies to enhance Ukraine's attractiveness to investors. Analyzing procurement practices to promote fairness, competitiveness, and efficiency, we contributed to policy changes that reduced opportunities for corruption.

CASE STUDY 5: ADVOCACY OF LAND MARKET REFORM

- We led a comprehensive effort to establish a free farmland market in Ukraine, demonstrating through economic and legal analysis that lifting the moratorium could boost GDP by up to 1.5% annually and attract \$40 billion in investments.
- Our advocacy included 20+ policy papers, direct engagement with policymakers, and a nationwide campaign reaching over 5 million landowners through 100+ public forums and educational initiatives.
- We also provided landowners with legal and information support for preparing lawsuits to the European Court on Human Rights.
- Our efforts in advocating land market reform was recognized internationally. In 2019 EasyBusiness was awarded with the Europe Liberty Award.



Our comprehensive analysis of the tax system and subsequent policy recommendations contributed to amendments in the Tax Code aimed at simplifying tax administration, reducing rates for SMEs, and closing loopholes that facilitated tax evasion. Findings from our research on SME challenges informed the design and implementation of government support programs, including simplified access to credit facilities and reduction of licensing requirements. Recommendations from our investment climate studies led to the adoption of policies that streamlined foreign investment procedures, improved protection of investors' rights, and promoted public-private dialogue.

We promoted public-private partnerships (PPPs) as an instrument to improve infrastructure and public services, fostering economic growth and development. Addressing challenges faced by SMEs, we proposed policies to enhance access to finance, reduce regulatory burdens, and stimulate entrepreneurship. Additionally, we supported initiatives to expand Ukraine's export potential by analyzing market opportunities and advising on strategies to increase competitiveness in global markets.

CASE STUDY 6: DEVELOPING SPILNO PROJECT OFFICE

- We continued supporting the SP3ILNO PPP Management Office within the Ministry of Infrastructure to strengthen public-private collaboration in infrastructure development.
- Our efforts included technical assistance, policy advice, and training for government officials, as well as organizing the Global PPP Conference 2018, which attracted over 300 participants from 25 countries.
- Key achievements included supporting the concession of Olvia and Kherson seaports, securing \$130 million in investments, and building a pipeline of 20+ PPP projects worth over \$6 billion.



Building strategic partnerships was another key component of our adaptation. Our collaboration with Civitta, a leading management consultancy in Central and Eastern Europe, enabled us to undertake complex projects, such as large-scale market analyses and strategic development plans. Civitta's expertise in data analytics and project management significantly enhanced our capabilities. Strengthening ties with the Atlas Network benefited

us in organizational development, strategic communications, and international advocacy, aligning our initiatives with global free-market principles. Through Atlas Network's support, we participated in international conferences, enhancing our visibility and exchanging best practices with other Think Tanks.

We also established partnerships with international development organizations such as USAID and the Dutch Matra Program. Collaborating with USAID on projects focused on economic development, governance, and regulatory reform provided both funding and technical assistance, enhancing the scope and impact of our initiatives. Engaging with the Dutch Matra Program facilitated knowledge exchange and supported projects aimed at improving governance and the rule of law. This partnership allowed us to implement programs promoting judicial reform and anti-corruption measures. Other key collaborations with organizations like the European Bank for Reconstruction and Development (EBRD) and the World Bank further integrated international best practices into our work.

By increasing our media presence, we raised public awareness on critical economic issues. Participating in over 100 media engagements, we educated the public and shaped discourse on reforms. Through conferences and seminars, we engaged over 2,000 participants, fostering dialogue among key stakeholders and encouraging collaborative problem-solving. We provided training and workshops for over 150 government officials, enhancing their skills in policy analysis, economic forecasting, and evidence-based decision-making. Offering direct support to ministries and agencies in implementing reforms, we improved their operational efficiencies and policy implementation capabilities.

Through these comprehensive efforts, we successfully transformed into a full-fledged analytical Think Tank, enhancing our capacity to influence policy and drive reforms. Establishing ourselves as a credible and trusted source of expertise in Ukraine's reform process, we were better positioned to address the complex economic challenges facing the country and contribute meaningfully to its development.

IMPACT OF OUR WORK

- The transformation of EasyBusiness during this period led to significant achievements across various projects and initiatives, solidifying our role as a trusted analytical center and driver of Ukraine's reform process.
- We successfully diversified our funding sources, ensuring financial sustainability and enabling us to continue our work without interruption. Our team expanded to include over 35 professionals, enhancing our capacity to undertake multiple projects and broaden our areas of expertise.
- Our efforts contributed to Ukraine's advancement in global rankings such as the World Bank's Doing Business report, where Ukraine improved to 71st place, reflecting tangible improvements in the business climate.
- Our efforts not only influenced key policy decisions but also contributed to enhancing transparency, strengthening institutional capacities, and fostering economic growth.

III. Pioneering Economic Recovery Strategies (2020–2021)

KEY CHALLENGES

- Economic uncertainty caused by the COVID-19 pandemic created an urgent need for recovery strategies and long-term economic planning. In addition to the severe impact of COVID-19 pandemic, Ukraine lacked a coherent long-term economic strategy to fully open-up the potential for growth, development and prosperity for Ukrainian society and integration to the EU and worldwide value chains. Moreover, in public administration Ukraine faced a challenge of inconsistency between 100+ nation-wide governmental strategies and plans that often lacked coherence between one another, clear goals and KPIs, measurable activities with clear budgets and timelines.
- Quarantine measures have disrupted the implementation of ongoing investment projects, while expectations of a prolonged and severe recession have dampened investment activity. International companies and financial institutions were reconsidering the viability of planned investments. Additionally, government policies introduced during the crisis further constrained investment activity. Despite these challenges, this period marked the start of transformative changes for many businesses.

To help the country address COVID-19 crisis, EasyBusiness co-founded an analytical platform Centre for Economic Recovery (CER) for supporting evidence-based policy making through public-private dialogue with active involvement of civil society, experts and think tanks. CER has provided expert and advisory support to the Government of Ukraine on the topic of economic recovery and response during the COVID-19 crisis. We also supported developing the interventions for ensuring sustainable long-term economic growth.

Centre for Economic Recovery's (CER) activities were focused on three main directions: (1) economic sustainability, which has encompassed social aspects and considered energy as one of its main foundations for sustainability, (2) institutional capacity which has referred to improving the capacity of the government by providing it with analytical and consulting support, assistance in the development of strategic documents, (3) a dialogue platform for development of strategically important national level documents.

CASE STUDY 7: CREATION OF CER AND DESIGNING ANTI-COVID ECONOMIC STIMULUS PROGRAM

- The key goals of establishing the CER was to find responses to the COVID-19 crisis and the systemic economic challenges. EasyBusiness and CER's management became advisors to the Prime Minister of Ukraine on a voluntary basis to guide economic recovery efforts.
- Based on consultations with over 100 business representatives, sectoral experts, and CSOs the team developed the Economic Stimulus Program to overcome the consequences of COVID-19 epidemic. The Program included initiatives in the areas of SME support, access to finance, access to markets, deregulation, modernization and development, and access to infrastructure.
- More than 220 initiatives in total were proposed and adopted by the Government of Ukraine on 27th of May 2020.

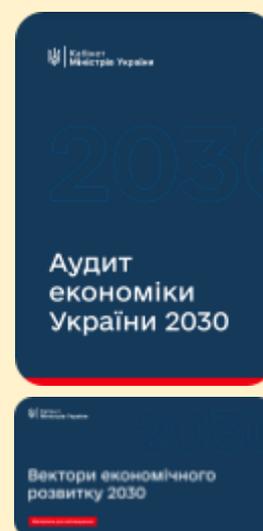


EasyBusiness and CER's efforts were not limited exclusively to reacting to urgent challenges. In addition to the severe impact of COVID-19 pandemic, Ukraine lacked a coherent long-term

economic strategy to fully open-up the potential for growth, development and prosperity for Ukrainian society and integration to the EU and worldwide value chains. On the platform of the CER, EasyBusiness experts joined the development of the Audit of Ukraine's Economy and Vectors of Economic Strategy 2030, which created the basis for designing and adoption of the National Economic Strategy (NES) 2030.

CASE STUDY 8: AUDIT OF UKRAINIAN ECONOMY AND VECTORS OF ECONOMIC DEVELOPMENT

- EasyBusiness experts supported development of the Audit of Ukraine's Economy and Vectors of Economic Development 2030 with structured initiatives across 20 economic sectors and areas.
- The Audit included conduction of full-fledged diagnostics of Ukrainian economy, identification of Ukraine's natural, geographical and talent potential, analysis of governments' public policies for the last 30 years that limited the utilization of this potential.
- To develop the Vectors, the project team conducted interviews and focus groups with ~300 stakeholders, identified key barriers that hinder the development of different sectors of Ukraine's economy, and designed over 1,500 initiatives aimed to facilitate Ukraine's economic growth.
- We also supported the government in transforming the Vectors into the National Economic Strategy 2030, which was officially adopted by the Government of Ukraine on March 3, 2021.



Following-up the successful adoption of the National Economic Strategy 2030, EasyBusiness' experts joined efforts to improve institutional capacity and policy implementation capabilities of the Government of Ukraine by supporting development of the Program of the Cabinet of Ministers (CMU) based on the result-based management (RBM) principles and in line with NES2030. These activities were supported by the ITA SURGE project, which was implemented by Alinea International and funded by the Government of Canada.

In June 2021, EasyBusiness, in collaboration with the Centre for Economic Recovery, served as the analytical platform that initiated the development of a Roadmap for IT education reform in Ukraine. This effort was led by the Ministry of Digital Transformation and the Ministry of Education and Science. CER coordinated the inter-ministerial working group, chaired by Mykhailo Fedorov, Deputy Prime Minister of Ukraine. In December 2021, the Ministry of Digital Transformation and the Ministry of Education and Science successfully adopted the Roadmap for IT Education Reform, marking a significant step toward modernizing Ukraine's IT education system.

Apart from working with the Centre for Economic Recovery, EasyBusiness actively collaborated with USAID on a range of initiatives aimed at supporting Ukraine's economy amidst the challenges posed by the COVID-19 pandemic. These efforts focused on addressing critical economic disruptions, fostering resilience among businesses, and creating actionable solutions to mitigate the impact of the crisis on key sectors of the Ukrainian economy.

During this period, we also implemented several strategic initiatives, including the establishment of the Export Alliance of Ukrainian IT companies. The project facilitated the

selection of Ukrainian businesses and established an export alliance of IT companies, followed by a comprehensive assessment of members' capacities and market priorities. As a result, we prioritized potential markets and developed a practical export promotion strategy to drive international market entry.

CASE STUDY 9: BUSINESS INSPECTION MANUAL FOR SMES

- With financial support from USAID CEP, we created a Business Inspections Manual for SMEs to enhance SMEs' legal literacy regarding business inspections. The step-by-step guide explains the inspection process in detail and equips entrepreneurs with practical tools for legal protection and effective interaction with state inspection bodies.
- The project also included the development of four videos covering the manual, inspection preparation, the inspection process, and post-inspection steps, along with publishing articles on state control and hosting a public presentation of the materials.
- As a result, over 1,200 entrepreneurs downloaded the manual, the videos garnered an average of 3,000+ views on Facebook, and the articles received a total of 20,000+ views.



At the same time, EasyBusiness focused on advancing Ukrainian agriculture by conducting a Political Economy Analysis of the Melioration Sector and a Rapid Assessment for USAID AGRO, in partnership with Civitta Ukraine. These projects involved comprehensive research and analysis to support decision-making and strategy development. For USAID AGRO, the team conducted a rapid assessment through desk research and 60+ in-person interviews across six cities, resulting in a final report with actionable recommendations. Similarly, the Melioration Sector analysis included desk research, expert validations, interviews across five regions, and focus groups, delivering robust insights and practical solutions for sectoral challenges.

IMPACT OF OUR WORK

- From 2020 to 2021, EasyBusiness made significant contributions to Ukraine's economic recovery and long-term planning amidst the challenges of the COVID-19 pandemic. Through the Centre for Economic Recovery (CER), we guided the development of over 220 initiatives in the Economic Stimulus Program, which were adopted by the government, directly supporting SMEs, infrastructure development, and market modernization. Our efforts culminated in the creation of the National Economic Strategy 2030, a transformative roadmap for Ukraine's growth, designed in collaboration with 300+ stakeholders and incorporating over 1,500 actionable initiatives.
- We also advanced institutional capacity-building, supported reforms in IT education, and empowered SMEs through practical tools like the Business Inspections Manual, downloaded by 1,200+ entrepreneurs. By leveraging partnerships with USAID, Civitta Ukraine, and others, we delivered actionable insights across sectors, from IT to agriculture, demonstrating our ability to address immediate needs while laying foundations for sustainable growth and resilience.

IV. Supporting Ukraine in Wartime (2022–2023)

The economy of Ukraine is confronting some of its most severe challenges in recent history due to the full-scale war, which began on February 24, 2022. The unprovoked invasion caused significant civilian casualties, displaced millions of people, inflicted considerable infrastructure damage, disrupted trade, and triggered profound economic shocks.

Consequently, real GDP contracted by 29.1% in 2022, Ukraine experienced high actual and projected unemployment rates (21% and 19% in 2022-2023) and high CPI (26.6%) due to destroyed and / or unavailable production facilities on the frontline and disrupted supply chains. Thus **3 major group of challenges** were identified, overcoming which will ensure sustainable economic recovery and social cohesion in Ukraine:

- **Insufficient projected GDP growth rates in Ukraine for the purpose of a fast and efficient recovery as well as further competitiveness in the EU and other markets caused by a number of factors.** Full-scale war has affected the most primary and secondary sectors that are not subject for relocation efforts. Some companies experienced production collapse due to firm closure, value chain disruptions, and logistical bottlenecks. Fixed exchange rate and other currency restrictions on trade deals negatively impact the trade. There are almost no security guarantees or war insurance mechanisms in place. Failed attempts of IFIs and insurance companies to design feasible solutions in sufficient volumes worsens the trade balance and subsequently drives economic downturn.
- **The traditionally stable role of individuals in sustaining economic activity, which reflected their well-being and standard of living, was profoundly disrupted and diminished as a result of the full-scale war.** Ukraine has experienced its most significant migration crisis since World War II. Russia's full-scale invasion of Ukraine has triggered the largest forced displacement of people since that time, with at least 6.5 million Ukrainians seeking refuge abroad, primarily in EU countries, and nearly 5 million becoming IDPs within Ukraine. Moreover, there is a mismatch of available jobs and expertise for IDPs who migrated to the western regions of the country.
- **Imbalanced regional economic structure affects ability to faster recovery and development.** Since 2014, the process of decentralization has been underway in Ukraine, granting broader powers to local authorities. However, Ukraine has continued to demonstrate a high level of imbalance in the economic development of regions. Full-scale war negatively affected East and South of Ukraine the most. Insufficient ability of relatively safe regions to support economic growth due to weak smart specialization efforts of regions and insufficient local economic policy efforts. There is also an inability to have smooth relocation efforts supported by reskilling of IDPs in sectors that are reliant on raw materials.

At the same time, Ukraine's candidate status has provided a vital impetus to accelerate alignment with EU law and prioritized monitoring the fulfillment of EU requirements for successful negotiations. This highlighted the need to strengthen governmental capacity in European integration and foster partnerships with experts, academia, civil society, and the private sector. Furthermore, European integration is crucial for Ukraine's recovery, as rebuilding efforts must align with EU standards, paving the way for full membership.

In response to new challenges brought by the full-scale war, **EasyBusiness has reoriented its mission to prioritize three core streams that strengthen Ukraine's resilience and drive post-war recovery.** This transformation marks a shift from a Think Tank focused on evidence-based policymaking through public-private dialogue to one dedicated to supporting Ukraine's recovery and economic development.

During this period our efforts have centered on advancing the private sector, empowering regions and local communities, and assisting the government in the EU integration process. Therefore, our transformation is reflected in the creation of three streams:

- **EU Accession** | EasyBusiness has adapted its mission to **support Ukraine's recovery and EU integration**, recognizing European integration as the foundation for post-war development. Our efforts have focused on three interconnected sub-streams: political and legal approximation, economic integration, and capacity building. We provided analytical support to the government on EU accession, including negotiation frameworks and reforms, assess economic opportunities within EU value chains to strengthen Ukraine's strategic role, and enhance the capacity of state and non-state actors to navigate EU standards.
- **Economic Growth** | We have focused on evidence-based policymaking to foster Ukraine's long-term **economic growth** through three key priorities: improving the business climate, increasing SMEs competitiveness, and enhancing human capital. To address systemic barriers, the Think Tank has supported government deregulation efforts, analyzed over 1,000 legislative documents, and advanced the rule of law. It also tackled SME challenges during the war and promoted labor market improvements.
- **Regional Development** | Our organization has embraced a comprehensive approach to **regional and local economic development**, addressing disparities and fostering growth by empowering territorial communities (hromadas) and strengthening local capacities. Our efforts during this period have focused on two sub-streams: empowering regions and territorial communities and strengthening local capacities and skills. Collaborating with over 100 hromadas across Ukraine, the Think Tank has helped communities identify socio-economic needs, develop strategic plans, and uncover competitive advantages through tools like roadmaps, regional strategies, capacity building, and consultations.

This strategic shift enables EasyBusiness to provide wide-reaching support to key stakeholders, including the government, regions, territorial communities, businesses, public organizations, individuals, particularly, representatives of vulnerable groups, ensuring a holistic approach to rebuilding and strengthening Ukraine.

KEY CHALLENGES 

- The tragic events of February 24, 2022, united Ukrainians around the belief that full EU membership is essential for securing the country's economic and geopolitical freedom. Just on the 5th day after the full-scale Russian invasion began, Ukraine submitted its EU membership application on February 28, 2022.
- For the EU, this marked a turning point in its enlargement policy. For years, EU expansion had been stalled by "enlargement fatigue" – concerns that new members might disrupt EU processes or harm economic stability. Candidate countries also struggled to meet reform expectations, slowing progress. However, Russia's aggression against Ukraine shifted this dynamic, emphasizing the importance of integrating new members to strengthen liberal values and ensure stability in Europe.
- This change in perspective spurred rapid progress in Ukraine's EU accession journey. On June 23, 2022, just four months after applying, Ukraine was granted candidate status. Following this milestone, the country intensified its efforts to open membership negotiations as quickly as possible. In December 2023, the EU Council approved the start of accession talks, and by June 2024, the first Intergovernmental Conference between Ukraine and the EU marked the official beginning of negotiations.
- Throughout 2022–2023, Ukraine faced an unprecedented workload. Stakeholders at all levels, from government institutions to civil society, worked tirelessly to meet EU requirements. These efforts included completing the European Commission's questionnaire in record time and starting to align national legislation with the EU's 35 chapters of *acquis communautaire*, or EU law.

Recognizing the urgent need for analytical and capacity-building support among government, civil society, and private sector stakeholders, EasyBusiness stepped forward as a trusted advisor on European integration. Through data-driven initiatives, EasyBusiness has provided strategic guidance and deepened understanding of the opportunities and challenges of EU integration.

We believe **European integration should be the cornerstone of Ukraine's post-war recovery.** To support this vision, we analyze the economic impacts of accession, propose actionable policy solutions, conduct comparative studies, and raise awareness about the EU integration process to ensure it is efficient and impactful. Thus, within this stream, EasyBusiness prioritized efforts in three directions:

- Political and legal alignment with the EU Acquis,
- Economic integration into the EU single market,
- Capacity building of the state institutions and CSOs.

We extend our sincere gratitude to our government partners, particularly the Government Office for Coordination of European and Euro-Atlantic Integration and the Deputy Prime Minister for European and Euro-Atlantic Integration, for the fruitful cooperation in advancing EU integration reforms. Furthermore, we are deeply grateful to our development partners and institutions who provided support for the promotion of Ukraine's European integration during this period: USAID, European Commission, the Black Sea Trust for Regional Cooperation (BST) of the German Marshall Fund (GMF), UMAEF (ex. WNISEF), International Renaissance Foundation (IRF), ISAR Ednannia, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and UNPD.

SUB-STREAM 1. POLITICAL AND LEGAL ALIGNMENT WITH THE EU ACQUIS

PROBLEM WE ADDRESS

The EU is a complex supranational system with intricate and evolving policies, including its enlargement process. Over decades, the criteria for joining the Union have become increasingly demanding. By the time Ukraine launched negotiations, it had already completed several critical procedural steps: submitting its application, answering the European Commission's questionnaire, and addressing the recommendations for candidacy.

Now, as Ukraine undergoes screening and begins accession negotiations, it faces the immense task of implementing 35 chapters of EU law. According to the Government's 2023 self-assessment, this involves adopting about 3,000 legal acts. Moreover, Ukraine must carefully negotiate transitional arrangements while keeping up with changes in the EU's internal policies, where debates on institutional reforms and enlargement are ongoing. To maintain progress, the Government of Ukraine needs substantial analytical support.

WHAT WE DO

Throughout the political and legal approximation process, we have provided comprehensive analytical support to the government.

In 2022, we assisted the Government Office for Coordination of European and Euro-Atlantic Integration in completing the EU accession questionnaire, coordinated the European Integration Working Group of the National Council for Ukraine's Recovery from the War, and supported the Ukraine Recovery Conference. In 2023, EasyBusiness played a key role in shaping Ukraine's negotiation framework in close cooperation with the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration and the Government Office.

Our main objective is to provide data-driven strategic support to address political and legal challenges in EU integration. This includes identifying bottlenecks in the accession process, analyzing the impact of Ukraine's membership on EU institutions and conducting sector-specific analyses, such as in the rule of law and land legislation alignment.

CASE STUDY 10: ANALYTICAL SUPPORT FOR UKRAINE'S EU ACCESSION

- In 2022–2023, with support from UMAEF (formerly WNISEF), we provided analytical support to the Government Office on Ukraine's accession to the EU.
- We conducted in-depth research to identify hidden barriers and bottlenecks within the accession process, assessing how Ukraine could influence the EU enlargement agenda and future EU institutional changes. Based on these findings, we delivered practical, evidence-based recommendations to the Government Office and the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration. These insights helped prioritize key integration areas, address challenges effectively, and build essential support among EU member states to accelerate Ukraine's EU accession process.



SUB-STREAM 2. ECONOMIC INTEGRATION INTO THE EU SINGLE MARKET

PROBLEM WE ADDRESS

Ukraine has made significant progress in integrating its economy with the EU, highlighted by the Association Agreement and the Deep and Comprehensive Free Trade Area (DCFTA). The full-scale Russian accelerated this process, with the EU granting Ukraine candidate status and introducing Autonomous Trade Measures. However, while reduced trade barriers have eased integration, they present challenges for both Ukrainian and European economies, requiring adaptation to changing market conditions.

Closer economic ties offer strategic benefits for both parties. Ukraine can shift from being a raw material supplier to joining advanced European industrial and technological supply chains, while the EU can strengthen its strategic autonomy by diversifying production and supply networks. Furthermore, Ukraine's reconstruction and economic integration with the EU are mutually reinforcing. Modernizing infrastructure to EU standards drives recovery and strengthens institutional, economic, and geopolitical ties, opening new markets, attracting investment, and advancing both immediate and long-term strategic goals.

WHAT WE DO

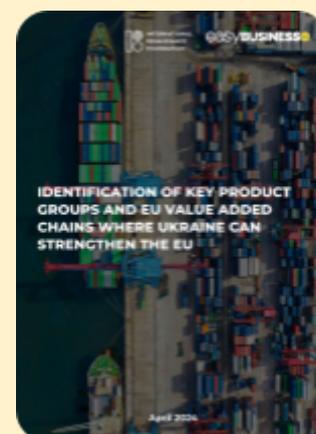
To support Ukraine's integration into the EU Single Market, we conduct in-depth analyses and provide strategic guidance for economic transformation. Our aim is to help government stakeholders and businesses navigate the challenges and opportunities of EU accession with a data-driven approach. Our work ensures Ukraine's smooth economic integration while highlighting the mutual benefits for both Ukraine and the EU.

Key areas of our research include:

- **Economic Implications of EU Membership**, analyzing opportunities for Ukraine and the EU in integrating into value chains and operating within a common market,
- **Strengthening EU Strategic Autonomy**, exploring how Ukraine can enhance the EU's resilience through nearshoring opportunities and reducing reliance on external suppliers,
- **Regional Competitiveness**, identifying Ukraine's regional advantages for hosting new production facilities, focusing on infrastructure, workforce, and resource availability.

CASE STUDY 11: ECONOMIC ANALYSIS FOR UKRAINE'S INTEGRATION INTO EU VALUE CHAINS

- In 2023-2024, with the support of IRF, we explored how Ukraine can enhance the EU's strategic autonomy and integrate into its economic framework through EU accession.
- Using a specialized methodology, we identified product groups where Ukraine could strengthen the EU, analyzing value chains, key EU importers, Ukraine's production capacities, and sector challenges. This led to targeted recommendations for unlocking industry potential. We also assessed the EU's dependencies on China and Russia and the impact of EU investments in Ukraine's border regions.



SUB-STREAM 3. CAPACITY BUILDING OF THE STATE INSTITUTIONS AND CSOs

PROBLEM WE ADDRESS

Ukraine's EU candidate status, achieved in June 2022, and the start of official negotiations in June 2024 mark critical milestones on the country's path to European integration. However, these achievements also bring significant challenges, as Ukraine must adopt the entire EU acquis, requiring extensive legislative changes and institutional preparation across government, civil society, academic institutions, and the private sector.

Our study on CSOs' capacities across key sectors (climate, agriculture, entrepreneurship, human capital, and public administration reform) revealed gaps in expertise, EU integration knowledge, and collaboration with the government, other CSOs, and European partners. Addressing these gaps requires coordinated efforts to strengthen the capacity of both state and non-state actors in the EU integration process.

WHAT WE DO

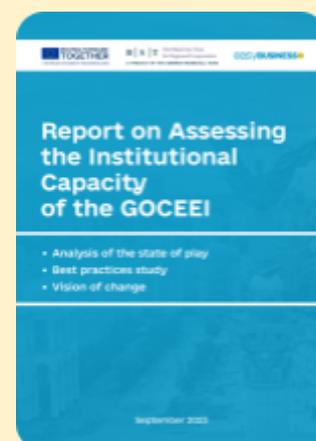
To address these challenges, we focus on strengthening the skills, knowledge, and resources of government institutions, CSOs, and other stakeholders. Key initiatives include:

- **Support for Government Institutions.** We have worked closely with the Government Office for Coordination of European and Euro-Atlantic Integration, offering data-driven recommendations to enhance its performance, including a revised organizational structure and updated regulations,
- **Engagement of Civil Society.** Recognizing the essential role of CSOs in the EU accession process, we have developed activities for 2024 to bring together sector-specific CSOs, foster collaboration with the government and European partners, provide networking opportunities, and offer practical educational resources.

By building the capacity of state institutions and CSOs, we aim to ensure that all stakeholders are well-prepared to navigate the complexities of EU integration and contribute meaningfully to Ukraine's accession process.

CASE STUDY 12: ENHANCING THE GOVERNMENT OFFICE FOR EUROPEAN INTEGRATION

- In 2023, with the support of BST GMF, we implemented the project to strengthen the Government Office's capacity in overseeing Ukraine's EU integration efforts.
- We provided analytical assistance and strategic recommendations to improve its performance, identifying gaps in its structure, functions, and role within the EU integration framework, benchmarking against similar institutions in other countries. The project resulted in a comprehensive transformation plan, including an updated organigram and proposed regulatory changes, offering a clear, actionable vision for enhancing effectiveness in driving Ukraine's EU integration agenda.



KEY CHALLENGES

- The labor force of Ukraine has significantly declined due to factors such as migration, temporary occupation, casualties and war-related injuries, reducing the workforce to 14.4 million in 2022-23. Expected returns from abroad and occupied territories could add 2 million workers, but further emigration and natural labor force reduction resulted in a projected decrease of labour force from ~17.4 million in 2021 to 14.4 million workers by 2032.
- War has severely impacted SMEs, with employment contributions dropping from 81.6% in 2021 to 74% in 2024, and value-added shrinking from 70.2% to 64%. At the same time, SMEs dominate business activity within the country, accounting for 99.98% of enterprises. Key challenges faced by SMEs include energy supply interruptions (79%), labor shortages (61%), declining demand (48%), and financial constraints (43%). Other concerns include logistics difficulties, rising costs, regulatory barriers, insufficient digital skills, limited wartime business adaptation knowledge.
- SMEs need financial support with recovery and alignment with EU standards. Long-term state planning, facilitated with international efforts, such as the EU's Ukraine Facility Plan (2024-2027), recognises this problem by providing up to EUR 50 billion of additional aid. Additionally, the government's SME Strategy (2024-2027) highlighted the focus on recovery, innovation, green transition, human capital development, and export competitiveness, with an inclusive approach to benefit women and veterans.

The recognition of these challenges facilitated the development of a corresponding new focus stream for the Think Tank: EasyBusiness aims to help the government make evidence-based policy decisions that will contribute to the country's long-term economic recovery and growth.

Within this stream, EasyBusiness prioritized efforts in three directions:

- the development of the free market by supporting the process of deregulation and improving the rule of law,
- the development of the private sector by ensuring access to markets, access to finance and access to know-how for SMEs,
- supporting the future of work by attracting the most outstanding talents in the labor market, economic integration of vulnerable groups, encouraging the return of forced migrants.

We sincerely thank our partners for their invaluable support in advancing economic growth, Ukrainian SMEs, and human capital during the full-scale war. Our projects were made possible through collaboration with government stakeholders, including the Ministry of Economy of Ukraine, and international partners, such as USAID, the Embassy of the Kingdom of the Netherlands in Ukraine (Matra Programme), Ukraine-Moldova American Enterprise Fund (UMAEF), and GIZ. We also partnered closely with BRDO, Liberty International, and other organizations to achieve our goals in contributing to economic growth.

SUB-STREAM 1. BUSINESS CLIMATE IMPROVEMENT

PROBLEM WE ADDRESS

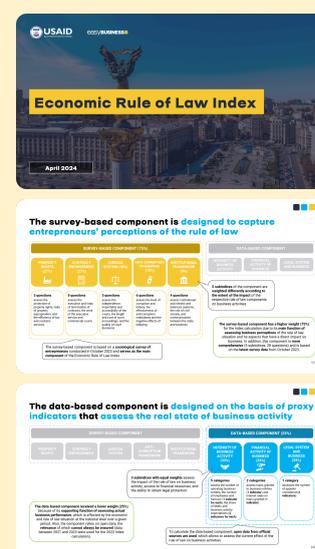
The support of business climate development has been the cornerstone of EasyBusiness's activities. The business environment in Ukraine experiences numerous structural and systemic challenges that discourage entrepreneurial activity and investment. Entrepreneurs face a complex process for starting and doing business, which is caused by excessive state control. The inefficient tax administration system, corruption, abuse of authority by oversight bodies, and burdensome regulations further impede the development of entrepreneurial activities, including both Ukrainian and foreign businesses.

The level of regulation of economic activities in the economy during the war has significantly increased, causing a high level of dissatisfaction among SMEs. From the beginning of 2023, the Government of Ukraine began a massive review of regulatory instruments for business. The goal is to simplify permit procedures as much as possible and make life easier for entrepreneurs.

The Interdepartmental Working Group (IWG) on Deregulation was created specifically for this purpose under the leadership of First Deputy Prime Minister - Minister of Economy of Ukraine Yulia Svyrydenko and Deputy Prime Minister - Minister of Digital Transformation Mykhailo Fedorov, represented via the state deregulation platform. As part of the preparations for the meetings, the members of the IWG also meet with the public, business associations to receive the most urgent business requests regarding deregulation.

CASE STUDY 13: ECONOMIC RULE OF LAW INDEX

- The “Study of Business Opinion Regarding the State of Compliance with the Rule of Law in Ukraine” was realized in partnership with USAID Justice for All Activity.
- The key goal of the project was to develop an effective instrument to quantify the evaluation of the rule of law impact on doing business in Ukraine. To support this research, we conducted a series of interviews with experts from Ukrainian non-governmental organizations and civic society, as well as carried out a nationwide survey of 400 businesses.
- Thus, the Economic Rule of Law Index was designed as a practical tool to measure the influence of the state of compliance with the rule of law. The Index is a novel instrument which measures compliance with the rule of law within five survey-based and three data-based areas to reflect its impact on the business environment.
- The Economic Rule of Law Index received positive feedback from government and non-government stakeholders, and bears the potential to become a crucial metric to assess the rule of law development in Ukraine and its effects on the business environment and activities of private entities.



Challenges in upholding the rule of law in Ukraine, including weak property rights and contract enforcement, corruption, and a lack of trust in the judiciary and government authorities, severely affect economic development and the ease of doing business. Despite

being key beneficiaries of a fair and corruption-free environment, business stakeholders are often excluded from justice sector reforms. These gaps deter foreign investment and contribute to burdensome regulatory processes, while also being harmful for the business climate. The EasyBusiness analysis shows that Ukraine's rule of law shortcomings result in an economic loss of 8% to 23% of GDP per capita, equaling an estimated \$14.8-45.3 billion in GDP annually, highlighting the urgent need for reform in the key areas.

WHAT WE DO

EasyBusiness has actively addressed issues of state control and burdensome regulations by providing analytical support to drive the deregulation process within the scope of the government launched reform in 2023. This included evaluating regulatory instruments against criteria such as economic efficiency, compliance with European legislation, and adherence to procedural standards. This analysis informed evidence-based decisions, leading to the cancellation, optimization, or revision of unnecessary regulations. Additionally, the Think Tank prepared comprehensive materials for the Interdepartmental Working Group, fostering effective decision-making on regulatory reforms.

To further tackle the business climate related challenges, the Think Tank employed a range of tools, including capacity-building initiatives for government and business stakeholders to enhance their ability to implement reforms. Comprehensive research in critical areas is conducted in collaboration with field experts, along with sociological surveys, such as a survey of 400 businesses for the Economic Rule of Law Index, to capture stakeholders' perspectives. These efforts collectively aimed to improve state regulations and rule of law, and create a more favorable environment for business and economic growth.

SUB-STREAM 2. SMEs COMPETITIVENESS ENHANCEMENT

PROBLEM WE ADDRESS

As mentioned before, SMEs faced the following challenges: lack of finance, labor shortages, problems with supply chains and exports, as well as difficulties accessing accurate and timely information about support programmes. Additionally, sector-specific needs, such as those of creative industries and infrastructure-related SMEs, were identified as often being overlooked, with minimal focus on promoting green transitions and social entrepreneurship. SMEs often require additional financial support in digital transformation and export consulting, as pre-existing support programmes functioning in this field were found to be inconsistent, limiting their long-term impact on SME competitiveness and productivity. Lack of this support has prompted EasyBusiness to outline SMEs Competitiveness Enhancement as one of the priority sub-streams for the Economic Growth stream.

WHAT WE DO

EasyBusiness took a comprehensive approach to improving labor market conditions in Ukraine, focusing on policy development, capacity building, and facilitating access to funding. Firstly, EasyBusiness focused on the knowledge and capacity enhancement of the Ministry of Economy and other government stakeholders regarding the state of human capital development in Ukraine. This involved detailed research, the design of eight potential

projects, and hands-on support in engaging foreign labor and involving the Ukrainian diaspora. Secondly, EasyBusiness advanced labor market deregulation by providing methodological guidance and tools and aiding in the implementation of a streamlined deregulation process. Thirdly, to directly support SMEs, EasyBusiness launched grant disbursement programs, facilitating tangible improvements in labor conditions within the selected enterprises. The programs aimed to strengthen the resilience of businesses, enabling them to sustain operations, drive economic recovery, and boost export capacity.

CASE STUDY 14: IMPROVING LABOR MARKET 🇺🇦

- The “Improving Labor Market in Ukraine” project, led by EasyBusiness with support from the Netherlands’ MATRA program and UMAEF, aimed to boost employment by enhancing human capital, advancing deregulation, and supporting SMEs through small grants.
- The team conducted extensive research, developed the “Future of Work” report, designed eight human capital projects, and initiated three key initiatives: returning Ukrainian migrants, integrating foreign labor, and engaging the diaspora.
- Afterwards, EasyBusiness supported the Ministry of Economy in reviewing over 1,000 regulations, optimizing or canceling ~75%. The project involved 12 executive bodies, 20 private sector stakeholders, and a highly successful grant program with 755 applications. Entrepreneurs noted increased capacity, and training modules achieved a 4.7/5 satisfaction score.



In collaboration with the Ministry of Economy, the team created a deregulation implementation plan, which involved analyzing regulatory instruments with quantitative, financial, and compliance criteria, resulting in decisions to cancel or optimize excessive regulations through 17 meetings of the Interdepartmental Working Group. Additionally, the team developed and executed a grant application process for SMEs, including a two-stage selection of recipients, ultimately supporting 17 businesses to improve labor market conditions.

EasyBusiness achieved transformative outcomes for the state policy development by equipping the Ministry of Economy and other stakeholders with deeper insights into human capital development and actionable policy recommendations, some of which informed strategic governmental documents like the Demographic Strategy. By the end of October 2024, the profile committee of the [Verkhovna Rada supported the draft law on the creation of the Ministry of Demography and Diaspora](#), and the [President of Ukraine highlighted the possibility of introducing dual citizenship for Ukrainian citizens](#) in his presentation of the Internal Resilience plan in November 2024, which was one of the important recommendation outlined in the project deliverables.

SUB-STREAM 3. HUMAN CAPITAL DEVELOPMENT

PROBLEM WE ADDRESS

While working with businesses in Ukraine, we also realized that economic advancement is impossible without substantial investment in human capital development. Human capital encompasses knowledge, skills, health, living conditions, and employment opportunities, enabling individuals to unfold their potential and to be more productive members of society, increasing the economic outputs on personal, corporate and state levels.

Recent years have presented significant challenges to Ukraine's human capital development. The Covid-19 pandemic weakened public health, disrupted education through unequal access to technology for remote learning, and triggered an employment crisis, especially in sectors unable to transition to digital operations. This has had drastic long-term effects on the economic and social development of Ukraine.

The full-scale invasion in 2022 has considerably devastated Ukraine's human capital potential. Workforce losses include 1.2 million individuals in temporarily occupied territories, 5.9 million internally displaced persons (IDPs), 7.9 million refugees, and an estimated 8,500 civilian casualties. These factors, combined with ongoing mobilization, have created a severe labor market deficit and imbalance.

Damage to infrastructure and reduced institutional capacity have compounded issues in education, healthcare, and social protection services, particularly in the territories close to the frontline or in areas seeing increased load due to internal displacement of the population. The negative tendencies in the quality of education, the state of health of the population, the level of social security and other spheres remain a significant issue which could affect the human potential of the future generations. The war's long-term impact necessitates post-war recovery efforts focused on rebuilding and revitalizing human capital to mitigate these effects.

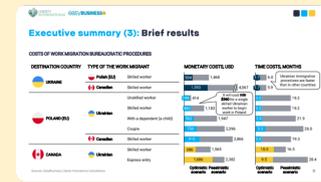
Ukraine's commitment to European and Euro-Atlantic integration, including its Association Agreement and EU candidacy, further drives the need for comprehensive human capital reforms. Aligning with European standards of human development is a key priority, requiring collaboration with European institutions to ensure sustainable progress.

WHAT WE DO

Given Ukraine's current challenges, we understood the importance of supporting state authorities in advancing human capital development and were committed to contribute to human development on national and local levels. We employed a range of tools to address the issues effectively, including capacity-building initiatives aimed at enhancing the capabilities of government bodies and businesses, enabling them to implement policies and strategies that drive human capital growth. Our data-driven research focused on critical areas such as social services, education, healthcare, and labor market, providing actionable insights for informed decision-making. Additionally, we conducted sociological surveys and sectoral focus groups to gather diverse perspectives, ensuring that the needs of various societal groups are addressed.

CASE STUDY 15: INTERNATIONAL MIGRATION INDEX

- The “International Migration Index Development” project aimed to develop an comprehensive analytical tool to quantitatively measure the direct and indirect costs of each step of the work migration process across time and monetary dimensions for three piloting countries, namely Ukraine, Poland and Canada.
- The Index allows to compare mentioned work migration costs across countries and is dedicated to benefit various users, including governmental policy-makers who could use the Index to identify procedural bottlenecks, compare migration costs with other countries, and adjust policies based on detailed analysis.



By cooperating with regional stakeholders and leveraging advanced tools like war impact modeling, we assisted government and private stakeholders in developing tailored solutions to mitigate the ongoing challenges to human capital development, from improving service delivery and fostering inclusive economic growth to supporting post-war recovery efforts, contributing to Ukraine’s long-term development and alignment with European standards.

KEY CHALLENGES

- Throughout Ukraine's independence, economic geography has been shaped by climatic, geological, and historical factors, resulting in significant regional disparities. Decentralization reform since 2014 have shifted powers to local governments, offering opportunities for balanced development but exposing inequalities and a lack of systemic strategies for regional transformation.
- The full-scale Russian invasion has deepened these disparities, with frontline and occupied regions suffering infrastructure destruction, industrial collapse, and displacement, while central and western regions face pressure to support large numbers of IDPs. This imbalance has disrupted national economic cohesion and poses significant challenges for recovery and development.

We adopted a **comprehensive approach to addressing regional disparities**, aiming to bridge the socio-economic development gap between regions while maximizing economic opportunities and benefits for both regions and territorial communities (hromadas). To achieve this, we have structured our efforts around two sub-streams within the Regional and Local Economic Development stream, each designed to tackle the issue from a different but interconnected perspective, ensuring a holistic and impactful solution.

Recognizing the urgent need to address these disparities, EasyBusiness envisions its role as a catalyst for a multiplier effect-stimulating the recovery and socio-economic development of both regions and territorial communities (hromadas) within regions, especially those hit hardest by the war. This understanding led us to establish "Regional Development" as one of our organization's streams. By prioritizing this, **we aim to support regions in navigating the economic disruptions caused by the war and accelerate their post-war recovery**, leveraging their unique strengths, and closing socio-economic gaps to create a foundation for inclusive and sustainable growth across Ukraine.

Regional Development aligns with the organization's mission by tackling regional disparities through evidence-based research, actionable policy recommendations, and direct support to regions and local communities. This work enhances the competitiveness of Ukrainian SMEs, promotes inclusive economic growth, and embeds principles of fairness and resilience into strategies for regional recovery and development.

We extend our heartfelt gratitude to our partners who supported our efforts to strengthen the resilience of Ukrainian regions and territorial communities during the full-scale war. Our projects were made possible through collaboration with USAID AGRO, the Swiss-Ukrainian "Decentralization for Improved Democratic Education" (DECIDE) project, the "Ukraine's Cohesion & Regional Development" (UCORD) Project, and USAID HOVERLA. We also worked closely with the Odesa Regional Military Administration, Regional Development Agency of Odesa Region, the public organization DOCCU, the University of Education Zurich (PHZH), and the engineering consultancy NIRAS, the economic development consultancy Berman Group, the Ukrainian Leadership Academy (ULA).

SUB-STREAM 1. EMPOWERING REGIONS AND TERRITORIAL COMMUNITIES

PROBLEM WE ADDRESS

As we delved deeper into our work with territorial communities (hromadas), a stark reality unfolded before us. Many communities, brimming with ideas and aspirations, lack the essential tools to transform their visions into actionable strategic documents and tangible development projects. They struggle to secure funding and implement their plans, leaving potential untapped and progress stalled. Their efforts, often driven by hope and necessity, rarely make it past the drawing board or achieve only modest results.

Another issue in this context is the limited cooperation with international organizations, driven by communities' lack of a strategic vision for their own future development and insufficient knowledge and experience in building relationships with international partners.

Despite their eagerness to attract external resources, as evidenced by their participation in international programs, success remains elusive. The missing piece is capacity-proficiency in project management, foreign language skills, and the ability to navigate the complex pathways of international cooperation. By 2022, a staggering 84% of communities (hromadas) reported no experience in project management, and in 62% of cases, these responsibilities were shouldered solely by the head of the community or a few committed individuals.

This challenge is especially pronounced in small, rural communities (hromadas), where resources are sparse, and the burden of progress often feels insurmountable. Yet, the problem runs deeper. Local businesses, public organizations, and community residents - those who should be the lifeblood of development - are frequently excluded from shaping projects that could transform their futures.

Regional Development Agencies have stepped in, offering a lifeline through information, training, and support in navigating the world of international partnerships. But their efforts are not enough. The path to empowering communities (hromadas) demands more - a concerted effort to unlock their latent potential, bridge the gaps in capacity, and breathe life into their ambitions. For only then can their aspirations blossom into lasting, meaningful change.

WHAT WE DO

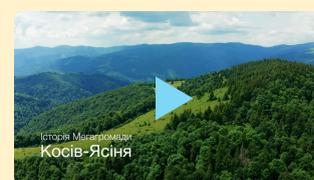
Our team started to collaborate with territorial communities (hromadas) and local governments as well as other local stakeholders, resulting in a partner network spanning various regions in Ukraine. EasyBusiness has engaged with over 100 territorial communities (hromadas) across more than 15 regions.

In response to these challenges, we adopted a mission-driven approach to empower regions and territorial communities (hromadas) to identify their specific needs for socio-economic growth, determine the resources required to achieve it, and uncover their unique competitive advantages. Our goal is to ensure these insights are effectively integrated into local planning documents and policies to drive sustainable development. To achieve this, we implemented

a range of targeted instruments, including developing roadmaps for community (hromada) and sectoral development, providing consulting services to community representatives, facilitating roundtable discussions, and developing regional strategies. We designed, tested, and refined a tailored approach to foster local economic development in rural areas by encouraging collaboration among multiple municipalities and local stakeholders specializing in a shared value chain. These efforts have not only addressed local challenges but have also amplified the impact of the groundwork we laid at the national level during earlier periods of our work.

CASE STUDY 16: PILOTING THE MEGACOMMUNITIES APPROACH

- The "Piloting the Megacommunities Approach in Ukraine" project, implemented by EasyBusiness with Civitta Ukraine and Berman Group and supported by USAID AGRO (2021-2023), addressed key challenges in rural municipalities. It focused on enhancing inter-municipal cooperation, fostering economic development, and promoting public-private partnerships to unlock economic potential and encourage collaboration across communities.
- The project provided capacity-building support to local governments through online training on cooperation, investment attraction, and European integration, alongside strategic consultations to develop project concepts. A study tour to Slovakia and the Czech Republic allowed community representatives to learn from successful models and build international partnerships.
- EasyBusiness also delivered [practical support](#) by creating a sheep breeding roadmap for selected communities and assisting in grant applications, resulting in one funded project from USAID AGRO. The initiative engaged 171 local government and business representatives, fostering collaboration to address shared challenges effectively.



SUB-STREAM 2. STRENGTHENING LOCAL CAPACITIES AND SKILLS

PROBLEM WE ADDRESS

Our work on empowering regions and territorial communities revealed another critical gap: while businesses, non-governmental organizations, and residents express strong interest in the development of their regions and communities (hromadas), they often lack clarity on their roles in these processes, as well as the skills, knowledge, and capacity to make meaningful contributions.

The young decentralized system in Ukraine has limited experience with citizen engagement and lacks a robust institutional memory in territorial management. The immense strain caused by war damage, including the reconstruction of infrastructure, support for internally displaced persons (IDPs), and the need to create vibrant, resilient environments - has overwhelmed many communities (hromadas). This highlights the urgent need to enhance collaboration within and across communities while equipping them to manage unprecedented responsibilities and challenges effectively.

National strategic documents such as the National Economic Strategy 2030, the State Strategy for Regional Development 2027 and the National Recovery Plan all emphasize capacity building and public engagement as vital priorities, underscoring the importance of these efforts.

WHAT WE DO

Understanding that local authorities and businesses often are overwhelmed by numerous operational tasks, constrained by limited resources, and a lack of specialized expertise, we have taken a proactive role in addressing these challenges. Our efforts have included capacity-building initiatives for local governments, businesses, non-governmental organizations, and residents of hromadas. We have conducted training sessions for them, shared valuable expertise and our experience, developed an online educational course focused on local project development and fundraising strategies for their implementation. By providing hands-on support, we have empowered our beneficiaries with the knowledge and tools they need to tackle pressing issues, set clear priorities and develop actionable plans for the recovery and development of their regions and territorial communities (hromadas).

CASE STUDY 17: VPLYVOVI PROJECT 🇺🇦

- Through the "Vplyvovi" project, implemented in cooperation with Ukrainian Leadership Academy with support from USAID HOVERLA (2023–2024), we trained active youth from 25 communities to design impactful development projects and actively contribute to their communities' growth. Participants learned to conduct needs assessments, collaborate with stakeholders, develop meaningful projects, and effectively pitch their ideas.
- As a result, 25 diverse projects were created, focusing on youth spaces, infrastructure improvements, non-formal education, information access, tourism, sports, and national and patriotic initiatives. Some teams successfully secured mini-grants totaling UAH 200,000 to implement their ideas. To extend the project's impact, we launched the educational series "[How to Create Projects in Territorial Communities \(Hromadas\)](#)", which attracted 1,343 registrants, with 200 participants completing the program.



V. Transforming into a Think-and-Do Tank (2024)

In 2024, EasyBusiness underwent a significant transformation, evolving from a traditional Think Tank into a “Think-and-Do Tank”. This shift was driven by the rapidly evolving context of Ukraine’s recovery and development, which not only increased the complexity of the existing challenges within the three established streams but also introduced new issues, creating a greater need for direct action.

While the organization had always been known for its evidence-based analysis, it has increasingly focused on turning insights into practical, impactful solutions. The “Do” part of the transformation is reflected across the organization’s activities, as it moved beyond conducting in-depth analysis to providing actionable recommendations and actively implementing them.

We also began collaborating more closely with our direct beneficiaries and other stakeholders involved in Ukraine's recovery and development during the full-scale war. Whether shaping Ukraine's EU accession process through direct participation in negotiation groups, addressing economic challenges like labor shortages and SME funding through concrete support programs, or driving territorial recovery with strategic and actionable initiatives, **EasyBusiness now combines strategic thinking with hands-on action, creating tangible results in Ukraine’s recovery and development.**

- Within the **EU Accession** stream, EasyBusiness adapted to the critical phase of accession negotiations as Ukraine implemented a three-tiered negotiation architecture, including 36 working groups aligned with the EU acquis chapters. The organization has become directly involved in shaping Ukraine's negotiation positions, participating in 18 working groups, and building the capacity of civil society organizations (CSOs) to contribute effectively to EU integration efforts.
- Within the **Economic Growth** stream, EasyBusiness has evolved from being primarily focused on analysis to directly addressing critical challenges such as labor shortages, SME funding, and the economic integration of vulnerable groups. The organization has implemented proactive initiatives, including the development of local-level projects aimed at supporting vulnerable populations, providing and scaling direct financial support to SMEs through grants, and forging partnerships with government and international organizations. By not only producing evidence-based insights but also taking action through these initiatives, EasyBusiness is driving tangible, impactful changes in Ukraine's economic landscape.
- Within the **Regional Development** stream, EasyBusiness evolved from a Think Tank into a “Think-and-Do Tank” by not only providing in-depth analysis but also directly addressing critical challenges in Ukraine's territorial recovery. In response to leadership instability and uncertainties surrounding strategic planning documents, we proactively shaped national policy frameworks, conducted comprehensive political and economic analyses, and provided actionable recommendations. The organization strengthened its engagement with local authorities and international partners, developed recovery strategies, and pioneered the “growth poles” concept for rapid post-war recovery.

Stream 1: EU Accession

KEY CHALLENGES

- The accession process reached a critical phase with the launch of negotiations at the first Intergovernmental Conference on June 25, 2024. Effective coordination and communication among the negotiation delegation, interagency working group, and 36 chapter-specific working groups are crucial to ensure consistent positions and timely implementation of European Commission recommendations.
- The new negotiation infrastructure demands high levels of expertise and preparation from all involved stakeholders, including government, civil society, and the private sector. Ensuring that representatives have the necessary knowledge of EU acquis and negotiation processes is a pressing issue, especially given the broad scope of the 36 working groups (**our experts are participating in 18 working groups**).
- While representatives from civil society, businesses, and academia are allowed to participate in the working groups, their effective engagement depends on clear guidelines, sufficient resources, and a shared understanding of the negotiation objectives. Inconsistent participation mechanisms may limit the potential for constructive contributions, which could delay progress or weaken Ukraine's negotiation positions, especially as the process must also align with Ukraine's ongoing recovery and reform efforts.

In 2024, the activities under several of our projects were aimed specifically at **supporting the negotiation process**. Recognizing that CSO engagement in the negotiation process is crucial for ensuring the quality of government documents and policies, we launched activities to support CSO capacities in EU integration.

CASE STUDY 18: STRENGTHENING THE CAPACITY OF CSOs TO SUPPORT THE EU INTEGRATION

- In 2023-2024, with the support of ISAR Ednannia, we implemented a large-scale educational project to equip CSOs with the practical knowledge and connections needed for the negotiation process. This initiative created a **network of 300+ CSOs** focused on EU integration across five sectors: climate, agriculture, entrepreneurship, human capital, and public administration reform.
- In 2023, we assessed the needs of sectoral CSOs in the context of EU integration, which helped us develop various educational resources in 2024, including an EU integration manual, a CSO roadmap, and a logic of interventions.
- Our major achievement was the **EuroSummit of Civil Society Organizations**, held on Europe Day, 9 May 2024, which brought together 300+ representatives from CSOs, the Ukrainian government, the Verkhovna Rada, and the EU Delegation to Ukraine. The summit's outcomes and proposals were submitted to the government, along with a list of participants ready to support the negotiation process.
- We also supported the development of a **mechanism for engaging CSOs** through our contribution to European Hub (EuroHub), a platform for dialogue between the government, CSOs, businesses, academia, and international experts.





At present, we are launching the project to establish a central hub for information, analysis, and civic engagement related to the implementation of the negotiation Chapters 23 and 24, progress under which determines the overall pace of negotiations.

CASE STUDY 19: ESTABLISHMENT OF MONITORING AND CIVIC ENGAGEMENT PLATFORM ON THE NEGOTITATION CHAPTERS 23 AND 24 🇪🇺

- In 2024-2025, with the support of GIZ, we aim to create a comprehensive online resource for non-governmental actors, dedicated to monitoring and supporting Ukraine's EU accession process, with a focus on the negotiation Chapters 23 "Rule of Law and Fundamental Rights and Freedoms" and 24 Justice, Freedom and Security."
- This initiative will serve as a central hub for information, analysis, and civic engagement related to the implementation of these Chapters, offering a unique and necessary complement to existing tools, such as the "Pulse of Agreement" and "Pulse of Accession" platforms (the latter is currently being developed by the Association4U project).

Going forward, we will be guiding the work within all three of our sub-streams, bearing in mind that Ukraine is currently undergoing negotiations with the EU and needs the appropriate support.

We are grateful to our government partners, particularly the Government Office for Coordination of European and Euro-Atlantic Integration and the Deputy Prime Minister for European and Euro-Atlantic Integration, for their valuable collaboration in driving forward EU integration reforms. Furthermore, we extend our deep gratitude to our development partners and institutions who provided support in advancing Ukraine's European integration throughout this period: USAID, European Commission, UCORD, International Renaissance Foundation (IRF), and ISAR Edhannia.

Stream 2: Economic Growth

KEY CHALLENGES

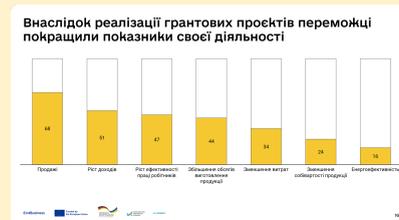
- Labor shortages, worsened by the continued demographic decline and mobilization, could result in a need for 3.1-4.5 million of additional workers by 2032 to sustain economic growth. Barriers to inclusion include security risks resulting in the increasing implausibility of the refugees' return to the country, workplace inaccessibility, skill mismatches, discrimination, insufficient policy support.
- High level of government regulation of many of the economic sectors also remains to be a significant issue: despite the ongoing deregulation of the economy, satisfaction of businesses with the current environment remains low even based on state-organized polling systems.
- Lack of SME funding is seen as another important challenge - the majority of funding, obtained by SMEs via state-subsidized loan-based programmes (like 5-7-9%) has begun to experience significant curtailment, which forces SMEs to look for alternative options.

EasyBusiness continues to be an important participant of dialogue with the Government of Ukraine with regard to deregulation, SMEs competitiveness enhancement, and human capital development not only providing evidence-based recommendations, but also directly implementing support programs.

With regard to the challenge of lack of SME funding, EasyBusiness decided to scale the effect from the previously initiated MATRA project with regard to direct provision of financial support to SMEs in the form of grants. Based on our experience, grants have proven to be an effective tool for SMEs to achieve their goals. Building on this, we continued to foster private sector development by improving access to financing for Ukrainian SMEs. In partnership with GIZ, we launched a large-scale grant program that supported 100 MSMEs with strong export and innovation potential, prioritizing practical benefits for these enterprises.

CASE STUDY 20: GRANT PROGRAM FOR 100 MSMEs

- Launched the grant program to strengthen the capacity of 100 Ukrainian businesses to sustain their operations and to boost their export and growth potential through the provision of grant funding totaling €1 million and ad-hoc expert consultations.
- Held a highly competitive grant selection process, receiving over 1,200 applications from MSMEs proposing a wide range of project ideas and selected the top-100 projects.
- Created a significant social impact by fostering entrepreneurship among vulnerable groups, with women-led SMEs making up 59% of the beneficiaries. Supported beneficiary MSMEs in achieving: (1) increase in sales for 68% MSMEs, (2) increase in labour productivity for 47% of beneficiaries, (3) expansion of production volumes for 44% of MSMEs. (4) reduction in production costs for 24% of companies, (5) decrease in overall expenses for 34% of beneficiaries, (6) improvement in energy efficiency for 16% of companies. Achieved 4.9/5 beneficiaries' satisfaction rate as a result of participation in the grant program.



In line with continuous efforts aimed at the development of the human capital in Ukraine, EasyBusiness strived to facilitate the engagement of the vulnerable groups of population in the labor market. For this, we collaborated with the Partnership Fund for a Resilient Ukraine (PFRU) and conducted a desk research as well as developed tailored recommendations for the engagement of persons with disabilities, IDPs, and forced migrants into the labor force.

CASE STUDY 21: ECONOMIC INTEGRATION OF VULNERABLE GROUPS OF POPULATION IN THE LABOR MARKET 🇺🇦

- Conducted a thorough desk research, including the As-Is and best practices analysis, and developed tailored recommendations on the engagement of persons with disabilities, IDPs, and forced migrants into the labor force.
- Developed 10 project initiatives to support the involvement of vulnerable population groups, four of which were selected by internal experts as the most feasible: (1) hackathon of solutions for workplace adaptation, (2) tripartite meetings of HR managers, representatives of NGOs, and employment centers and Regional State Administrations, (3) analysis of needs and formation of portraits of target audiences, etc.
- Developed recommendations and practical project concepts that were shared to various stakeholders during the final online event with 380+ participants and online viewers.



We deeply appreciate the invaluable support of our donors and partners in advancing our mission and strengthening Ukraine's resilience during these challenging times. Our initiatives have been made possible through the generous support of the Embassy of Germany in Ukraine, UNDP, and Chemonics, whose backing for the Partnership Fund for a Resilient Ukraine has been instrumental. We extend our gratitude to the Better Regulation Delivery Office (BRDO) and the Centre for Economic Strategy (CES) for their guidance and collaboration in the policy development process. Special thanks to GIZ, the Ministry of Economy, and EU4Business for providing grant funding to over 100 beneficiaries among Ukrainian SMEs. We are also grateful to USAID and Liberty International for their critical support in promoting Rule of Law and migration monitoring efforts in Ukraine. Your dedication and contributions continue to empower our efforts in fostering sustainable development and resilience across the nation.

Stream 3: Regional Development

KEY CHALLENGES

- With reconstruction costs estimated at \$486 billion, mobilizing resources remains a key priority. Continued international support is essential to fund recovery initiatives and ensure the most affected communities have access to the resources they need.
- Existing instruments, such as the Ukraine Facility, present significant opportunities for regional development by providing access to vital funding and resources. However, a key challenge lies in ensuring sufficient capacity at regional and local levels to effectively utilize these opportunities. Strengthening institutional capabilities and fostering collaboration will be essential to maximize the impact of this initiative and drive sustainable recovery.
- There is a noticeable absence of evidence-based, practical tools (such as smart specialization or growth poles policies) tailored to the unique needs of regional development. Without these instruments, regions and communities face challenges in creating actionable plans, prioritizing interventions, and measuring outcomes. Developing and implementing such tools is essential to ensure efficient use of resources and drive impactful regional growth.

EasyBusiness continues its collaboration with representatives of local authorities, businesses, and public organizations at regional and local levels. To address pressing issues related to territorial recovery and development at the national level, we expanded our focus to include interventions affecting national-level policies, establishing the third sub-stream of our activities: **“Shaping the National Policy Framework”**.

Amid uncertainties regarding the Ministry of Communities, Territories and Infrastructure activities, our consortium with Civitta Ukraine conducted a comprehensive political and economic analysis of reconstruction processes at three levels, aiming to identify challenges in spatial and strategic planning. Through 20 interviews with key stakeholders - deputies of Verkhovna Rada, representatives of regional military administrations, public organizations, and territorial development experts - we developed actionable recommendations for streamlining restoration efforts and optimizing the architecture of strategic documents.



In the Odesa Region, we continued our support by building on the socio-economic analysis and the Draft Recovery and Development Strategy for 2023–2027 prepared the previous year. We initiated working groups to develop practical project solutions to the region’s key growth problems and drafted an Action Plan for the Strategy’s implementation. As a result, Odesa became the first region in Ukraine to update its Strategy and prepare an Action plan with our guidance. We are currently awaiting the approval of the Strategy and its accompanying Action Plan, which is expected to be finalized by February 2025.

CASE STUDY 22: ANALYSIS OF THE SOCIO-ECONOMIC SITUATION OF THE ODESA REGION

- In partnership with Civitta Ukraine and with support from DECIDE and UCORD, EasyBusiness conducted an [Analysis of the socio-economic situation of the Odesa region](#) and developed the [Odesa Oblast Recovery and Development Strategy for 2021-2027](#), integrating war impacts and emphasizing the role of territorial communities (hromadas).
- Identified 10 critical challenges limiting the region’s development through an analytical phase and public discussions. These challenges shape the tasks addressed by the Strategy and resource allocation priorities in three key areas: the economy, human capital, and governance.
- Prepared an Action plan using an inclusive approach inspired by Problem-Driven Iterative Adaptation (PDIA). This effort, involving over 100 local stakeholders, resulted in the joint development of 200+ project cards
- Prepared methodological recommendations to guide regional strategy development in other areas, considering their key growth problems, selecting strategic priorities, and applying this adaptable framework to other regions.



EasyBusiness also launched efforts to engage international partners in territorial community recovery processes. We evaluated 1,437 territorial communities, identifying those with the greatest potential for international collaboration, further enhancing the recovery framework and ensuring impactful partnerships.

Additionally, we began advancing the concept of “growth poles” as a strategic instrument within Ukraine’s domestic regional policy within the project financed by UMAEF. Drawing on global experiences, we identified “growth poles” as a mechanism for rapid post-war recovery and reducing regional disparities, by fostering development in both the core area and the surrounding periphery through investment. This aligns with EU regional development policies and represents an important step toward Ukraine’s European integration.

CASE STUDY 23: GROWTH POLES

- Developed a [pilot approach](#) to be implemented in specific regions and communities. The process involved three phases: (1) identifying potential “growth poles” through data analysis and stakeholder interviews, (2) developing integrated projects with cost-benefit analyses in collaboration with local authorities and businesses, and (3) creating a regulatory framework with methodologies, financing mechanisms, and policy recommendations to support these poles.
- This approach will result in ready-to-implement project concepts, impact assessments, and a foundation for sustainable regional policy.
- Currently, we are negotiating with representatives from the Ternopil region to implement the pilot there.



As part of our “Political and Economic Analysis of Recovery and Strategic Planning at Three Levels” project, implemented in cooperation with Civitta Ukraine with support from PFRU, we developed recommendations for the state and international partners across three key areas: restructuring the architecture of planning documents, enhancing the process of developing these documents, and strengthening the capacity of key stakeholders to influence strategic planning and recovery processes. These recommendations are intended to inform interventions by international partners that will address the challenges hindering recovery and strategic planning efforts. Moreover, we analyzed the recovery and strategic planning processes in four selected territorial communities and developed actionable recommendations for their improvement.

We deeply appreciate the support of our partners in strengthening the resilience of Ukrainian regions and territorial communities during the full-scale war. Our work was made possible through partnerships with the Swiss-Ukrainian "Decentralization for Improved Democratic Education" (DECIDE) project, the "Ukraine's Cohesion & Regional Development" (UCORD) Project, PFRU, UMAEF, and public organization Business Finland. We also collaborated with the Odesa Regional Military Administration, Regional Development Agency of Odesa Region, the public organization DOCCU, the University of Education Zurich (PHZH), and the engineering consultancy NIRAS.



Our People and Network

Meet EasyBusiness Team

EasyBusiness is a dynamic and dedicated team of experts committed to **driving meaningful change** in Ukraine. Our professionals bring **diverse expertise, innovative thinking, and a shared passion** for building a resilient and prosperous future of our country.

Leadership



Dmytro Lyvch
Chairman of the Board and Executive Director Heads of Departments and Managers



Ivan Nagorniak
Head of the European Integration



Vadym Fedchyshyn
Head of the Economic Growth



Yaroslav Zhydyk
Head of the Regional Development



Artem Nykonovych
Head of Finance and Operations

Experts and Analysts



Andrii Diakiv
Regional Development Expert



Ivan Khomenko
Business Climate Expert



Yaroslav Yashchenko
Free Market Development Expert



Maria Shalamberidze
EU Integration Expert



Petro Nochovkin
Leading Analyst



Maryna Kachanovska
Leading Analyst



Iryna Zaporizka
Leading Analyst

Administrative Team



Vasyl Babych
Head of International Cooperation



Nadia Pototska
PR Director



Alina Krugliak
PR-Lead



Veronika Pohrebna
Lead Designer

EasyBusiness Alumni

EasyBusiness has always attracted talented individuals, and now we are grateful to the network of EasyBusiness alumni who have stood by us throughout all these years. Our network of team members and experts provided expertise in different sectors of economy and public policy, developed necessary partnerships, carried out analytical researches, advocated activities to make reforms and positive changes in Ukraine happen.

We are glad to attract talents that after EasyBusiness are working further in the private sector, the Government of Ukraine, other Think Tanks, international organizations and promoting excellence in expertise, liberal economic freedoms, reforms and democratic development of Ukraine.

We extend our deepest gratitude to the incredible team behind EasyBusiness for their dedication, expertise, and relentless efforts that drove our success over the years.

To our founders – Daniil Pasko (Co-founder, Chairman of the Board), Mykola Gaidai (Co-founder, Board Member), Mykhailo Obolonskyi (Co-founder, Board Member), and Alina Sviderska (Co-founder) – thank you for your vision and determination in establishing EasyBusiness and laying the foundation for impactful change.

To our leadership – Andriy Shpakov (CEO, Chairman of the Board), Yuriy Gusiev (Head of SPILNO Project Office), Taras Boichuk (Project Manager, Head of SPILNO Project Office), Kateryna Shapovalenko (Senior Project Manager, Head of Analytics), Artem Rafaelian (Project Manager), Andriy Yerashov (Project Manager), Kateryna Busol (Project Manager), Serhiy Petrov (Project Manager), and Artem Khoroshun (Project Manager) – thank you for your exceptional leadership, coordination, and ability to turn ideas into meaningful projects.

To our experts and analysts – Olena Yagniuk (Senior Analyst), Yulia Svatkova (Legal Associate), Maryna Boichenko (Junior Legal Associate), Tetiana Viotovych (Development Advisor), Melania Volkodav (Economic Analyst), Dmytro Klapyshchynskyi (Economic Analyst), Oleksandr Kostyba (European Integration Expert), and Yulia Shaipova (European Integration Expert) – thank you for your dedication to research, analysis, and providing the critical insights that guided our work.

To our communications team – Tetyana Sadova (Communications Manager), Valeriia Radchenko (Communications Officer), and Olha Virtsa (Communications Officer) – thank you for your efforts in amplifying our initiatives and ensuring our message reached the widest audience.

Your collective efforts inspired us to achieve remarkable milestones, and we were honored to have each of you as part of the EasyBusiness family.

Ukrainian and International Partners

EasyBusiness is a trusted partner for the variety of stakeholders, fostering collaboration to drive Ukraine's recovery and economic development, to empower Ukraine's transformation through impactful initiatives. With a diverse network spanning government institutions, business associations, CSOs, local communities, and international development partners, we bridge expertise and practical solutions to address the country's most pressing challenges.

Cooperation with governmental institutions

EasyBusiness has a **wide network of partners** comprising key government officials such as the Secretariat of the Cabinet of Ministers of Ukraine (the Ukrainian government), Ministry of Economy, Ministry of Digital Transformation, Ministry of Finance, Ministry of Agrarian Policy, Ministry of Education, Ministry for Communities and Territories Development, Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, Government Office for the Coordination of European and Euro-Atlantic Integration, National Bank of Ukraine, State Employment Service, State Agency for Melioration, Fisheries and Food Programs, UkraineInvest, Entrepreneurship and Export Promotion Office, and other respected agencies.

Cooperation with business associations and private sector

Open dialogue with industries and entrepreneurs is a key to getting the perspective from various sectors of the economy. Through these years EasyBusiness has established **strong cooperation with the industry-specific organizations and associations**, including European Business Association (EBA), American Chamber of Commerce (ACC), Ukrainian Chamber of Commerce and Industry (UCCI), Union of Ukrainian Entrepreneurs (SUP), the Ukrainian Business and Trade Association (UBTA), and Ukrainian Agribusiness Club (UCAB), IT Ukraine Association, Norwegian-Ukrainian Chamber of Commerce (NUCC), and others.

“ Ukraine's path towards EU accession is of utmost importance for businesses and entrepreneurs. With this regards we are grateful for the EasyBusiness expertise and policy advice in the field of economic and human capital development, rule of law, agrarian sector reform, and different aspects of Ukraine's EU accession. We value our fruitful cooperation and hope for further joint successes. **Anna Derevyanko, Executive Director, European Business Association**

We also have a vast network encompassing private companies across diverse sectors such as agriculture, IT, manufacturing, energy, transport, logistics, and more.

“ This grant has provided vital support for our marketing efforts. Through the EU4Business program, we developed a website and a promotion strategy targeting EU markets, which has already resulted in new customer inquiries and orders from Europe. Programs like this are a lifeline for small and medium-sized businesses in Ukraine, enabling them to endure challenging times, plan for the future, and grow, rather than merely focusing on survival. **Olha Romanenko, Co-founder of one of the winning companies (Grant Program for 100 MSMEs) Ekopan LLC**



*We recently developed and patented a one-of-a-kind technology with no global equivalents. To present it to European dealers, obtaining EU certification was essential. With the support of grant funding from EU4Business, we successfully achieved this. Grant programs play a vital role in supporting the growth of Ukrainian businesses, particularly innovative, export-oriented enterprises that generate high added value and leverage intellectual expertise. **Andriy Zayats, Director of one of the winning companies Neverdark LLC***

Cooperation with civil society and Think Tanks

Through its activities EasyBusiness established a wide **network of cooperation partners within CSOs and Think Tanks**. EasyBusiness is a member of **Reanimation Package of Reforms Coalition** (HQ in Kyiv), an association of 28 leading Ukrainian organizations for implementing reforms in Ukraine, and a member of the Atlas Network (HQ is USA), an international network of liberal NGOs and Think Tanks. Moreover, EasyBusiness is a strategic partner of the well-known **ISAR Ednannia** platform which provides institutional and organizational support to Ukrainian civil society since 1999, as well as a partner of the **Professional Government Association of Ukraine** which is a CSO platform uniting more than 25 Ukrainian foreign graduate alumni organizations with approximately 3,000 Ukrainians with a Western-level education. EasyBusiness is also a part of the **Ukrainian National Platform of the Eastern Partnership Civil Society Forum, which** operates within the framework of the Eastern Partnership Civil Society Forum – a multinational platform of civil society organizations from the Eastern Partnership countries, EU member states, European and international networks. The goal of the Ukrainian National Platform of 152 member organizations is to strengthen the institutional capacity of public organizations to influence the reform agenda and Ukraine’s European integration.

Cooperation with local self-governments and local communities (hromadas)

The voices of local communities and municipalities are keen to understand challenges on the ground and the subsidiary principle to governance, problem-solving and solution making. Our team has collaborated with local communities, self-governments, and regional development agencies that resulted in a partner network spanning various regions in Ukraine. Within its projects, EasyBusiness team has fostered relationships with over 100 hromadas across more than 15 Ukrainian oblast/regions.



*EasyBusiness is a team of professionals. Without prejudice, they can be called one of the best Think Tanks in Ukraine. The priority and most important area of cooperation today is energy efficiency, including the introduction of alternative energy sources. EasyBusiness reports are always based on high-quality data analysis. Cooperation with them is always fruitful, and this is a very important component for the rapid development of communities. **Andriy Delyatynchuk, Chairman of the Yasynia village council and the Yasynia territorial hromada***



As part of the implementation of joint projects with EasyBusiness, we established valuable cooperation with other communities of Ukraine, created a team of like-minded people in our community to jointly solve local issues. We also received a strategically important document for our community – a roadmap for the development of sheep breeding as a promising industry for the Carpathians, in which the team helped us understand the challenges and proposed the next steps for the implementation of this project. **Yuriy Ploskonos, the Mayor of Kosiv City**

Cooperation with international partners

EasyBusiness has built extensive international partnerships with a variety of **respected international development organizations and institutions**, including USAID, European Commission, EU delegation to Ukraine, EU4Business ReACT4UA, International Renaissance Foundation, World Bank, IFC, EBRD, GIZ, UNDP, the MATRA Programme of Embassy of the Kingdom of Netherlands, Swiss Development Cooperation (including Swiss-Ukrainian Project DECIDE, UCORD, DOCCU), Royal Norwegian Embassy, UMAEF (ex-WNISEF), Global Affairs Canada (SURGE), Black Sea Trust for Regional Cooperation of the German Marshall Fund (BST), Atlas Network, International Renaissance Foundation (IRF), Partnership Fund for a Resilient Ukraine (PFRU, multi-donor programme of Canada, Estonia, Finland, Netherlands, Sweden, Switzerland, UK, and the U.S.).



EasyBusiness has become our reliable partner in implementing large-scale complex projects, implemented on regional level with rural communities across Ukraine piloting megacommunities approach to local economic development, as well on the national level on ensuring alignment of Ukrainian land legislation with international best practice and the EU acquis. Both these levels of activities are very important for Ukraine's economic resilience and recovery. **Kseniya Sydorkina, Director/Chief of Party, USAID AGRO Program**



We were glad to support the EasyBusiness team in developing the Economic Rule of Law Index. This is an extremely important Ukrainian analytical product that helps both Ukrainians and international partners better understand the current state of the rule of law, as well as its impact on the efficiency of economic activities and business operations. The Index is extremely important during Ukraine's reconstruction and for attracting investment. We hope that the EasyBusiness team will continue developing the Index in the future, informing Ukrainian and international partners about the dynamics of changes in the rule of law sector, and providing relevant policy recommendations. **Olga Nikolaeva, Legal Advisor, USAID Justice for All Activity**

We have proven ourselves to be a **trustful partner for multiple USAID programs in Ukraine**, including USAID Justice for All (Chemonics), USAID HOVERLA (DAI), USAID CEP (Chemonics), USAID AGRO (Chemonics), USAID ARDS (Chemonics).



The EU accession process for Ukraine relies on the participation of all relevant stakeholders in the country and abroad. EasyBusiness has been an important platform for cooperation amongst civil society partners, national public authorities, private sector and international partners. This dialogue is essential in steering the best trajectory for the future of Ukraine and the broader region, and to consolidate good governance, democratic values and the European integration process. We worked together on a number of projects in the past and look forward to advancing together the new Enlargement Hub initiative in the future. **Clara Volintiru, Director, Black Sea Trust for Regional Cooperation (BST) & Bucharest office, German Marshall Fund of the United States**

Media Collaborations

In cooperation with a number of the most popular Ukrainian and international media outlets, we are delighted to share the results of our work with the expert community and a broader audience. For the past 10 years, EasyBusiness projects have been systematically covered by leading Ukrainian and international media, government agencies, social networks, and partner resources. As a result, they have been mentioned in the public domain and reached **more than 90 million people**. Information about EasyBusiness events and projects appeared **in more than 3,000 articles and reports**, reaching an audience ranging from local entrepreneurs to international investors.

Cooperation with the media allows us not only to promote the achievements of EasyBusiness, but also to actively influence public opinion and raise awareness of the importance of sustainable economic development in Ukraine.

EasyBusiness regularly and actively cooperates with the most popular Ukrainian media to share key ideas and projects in the field of economic reforms and private sector development. The organization interacts with top media platforms: **1+1, ICTV, Radio Svoboda, Ukrainian Radio, Forbes Ukraine, NV Business, Ekonomichna Pravda, The European Pravda, Suspilne, Ukrinform**, and others to cover relevant topics related to regional development, European integration, and support for small and medium-sized businesses.



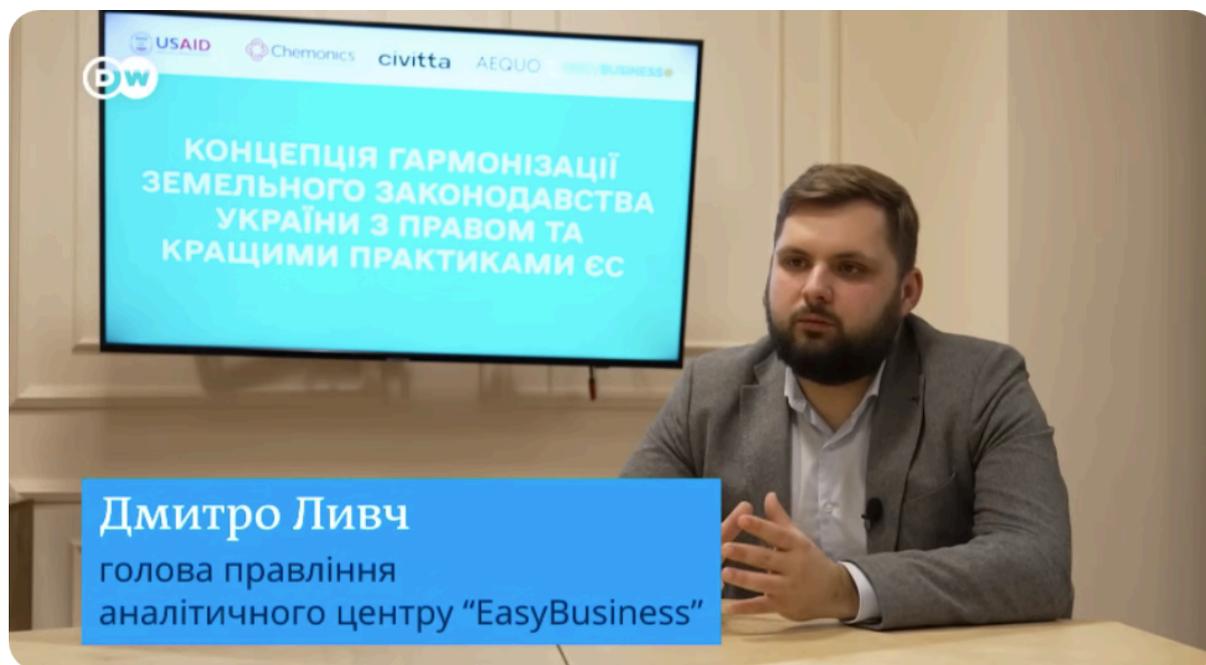
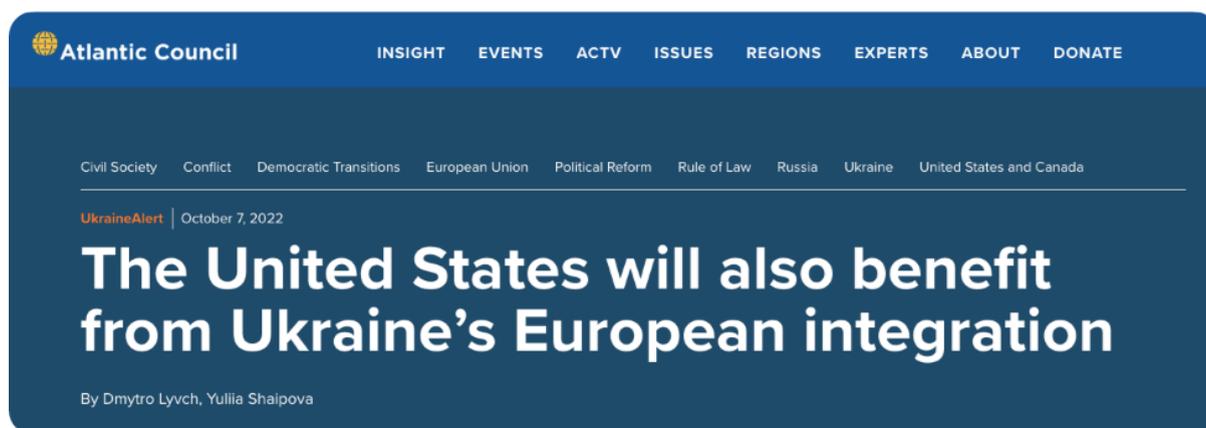
To ensure high-quality coverage of EasyBusiness events, we engaged leading journalists, media managers and editors working for national and specialized business publications in Ukraine. In particular, **Rubryka, Grunt Media, The European Pravda, and other publishers** were media partners of the organization's public events.

Chairman of the Board and Executive Director Dmytro Lyvch, Head of the European Integration Department Ivan Nagornyak, Head of the Regional Development Department

Yaroslav Zhydyk, Head of the Economic Growth Department Vadym Fedchyshyn and other experts of the organization participate in TV and radio broadcasts as speakers, provide interviews and offer expert commentary on relevant topics.

They have been featured as main guests of the leading **1+1 TV programs** in prime time as part of the “United News” telethon, as well as in live broadcasts for **ICTV, Rada TV Channel, Espresso TV, Inter, We Are Ukraine**, etc.

The media presence of EasyBusiness is not limited to Ukrainian platforms and media. Over the years, expert columns and comments from EasyBusiness top managers have been published in international leading media such as **the Atlantic Council, Newsweek, Deutsche Welle**, and others.



The EasyBusiness website and its social media platforms, particularly Facebook and LinkedIn, serve as key media sources and information channels. The total reach of posts on these platforms exceeds 2 million, with targeted campaigns reaching over 5 million users. Posts and publications from the personal social media pages of the organization's top experts are often cited by media outlets and serve as the basis for their articles.

EasyBusiness continues to enhance its communication of work results. Every year, we organize **approximately 10 public events of various sizes and formats – from private expert meetings to public all-Ukrainian events** dedicated to human capital development, economic growth, SMEs competitiveness enhancement, agricultural development, and European integration. Over the past 10 years, we have organized a number of significant events that have received wide media and social media coverage.



For example, **the EuroSummit of NGOs** held in 2024 brought together representatives of NGOs, the public sector, and international institutions to discuss the perspectives of Ukraine's European integration. The event reached **over 5 million people**. Targeted advertising for the event attracted 144,053 users, with the total number of impressions exceeding 160,000. Live coverage of the event, along with a feature story in the "United News" telethon by Suspilne News, reached over 4 million viewers.

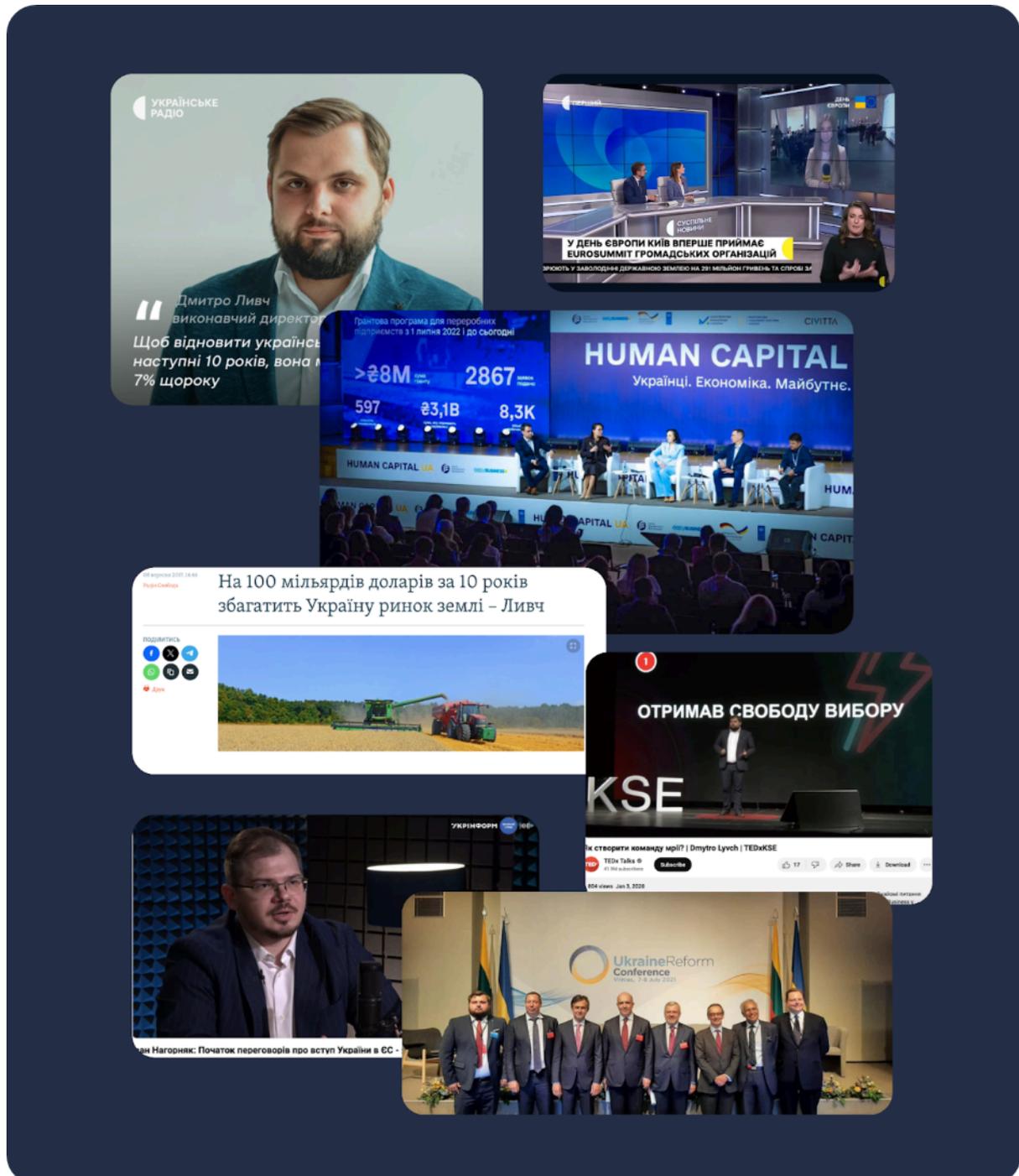
The event was also covered by such media as **The European Pravda, EU NEIGHBOURS east, Detector Media, and the website of the Delegation of the European Union to Ukraine**. The total number of mentions was **143**.



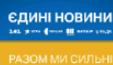
One of the most significant events was the **All-Ukrainian Forum Human Capital UA 2023**, which focused on the future of human capital in Ukraine. The event became a platform for discussing the most pressing issues, presenting research and formulating recommendations aimed at creating a human capital development strategy. The event was attended by the heads of ministries, leaders of public organizations, Ukrainian and international businesses, and brought together 30 speakers and over 1200 guests. More than **60 leading Ukrainian and foreign media covered the event**. The total media coverage reached nearly 1,000,000,

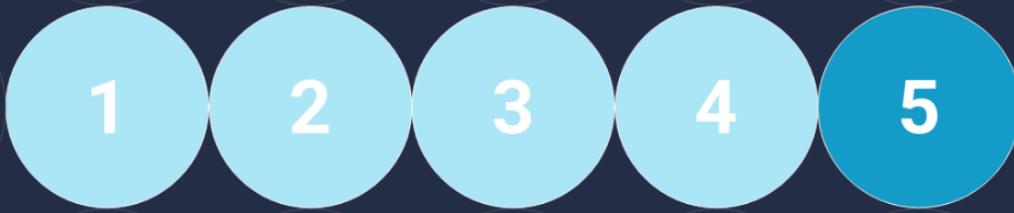
including over 530,000 media impressions and 200,000+ on social media. The Human Capital UA event informed **1,500,000 participants** about the future of human capital.

The organization's top speakers also present the results of EasyBusiness's work and share their expertise by participating in partner events and conferences of various formats and sizes. Our media reach allowed us to communicate the results of analytical researches directly to the wide array of audiences.



Through information campaigns and active communication, EasyBusiness continues to use powerful information tools to enhance the private sector, shape the economic reform agenda, and build a sustainable future for Ukraine. In particular, in three areas: EU Accession, Economic Growth, and Regional and Local Economic Development.





Financial Overview

Over the years, EasyBusiness has earned a reputation as a trusted and reliable partner for multiple organizations. This trust reflects our unwavering commitment to transparency, accountability, and delivering impactful results. We sincerely appreciate the trust and support our partners have shown us, enabling us to pursue meaningful projects that drive Ukraine's growth. Their contributions not only empower our mission but also inspire us to strive for excellence in everything we do.

We express our deepest gratitude to all our donors and partners for their invaluable support over the past decade. Your contributions have been instrumental in empowering EasyBusiness to drive economic development in Ukraine.

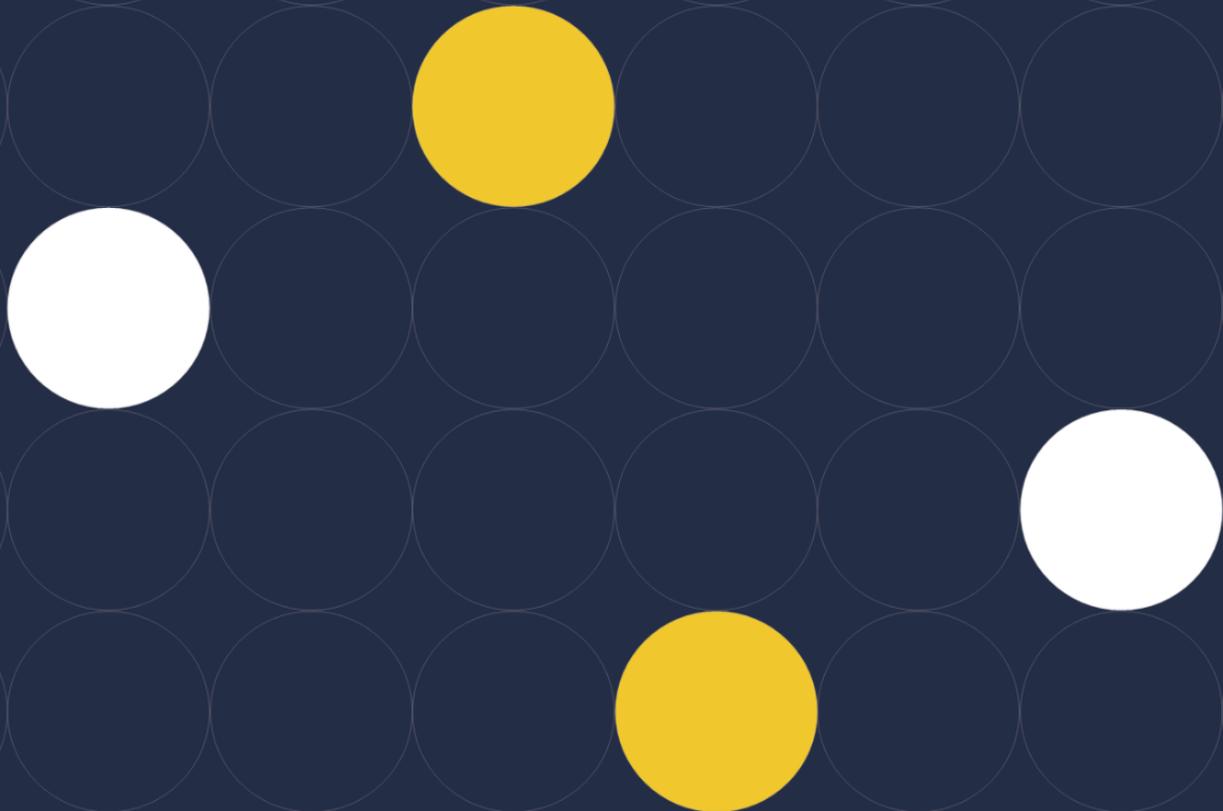
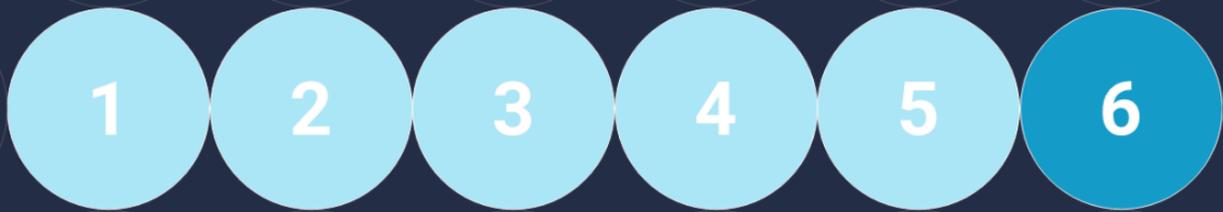
We extend our heartfelt thanks to GIZ (EU4Business ReACT4UA, InnoLabEU), the Embassy of the Kingdom of the Netherlands in Ukraine (MATRA Programme), Ukraine-Moldova American Enterprise Fund (ex-Western NIS Enterprise Fund), the International Renaissance Foundation (IRF), Chemonics International (USAID ARDS / AGRO / CEP / J4A), Partnership Fund for a Resilient Ukraine (PFRU), Atlas Network, ISAR Ednannia, the Royal Norwegian Embassy in Kyiv, Ukraine Leadership Academy (ULA) / DAI Global (USAID HOVERLA), IT Ukraine (USAID CEP), the German Marshall Fund (GMF), Civitta Ukraine (USAID AGRO), NIRAS (UCORD project), the Norwegian-Ukrainian Chamber of Commerce (NUCC), Kyiv School of Economics, the Development of Citizenship Competences in Ukraine (DOCCU (DECIDE)), GFK Ukraine (USAID ARDS), the Bohdan Hawrylyshyn Family Foundation, and Deloitte Ukraine (IFC). We would also like to express our sincere gratitude to our partners who provided individual donations.

Your trust and generosity inspire us to continue our mission of fostering sustainable development and building a better future. Thank you for being an integral part of our journey.



Disclaimer: The list above reflects the partners that have funded EasyBusiness activities and the programs within which the funding has been provided.

Total funding per years per partners →	2014-2017 € 13 712 988	2018-2019 € 2 143 286	2020-2021 € 7 682 765	2022-2023 € 35 684 892	2024 € 58 652 816
GIZ € 46 860 419	●○○○○○	○○○○○	●●○○○○	○○○○○	●●●●●●
Dutch Embassy € 14 269 381	○○○○○	●○○○○○	○○○○○	●●●●●●	○○○○○
UMAEF (ex-WNISEF) € 13 120 609	●●●●○	○○○○○	●○○○○○	●●●●●●	●●○○○○
IRF € 7 791 229	●●●●○	○○○○○	○○○○○	●●○○○○	●●○○○○
Chemonics International (USAID) € 6 594 635	○○○○○	●○○○○○	●●●○○○	●●○○○○	●●○○○○
Atlas Network € 4 714 551	●○○○○○	●○○○○○	○○○○○	●●●●○	○○○○○
ISAR Ednannia € 4 459 027	○○○○○	○○○○○	○○○○○	●●●○○○	●●○○○○
Chemonics International (PFRU) € 3 880 323	○○○○○	○○○○○	○○○○○	○○○○○	●●●●○
Norwegian Embassy € 3 378 269	●●●●○	○○○○○	○○○○○	○○○○○	○○○○○
ULA (USAID HOVERLA) € 2 776 850	○○○○○	○○○○○	○○○○○	●○○○○○	●●○○○○
IT Ukraine € 2 476 580	○○○○○	○○○○○	●●○○○○	●○○○○○	○○○○○
Individual Donations € 1 860 197	●○○○○○	●○○○○○	●○○○○○	○○○○○	●○○○○○
GMF € 1 651 161	○○○○○	○○○○○	○○○○○	●●○○○○	○○○○○
Civitta Ukraine (USAID AGRO) € 1 483 840	○○○○○	○○○○○	○○○○○	●●○○○○	○○○○○
NIRAS (UCORD) € 603 423	○○○○○	○○○○○	○○○○○	●○○○○○	○○○○○
NUCC € 576 849	●○○○○○	○○○○○	○○○○○	○○○○○	○○○○○
Kyiv School of Economics € 395 160	○○○○○	○○○○○	○○○○○	●○○○○○	●○○○○○
DOCCU (DECIDE) € 323 125	○○○○○	○○○○○	○○○○○	○○○○○	●○○○○○
GFK Ukraine (USAID ARDS) € 256 500	○○○○○	●○○○○○	○○○○○	○○○○○	○○○○○
Bohdan Hawrylyshyn Foundation € 214 023	●○○○○○	○○○○○	○○○○○	○○○○○	○○○○○
Deloitte Ukraine (IFC) € 190 596	○○○○○	●○○○○○	○○○○○	○○○○○	○○○○○



Future Plans: 5-10-Year Vision

EasyBusiness is a mission-driven organization dedicated to strengthening Ukraine's resilience and accelerating its post-war recovery. Ukraine's projected GDP growth rates reveal significant challenges, falling short of what is needed for swift and sustainable recovery. These limitations also hinder the country's development and its ability to compete effectively in EU and global markets. Recognizing these barriers, we are resolute in our mission to drive meaningful and impactful change.

We envision a future Ukraine that inspires and guides our aspirations:

- A resilient and united nation, where regional strength and cooperation drive recovery and growth.
- A hub of opportunities, with improved access to financing, international markets, and a business-friendly environment fostering sustainable development.
- An EU-integrated country, embracing reforms and aligning with European values to catalyze its restoration.

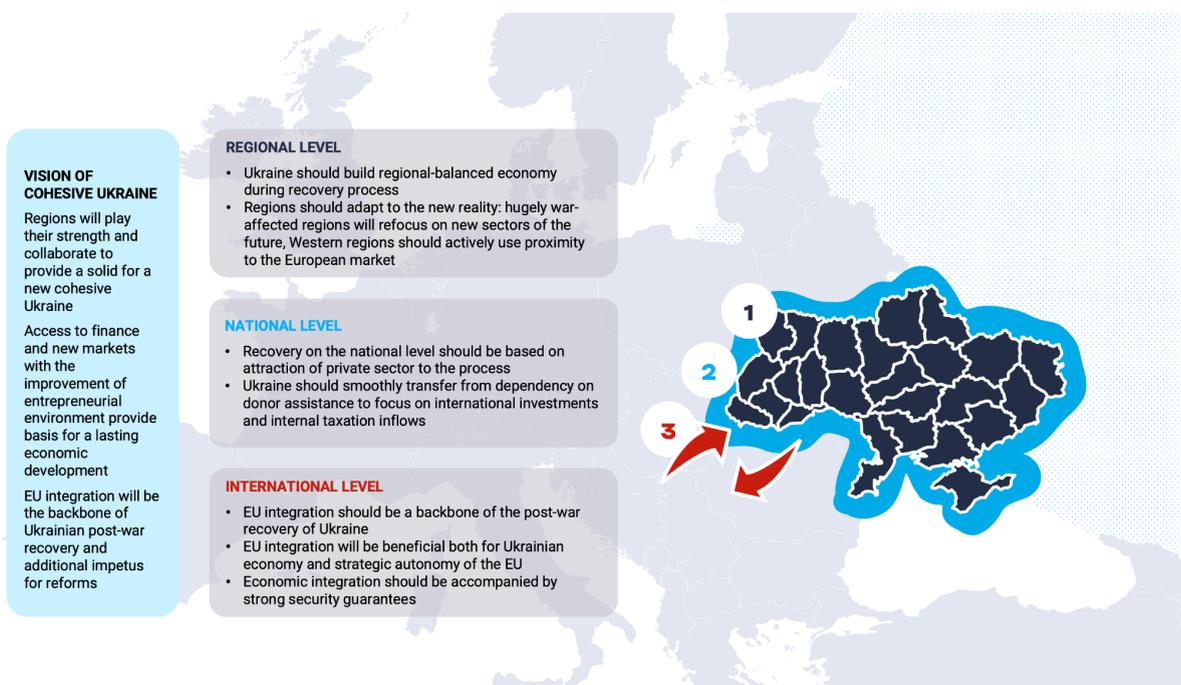
By supporting the Government of Ukraine, local authorities, and private stakeholders with evidence-based policymaking, we aim to build a foundation for transformative growth and a prosperous future.

Our vision for EasyBusiness focuses on three core dimensions:

- **A dynamic and talented team** | We are committed to growing a team that attracts ambitious talent with fresh perspectives, innovative ideas, and unwavering dedication to our mission. Our goal is to cultivate a vibrant community of experts united by a shared drive to foster recovery and deliver meaningful change in Ukraine and beyond.
- **Ukraine's leading Think-and-Do Tank** | EasyBusiness is becoming the foremost Think-and-Do Tank in Ukraine, setting benchmarks for strategic implementation, actionable solutions, and effective engagement. As a trusted partner to decision-makers, we provide data-driven insights and impactful strategies that accelerate recovery, development, and competitiveness.
- **Robust international partnerships** | We continue to strengthen collaborations with European and American organizations to drive progress in Ukraine. In the context of EU integration, EasyBusiness plays a pivotal role in enhancing Ukraine's competitiveness and fostering regional cooperation. These partnerships unlock opportunities for Ukrainian businesses to scale, innovate, and thrive in both EU and global markets.

EASYBUSINESS PLANS FOR UKRAINE'S RECOVERY

EasyBusiness is committed to driving Ukraine's recovery and growth through targeted efforts at the **international**, **national**, and **regional** levels. Our holistic approach aligns with Ukraine's EU integration goals, fosters private sector development, and addresses regional disparities, ensuring a balanced and resilient recovery.



International level

At the international level, EasyBusiness views Ukraine's EU integration as the primary catalyst for the country's recovery. Ukraine aims to join the European Union by 2030, and since 2022, it has demonstrated extraordinary dynamics in its EU integration efforts, achieving some milestones faster than expected. As of the end of 2024, Ukraine and the EU have already officially launched accession negotiations. The negotiation framework for Ukraine has been approved, and Ukraine is currently in the second phase of the screening process. In 2025, Ukraine is expected to open the first negotiation clusters, starting with the Fundamentals – the first to open and the last to close in the EU enlargement process. The EU may decide to open other clusters if it assesses Ukraine's progress under them as sufficient. In this respect, the key task for the EU Accession stream is to support the accession negotiations and facilitate economic integration, particularly through the following areas.

Strengthening Ukraine's institutions | We are committed to becoming the lead organization that supports the government in the negotiation process and provides capacity-building for executive authorities. We plan to:

- Continue to provide systematic and ad-hoc support to the Government Office and the Deputy Prime Minister through political, legal, and economic analysis of the accession process and the opportunities it provides both for Ukraine and the EU.
- Extend targeted assistance to line ministries in the implementation of specific negotiation chapters, collaborating with other streams' teams to leverage their expertise (e.g., work on the Internal Market cluster with the Economic Growth stream, and on Cohesion Policy requirements with the Regional and Local Economic Development stream).
- Provide support in preparing positions on the negotiation chapters that fall within the competence of EasyBusiness experts, particularly through the participation in 18 working (negotiation) groups.
- Provide advisory and education services to CEBs and local and regional administrations on topical aspects of EU integration that require specialized capacity building and training (e.g., support in the Ukraine Plan implementation and monitoring, Cohesion Policy – in collaboration with the Regional and Local Economic Development stream, etc.).

Building resilient civil society | We will continue to spread knowledge about EU integration and ensure an effective dialogue between civil society and the government by supporting the capacity and engagement of non-governmental stakeholders. We plan to support the Deputy Prime Minister's EuroHub initiative and the accession engagement of CSOs through creating a digital mapping tool that would allow monitoring of stakeholders and developing an e-database that would provide a single point of access to knowledge and analytics on EU integration.

Enhancing Ukraine's capacity and readiness for EU integration | Recognizing that swift integration into the EU is crucial for Ukraine's political stability, economic growth, and security in the face of ongoing challenges, we will carry out activities to promote accelerated EU accession of Ukraine. This will be done through cooperation with European decision-makers: representatives of EU member states' governments, EU institutions and initiatives, international Think Tanks, especially Brussels-based ones, etc. The focal points of advocacy efforts will be:

- Communicating about Ukraine's potential and the ways in which Ukraine's accession can strengthen the EU.
- Utilizing opportunities for fast-track integration in specific sectors, such as economic integration opportunities under the Association Agreement and in light of Ukraine's status as a candidate for accession.

National level

At the national level, we are committed to driving Ukraine's economic growth by strengthening the private sector and developing human capital. The Ukraine Recovery Plan outlines 850 projects over the next decade, targeting an annual GDP growth rate of over 7% and aiming to position Ukraine among the top 25 countries in the Human Capital Index. This focus on human capital is especially critical, given Ukraine's decline in the World Bank's Human Capital Index—from 50th place in 2018 to 102nd in 2020. Key priorities include creating more favorable conditions for doing business, streamlining the tax system, and fostering a dynamic business environment. In the context of European integration, we will prioritize enhancing the competitiveness of Ukrainian SMEs. This approach will not only drive economic growth but also establish Ukraine as a strong, innovative partner within the European economy. The primary task for the Economic Growth stream is to increase SME competitiveness and enhance human capital, particularly through the following areas.

Advocating for a business-friendly environment | We are committed to fostering a thriving business climate in Ukraine by addressing systemic and structural challenges that hinder entrepreneurial activity and investment. Recognizing obstacles such as excessive state control, inefficient tax administration, corruption, and burdensome regulations, we aim to simplify and streamline processes for starting and running a business. We plan to:

- Engage with policymakers to improve regulatory frameworks and reduce barriers that hinder SME growth.
- Advocate for reforms that curb corruption and abuse of authority by oversight bodies, ensuring a fair and transparent regulatory environment.

Empowering SMEs with access to finance, knowledge, and markets | We are dedicated to empowering Ukrainian SMEs by facilitating access to financing, fostering an entrepreneurial culture, enhancing skills and knowledge, and supporting their expansion into international markets. We plan to:

- Actively collaborate with international partners to design and deliver hands-on support for SMEs, including financial assistance (such as grants), tailored consulting services, and comprehensive capacity-building programs.
- Enhance the competitiveness of local businesses to attract foreign direct investment by creating a supportive environment. This includes improving business infrastructure, fostering innovation, and strengthening supply chain capabilities to meet international standards.
- Support export-ready Ukrainian SMEs producing value-added products in expanding to international markets. This will involve conducting thorough market research, devising effective market entry strategies, enhancing capacity through training, and facilitating B2B matchmaking activities in target markets.

Investing in human capital for sustainable development | We aim to drive economic growth by developing human capital within Ukraine, prioritizing the return of Ukrainian migrants displaced during the full-scale war, and attracting talent from abroad. We plan to:

- Assist the government in retaining and development of internal talents, designing interventions to return forced migrants, and build efficient migration policies to engage foreign workforce. We will also work with key governmental policy-makers and implementing agencies to improve their capacity to address existing challenges.
- Strengthen the capacities of the institute of social workers through organizing cooperation with the public sector and international organizations.
- Support the government in establishing diplomatic cooperation with recipient countries to defend Ukraine's interests. This includes securing data and statistics on migrants in host countries and developing and implementing programs to facilitate their return.

Regional level

At the regional level, EasyBusiness will play a vital role in addressing disparities and enhancing the capacity of regions and communities across Ukraine. By focusing on empowering decentralization, fostering regional economic profiling, and building capacity for effective project development, we aim to create a more balanced and competitive national landscape. Since the full-scale invasion, many territorial communities have suffered demographic, economic, and other losses, necessitating comprehensive restoration. During 2022–2023 alone, approximately 2,800 settlements in over 160 territorial communities were deoccupied and are now undergoing restoration. Through targeted initiatives, we will support regions and communities in rebuilding and strengthening their resilience, ensuring they are better prepared for sustainable development and future challenges. The primary task for the Regional and Local Economic Development stream is to bridge regional disparities and enhance the capacity of regions and communities, particularly through the following areas:

Facilitating decentralization for sustainable growth | Strengthening the autonomy of territorial communities is essential for building a competitive Ukraine. By supporting the decentralization process, we aim to create an environment where communities are better equipped to address current challenges and seize future opportunities, particularly in the context of EU integration. We plan to:

- Assist line ministries in creating a unified framework for strategic planning, streamlining the restoration and development of territories. This will consolidate multiple documents into a clear, cohesive roadmap for regional and local-level planning while optimizing related processes.
- Align planning documents with the EU's 2028–2034 cycle to ensure consistency with European standards and support decentralization efforts. By doing so, we aim to strengthen local and regional governance, harmonize Ukraine's strategic initiatives with EU policies, and accelerate progress toward integration.

- Provide hands-on support to regions and territorial communities in developing strategic documents tailored to their unique needs, competitive advantages, and recovery potential, ensuring alignment with EU policies.

Enhancing regional economic profiling and specialization | We believe that fostering smart specialization in regions will drive growth and collaboration within their key industries, ultimately strengthening inter-regional cooperation and contributing to overall economic development. We plan to:

- Develop data-driven profiles of Ukrainian regions and design project portfolios aimed at supporting the dominant industries, thus, contributing to the formation and enhancement of business clusters.
- Support the line ministries in promoting the smart specialization approach and scaling the effect at the national level.
- Promote the concept of “growth poles” nationally, building on successful regional pilots. This strategy will focus resources on areas with high potential for economic impact, supporting competitive industries and fostering broader regional development, ultimately driving national growth.

Building capacity for effective project development | We aim to empower regions and communities to take ownership of their development journey, guiding them from the inception of ideas through to securing financing. By equipping them with the necessary skills and actionable tools, we envision a future where these regions and communities rely less on non-repayable financial assistance and attract private investments. We plan to:

- Provide training and workshops to regional and local stakeholders on project design, planning, and management, ensuring they have the skills to develop impactful projects from the ground up, as well as hands-on support in their further implementation.
- Facilitate access to financing by guiding regions and communities through the process of identifying and securing funding from various sources, including grant writing, partnership building, and investment pitching.

