Unlocking investment through reforms: Proposals from German business in Ukraine

Berlin/Kyiv, September 2018
About the German Advisory Group

The German Advisory Group on Economic Reforms, which has been active in Ukraine since 1994, advises the Ukrainian Government and other state authorities such as the National Bank of Ukraine on a wide range of economic policy issues and on financial sector development. Our analytical work is presented and discussed during regular meetings with high-level decision makers. The group is financed by the German Federal Ministry for Economic Affairs and Energy.

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About the German-Ukrainian Chamber of Industry and Commerce

The German-Ukrainian Chamber of Industry and Commerce was officially opened in Kyiv in October 2016. The chamber coordinates economic operations of its members, present their interests and provide services to them, support companies and organizations that are not chamber members. The chamber is integrated into a worldwide network of German Chambers of Commerce abroad, which consists of 130 offices in 90 countries. The umbrella organization of the chambers is the German Association of Chambers of Industry and Commerce (DIHK).

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1. Introduction

Ukraine’s economy has firmly returned to growth and achieved macro-financial stability after the severe economic crisis of 2014/15. Both domestic policy makers and the international community supporting Ukraine deserve praise for their actions, which led to these positive events.

At the same time, it is obvious that the Ukrainian economy still requires substantial reforms; the current pace of economic growth is not sufficient to reach a substantially higher level of socio-economic development. One simple example underlines this point: Even with economic growth of 3% p.a. (which is roughly Ukraine’s current rate of growth), the 2013 level of real GDP would only be reached in 2022. In the meantime, many Ukraine’s will vote with their feet and leave the country in search of other opportunities abroad.

A key challenge for reaching higher and sustainable economic growth lies in unlocking private investments. At the moment, the investment ratio is with 20.8% of GDP (2017) significantly lower than in both the peer group of similarly rated countries\(^1\) (24.5% of GDP, 2017) as well as in Ukraine’s past (24.5% in 2006, before the Great Financial Crisis).

In such a situation, the attraction of foreign direct investment (FDI) is of particular importance. As we have recently shown in a comprehensive policy study\(^2\), the foreign companies active in Ukraine provide significant economic and social benefits to the country and its population.

While Ukraine has made significant progress in simplifying and reforming the business environment, which is demonstrated in its gains in the “Doing Business” report of the World Bank (2012: rank 152, 2018: rank 76), businesses still continue to report problems with growth-unfriendly regulation and other impediments in the business and investment climate.

In this study, we collect and propose reform proposals from German business in Ukraine, which are among the most active foreign investors in a Ukraine, very often with a long-term view. This was done in close cooperation with the German-Ukrainian Chamber of Industry and Commerce (AHK Ukraine), which was officially opened in Kyiv in October 2016. Currently, the chamber has grown to almost 130 member companies across all sectors of the economy, which are organised in several working groups. The chamber is integrated into a worldwide network of German Chambers of Commerce abroad, which consists of 130 offices in 90 countries.

2. Methodological approach

This study follows a bottom-up approach to generate reform proposals. Based on a questionnaire prepared by the German Advisory Group Ukraine, the different working groups of AHK Ukraine have assembled a set of recommendations, which then underwent an extensive review and checking.

\(^1\) Source: Fitch, median of „B“-rating peer group.

\(^2\) German Advisory Group Policy Study PS/01/2018: “The economic impact of FDI on Ukraine“.
process between the author team of the German Advisory Group Ukraine and AHK Ukraine. The review process was centred on ensuring that the proposals are consistent with a general reform direction towards transparent, competitive markets, consistent with pre-existing contractual obligations of Ukraine (such as the EU Association process and other commitments) and contribute to equitable, sustainable growth.

The main aim of the study was to generate proposals for reform that businesses themselves desire and that are relatively easy to implement. The focus was not, as is the case with many other studies, to ask what are the most important reforms that Ukraine needs and to analyse “binding constraints” in each field. Our focus was to explicitly also include smaller, incremental reforms that are easy to implement and will lead to noticeable improvements for businesses in Ukraine and their activities. Hence, the bottom up approach has resulted in a relatively large set of recommendations, both of smaller and larger nature, which are unified by a relative ease of implementation.

A necessary restriction of our approach is that the recommendations reflect the needs of incumbent companies and in particular the membership profile of the “German Economy” in Ukraine, organised in AHK Ukraine. The membership of AHK Ukraine encompasses about 130 companies from a range of sectors, ranging from law firms to agrochemical companies. Nevertheless, sectoral concentrations exist in the current work of AHK Ukraine, hence for example no recommendations concerning the machine building sector or production and export of grains were made. This is purely due to the setup of this study and does not indicate that reforms in these areas would not be important. On the other hand, as many of AHK Ukraine’s member companies are not German companies or their subsidiaries but Ukrainian companies with business interest in Germany, the study does not reflect only the interest of foreign companies.

It is methodologically almost impossible to collect bottom-up recommendations from companies that are not yet doing business in Ukraine. The study hence works in an intramarginal manner: Recommendations reflect reforms that would enable existing companies to invest and grow in Ukraine. It does not, at least not directly, reflect the needs that would incentivise other companies to start doing business in Ukraine, although many if not most of the recommendations will in effect improve conditions both for incumbent and new companies.

The reforms are presented according to the organisation of AHK Ukraine’s working groups. It should be noted that this sector list is not exhaustive and is limited by the existence of working groups. Hence, no recommendations could be gathered for the important industrial sector and for service sectors not included in this list.

- Horizontal reform proposals that affect all businesses alike are listed in chapter 3:
  - Law: Cross-cutting legal regulations that are not tax and accounting issues
  - Tax and accounting issues

- Sector-specific reform proposals are listed in chapter 4:
  - Financial sector
  - Agri-food sector
  - Construction and Energy Efficiency
  - Logistics and Transport

In chapter 5, we draw up a list of top-ten “quick wins”. This ranking is drawn up by first limiting the list of reform proposals to the most quickly implementable and then selecting and ordering the
remaining reform proposals by importance and effect. The top ten proposals of this approach are listed and described in this chapter.
3. Horizontal reform proposals

3.1 Reform proposals in the area of law

The area of law covers all cross-cutting (i.e. non sector-specific) legal regulations that do not fall into the domain of tax and accounting. We have identified four reform proposals in this area.

Table 1. Overview of reform proposals in the area of law

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
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<tbody>
<tr>
<td>L-1</td>
<td>Binding framework for determination of competition law fines</td>
</tr>
<tr>
<td>L-2</td>
<td>Improved execution of court decisions for claims against the state</td>
</tr>
<tr>
<td>L-3</td>
<td>Improving the legal regulation of concession activities</td>
</tr>
<tr>
<td>L-4</td>
<td>Abolition of registration of corporate cars with military enlistment office</td>
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</table>

**L-1: Binding framework for determination of competition law fines**

**Responsible government institution:**
AMCU, Ministry of Justice

**Problem statement:**
The AMCU’s (Ukrainian competition authority) methodology for calculation of fines is not obligatory for the authority when imposing fines. An excessive amount of discretion for the AMCU coupled with a lack of traceability for third parties whether fines imposed have been paid have a negative impact on transparency in antitrust cases, including suspicions of corruption.

**Suggested reform measures:**
While the AMCU will need to retain some discretion in setting fines in order to reflect particularities of each case, the predictability and transparency of fines magnitudes should be increased. Hence, a document explaining the principles to be used in the setting of any pecuniary sanctions imposed for infringements of competition laws should be published and adopted as a legally binding act for the AMCU. This document should contain both the methodology for calculating a “reference amount” for fines along with a discretionary bandwidths that the AMCU has for finally setting these fines.

**Estimation of effect:**
Increased transparency of decisions will strengthen confidence in public institutions and their commitment to providing a level playing field for companies, hence strengthening companies’ willingness to invest in Ukraine.
L-2 Improved execution of court decisions for claims against the state

Responsible government institution:
Verkhovna Rada

Problem statement:
Private claims against the state, e.g. tax refunds in areas other than VAT, are often not honoured on time or not at all by the state. Even court decisions against the state are often not executed. According to various sources, execution rates ranged from 8-15% in 2017. Businesses hence are deprived of their liquidity. Several legislative regulations intended to solve this problem, up to criminal responsibility, already exist, but are not observed in practice.

Suggested reform measures:
In order to provide incentives for the state to repay claims on time, and in order to grant to the taxpayer certain compensation, the state shall pay interest rate on due refunds at the same interest rate, as the tax payer. Furthermore, unpaid claims from the last budget cycle should be made “senior” to all expenditures of each new budget cycle for all relevant state institutions.

Estimation of effect:
Ideally, the combination of these two measures will lead to quicker repayment of arrears by the state. At the very least, automatic interest being added to arrears will prevent claimants from losing money due to inflation while waiting for repayment of arrears. If the measures lead to timely repayment of claims, it will lead to two further effects: First, it will increase the liquidity of companies and lead to more investment, activity and fewer insolvencies. Second, the reform will remove a stain on the reputation of government institutions as especially international companies carefully monitor whether government institutions adhere to the law, unlocking additional (FDI) investment.

L-3 Improving the legal regulation of concession activities

Responsible institution:
Verkhovna Rada, Ministry of Economic Development and Trade of Ukraine, Ministry of Infrastructure of Ukraine

Problem statement:
The procedure for concluding public-private partnership activities in the area of concessions (operation of publicly owned infrastructure or of public services on public ground by a private company holding a concession) is currently too bureaucratic. Applicants have to seek out and define projects themselves, submitting an application that then has to be agreed to by a long list of state bodies ranging from local government bodies up to the Cabinet of Ministers to Ukraine. It is not transparent, how concessions are then finally given out. In result, only relatively few concessions exist (with heavy regional concentrations) and potential applicants are deterred from going through a long and uncertain application process.

Suggested reform measures:
The draft law “On Concessions”, which passed at first reading, should be adapted but amended. The present draft, inter alia, introduces a transparent competition procedure for choosing concessionaires, defines the procedure of substitution of the concessionaire (if obligations are not
fulfilled) as part of the agreement and enables the engagement of professional advisers and independent experts in complex projects development. The draft law should be further amended to:

- Publish an electronic list of objects that are intended for concessions
- Set clear decision procedures: Which authorities need to agree to in order for objects to be put under concession and for concession agreements to come into effect
- Provide for the reimbursement of the costs for initiating a concessions process of the applicant who has initiated the concessions process by the final winner of the tender
- Facilitate using the proprietary rights under concession agreements as collateral for credit
- Set forth regulations on payments enabling concessionaire to clear debts of a state enterprise owning the concession object
- Define that companies with existing lease agreements can transfer these into concessions without going through a new competition for the remaining duration of the lease agreement
- Subject concessions to the same rules and exceptions regarding currency remittance and banking service issues as other PPP forms
- Stipulate rules concerning the seizure of land plots for the concession’s purpose, i.e. to maintain existing regulations on court procedure for seizure of land plots

**Estimation of effect:**

More participation/interest of solid private companies in concessions will lead to improved performance of public-private partnerships, better delivery of public services through concessionaires and higher income from concessions.

**L-4 Abolition of registration of corporate cars with military enlistment office**

**Responsible institution:**
Cabinet of Ministers, Verkhovna Rada

**Problem statement:**
In addition to normal registration at the traffic authorities, every vehicle belonging to a legal entity has to be registered and de-registered with the local military enlistment office. The procedure is highly bureaucratic, clumsy (only paper documents can be submitted with long waiting times) and contains corruption risks in the contact with military officers.

**Suggested reform measures:**
Registration at the military enlistment office should be abolished through a law. As all information about the vehicles is already available in the registry of the Ministry of Internal Affairs, it should be provided via automated data exchange to the relevant bodies of the Ministry of Defence.

**Estimation of effect:**
Reduction of the administrative burden for companies and of instances of possible corruption.
3.2 Reform proposals in the area of tax and accounting

In the area of tax and accounting, we have identified five reform proposals:

Table 2. Overview of reform proposals in the area of tax and accounting

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
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<tbody>
<tr>
<td>T-1</td>
<td>Combatting fictitious private entrepreneurship</td>
</tr>
<tr>
<td>T-2</td>
<td>Eliminating penalties for late/no registration of tax invoices not provided to buyers</td>
</tr>
<tr>
<td>T-3</td>
<td>Limit arrests of money on bank/tax accounts in criminal proceedings</td>
</tr>
<tr>
<td>T-4</td>
<td>Deleting the article on fictitious entrepreneurship in criminal code</td>
</tr>
<tr>
<td>T-5</td>
<td>Clarifying PIT treatment of foreign investment profits</td>
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</tbody>
</table>

**T-1 Combatting fictitious private entrepreneurship**

**Responsible institution:**
Verkhovna Rada

**Problem statement:**
Widespread misuse of the Simplified System of Taxation by companies that pay their de-facto employees as “private entrepreneurs” leads to unfair competition. Fictitious private entrepreneurs benefit from not paying Personal Income Tax, Military Duty and Single Social Contribution. Tax compliant companies have a serious disadvantage in competition.

**Suggested reform measures:**
Based on the German practice, a list of criteria that determine fictitious private entrepreneurship should be included in the Tax Code of Ukraine. If an individual falls under two or more of these conditions, he or she would be deprived of the right to engage in private entrepreneurship under the Simplified System of Taxation and be qualified as employee. Consequently, the respective Personal Income Tax, Social Contributions and corresponding fines should be charged to the employer. The details of these criteria are described in detail in TN/05/2015 “Comments to the Draft Law by the Parliamentary Committee on Taxation and Customs Policy (Draft Law No.3357 of 26.10.2015” of the German Advisory Group Ukraine and relate to issues such as dependency on a single client as well as characteristics of regular employment (working in the premises of and using machinery of the employer, performing work similar to employees of the employer etc.).

**Estimation of effect:**
The reform would have two main positive effects: First, turning fictitious private entrepreneurs into regular employees would lead to considerable increases in tax and social contributions revenues. This would be sizeable as fictitious private entrepreneurship is estimated to account for approx. 20%
of all private entrepreneurs of group 3 in the System of Simplified Taxation. Second, tax compliant companies (most companies with foreign investment, whose governance does not permit using schemes such as employing fictitious private entrepreneurs) would no longer be at a competitive disadvantage to companies benefiting from fictitious entrepreneurship. As this problem is quite severe, the reform would significantly improve business climate and the willingness to invest especially among solid companies that produce for the Ukrainian market and face competition within Ukraine.

T-2 Eliminating penalties for late/no registration of tax invoices not provided to buyers

**Responsible institution:**
Ministry of Finance/ State Fiscal Service

**Problem statement:**
Currently, penalties are foreseen for taxpayers who either do not or untimely register VAT tax invoices, including VAT invoices that are not provided to buyers, who are not VAT payers themselves. This means that these penalties also apply to taxpayers who sell goods or services to VAT non-payers or end-customers, pay the respective VAT but do not or only lately register the tax invoices. These taxpayers would pay penalties for untimely registration, although they fully complied with their tax liabilities.

Moreover, online VAT registration procedures were recently changed from a 24/7 approach to 12 hours, 5 days per week, while formal acceptance of VAT registration by the system is subject to delays of several hours. Even if a taxpayer registers VAT documents in time, delays in the electronic processing by the government may cause fines to be automatically levied against the taxpayer.

**Suggested reform measures:**

Penalties should only apply when it is discovered that a taxpayer understated her tax liabilities by not or late registering tax invoices. Point 120-1.1 of Article 120-1 of the Tax Code of Ukraine should be amended to state that, in the part of non-application of penalties for late registration of tax invoices, if there is no understatement of tax liabilities to the State Budget and violation of the rights of other VAT payers, no penalties apply.

Secondly, the online VAT registration system should be upgraded to accept, as is technically possible, VAT registrations in real time.

**Estimation of effect:**

Reduction of administrative burden and costs for companies, move to a more modern and cooperative interaction between taxpayers and the tax authority.
T-3 Limit arrests of money on bank/tax accounts in criminal proceedings

Responsible institution:
Verkhovna Rada

Problem statement:
Under the Code of Criminal Proceedings, wide-ranging arrests of monetary funds as “evidence” or provision for possible confiscation by pre-trial investigation bodies are permitted in the context of criminal investigations. This includes money on bank accounts and monetary funds of third persons. Moreover, as a matter of practice, it is also extended to the elements within the system electronic administration of VAT (first of all, so-called ‘registration limits’ within which the taxpayer may issue and register VAT vouchers) even though the arrest of VAT accounts and funds on such accounts is specifically prohibited by the special law back in 2015. This practice is too permissive for pre-trial investigation bodies, contains large corruption risks and may lead to companies having to stop their entire business activity (especially when VAT-related capabilities are arrested) for the duration of such investigations. Furthermore, petitions by the owners regarding the arrest of their funds can be considered by judges without even notifying the owners of the funds.

Suggested reform measures:
The Code of Criminal Proceedings (Art 170, part 10) should be changed to:

- To reconfirm the prohibition of the arrest of funds on VAT accounts and VAT accounts as such as well as imposing arrest on any element in the System of Electronic Administration of Value Added Tax directly in the Code of Criminal Proceedings,
- Limit the possibility of arresting money on bank accounts as "evidence" or as provision for possible confiscation to a very short period of time (10 calendar days are suggested), within which the prosecutor would have to bring additional evidence that the funds are stemming from criminal actions or are otherwise involved in criminal actions. Upon expiry of the period and absence of a new court order (which shall be served by the court this time only upon summoning the affected person to the hearings within which the issue is considered) all injunctions shall be terminated automatically (unless a separate new order as mentioned above is issued in which case the funds/amounts on the account will remain blocked),
- Limit the arrest of monetary funds on bank accounts of third persons in the same way as the arrests of money as “evidence” recommended above (arrest limited to 10 days, prosecutor needs to bring additional evidence, automatic termination of injunctions in absence of new court order).

Furthermore, part 2 of Article 172 of the Code for Criminal Proceeding shall be modified, as it deprives owners of monetary fund of opportunities to defend their legal positions, rights, freedoms and legitimate interests within criminal proceedings. Petition on arrest of monetary funds should be considered under obligatory participation of owners of these funds, with a single exception for provisional arrest for a very short period of time (say, not exceeding 10 calendar days) in case of extreme need, requiring a mandatory reconfirmation with participation of the affected person as suggested above.
Estimation of effect:

This reform would significantly contribute to reducing unnecessary risks to businesses related to stopping their activity due to investigations, which are often used as a means for extracting bribes. The reform would hence improve business activity and investment climate while reducing corruption risks.

T-4 Deleting the article on fictitious entrepreneurship in criminal code

Responsible institution:
Verkhovna Rada

Problem statement:
At present, Article 205 “Fictitious Entrepreneurship” of the Criminal Code of Ukraine fulfils neither a preventive, nor a compensatory function. “Fictitious Entrepreneurship” only covers the establishment or purchasing of sham companies, not their illegal activities (treated by other articles in the Criminal Code). The Article is mainly used for pressuring taxpayers by the tax authorities in disputes. The tax authority can use the article to create an "evidentiary basis" against a taxpayer, as any transaction of a company with another entity deemed to fall under Article 205 can lead to the former company losing the right for tax (VAT) credit or deduction of expenses.

Suggested reform measures:

We recommend deleting article 205 from the Criminal Code of Ukraine. This would not affect any real prosecution of fictitious or other illegitimate companies as such prosecution uses other articles anyway.

Estimation of effect:

Further reduction of unnecessary risks and “threat potential” of public authorities versus companies in corruption-related contexts.

T-5 Clarifying PIT treatment of foreign investment profits

Responsible institution:
Ministry of Finance

Problem statement:
The tax treatment in the Personal Income Tax (PIT) for investment incomes from sources of origin outside Ukraine of tax residents of Ukraine is currently subject to legal uncertainty. As the provisions in the Tax Code of Ukraine are not clear, it is unclear whether the taxable income in this case is constituted by revenues or profits (revenues minus costs of original investment) for investment incomes from sources outside Ukraine. However, it is quite obvious that not all revenues but only the profits should be taxed as this is both standard in international practice and in analogue regulations for domestic investment incomes from within Ukraine.

Suggested reform measures:

We recommend two complementary measures:
Medium term solution: The Tax Code of Ukraine should be amended (see TN/03/2018 “Taxation of investment income with a source of origin outside Ukraine” of the German Advisory Group for concrete recommendations) in order to clarify the treatment of investment income from sources of origin outside Ukraine as an investment income, equal to domestic investment income.

Short term solution: The Ministry of Finance of Ukraine should approve a General Tax Advice on taxation of personal income with a source of origin outside Ukraine, which clarifies that such income should count as investment income under the PIT (see Chapter 8 of TN/03/2018 for a concrete suggestion on the explanatory note to be issued by MinFin. This explanatory note would only be a temporary solution and does not eliminate the need for appropriate changes to the Tax Code.

**Estimation of effect:**

Although this reform will technically lower PIT revenues (although not by much), it will constitute a fairer application of the PIT. Also, the reform will better incentivise tax honesty, reducing incentives to receive investment incomes into offshore accounts.
4. Sector-specific reform proposals

4.1 Reform proposals in the financial sector

In the financial sector, we have identified the following reform proposals:

Table 3. Overview of reform proposals in the financial sector

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
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<tbody>
<tr>
<td>F-1</td>
<td>Strengthen creditor rights protection</td>
</tr>
<tr>
<td>F-2</td>
<td>Ensure fair competition between state and private banks</td>
</tr>
<tr>
<td>F-3</td>
<td>Improve the regulatory framework for financial markets</td>
</tr>
<tr>
<td>F-4</td>
<td>Enhance consumer protection in financial services</td>
</tr>
</tbody>
</table>

**F-1: Strengthen creditor rights protection**

**Responsible government institution:** Verkhovna Rada

**Problem statement:**

New lending by banks, which is vital for the economic recovery of Ukraine, is held back by weak protection of creditors’ rights, despite recent legal progress (adoption of draft law “On amendments to certain legislative acts of Ukraine regarding restoration of lending”, #6027-d).

**Suggested reform measures:**

Adopt the “Draft code of Ukraine on bankruptcy procedures” (#8060) in the final reading. The draft code passed the first reading on 20 March 2018 and substitutes draft law #3132-d.

**Estimation of effect:**

The result of this reform will be an acceleration of banking lending to corporates, which will boost GDP growth.

**F-2: Ensure fair competition between state and private banks**

**Responsible government institution:** Verkhovna Rada

**Problem statement:**

The banking sector has undergone a significant transformation during the last years. As one result of these developments, a small number of state-owned banks make up more than 50% of the market. In order to ensure fair competition between private and state-owned banks in the future, the commercial orientation of state-owned banks needs to be strengthened. The recent adoption of draft law “On amendments to certain legislative acts of Ukraine on improving the functioning of the financial sector in Ukraine” (#8331-d) that introduces changes in the corporate governance
framework is a very important step in the right direction, which needs to be followed by further actions.

**Suggested reform measures:**

One concrete example that shows existing differences in the treatment of private and state banks is the blanket deposit guarantee provided to Oschadbank. The bank, which is the second largest bank in Ukraine, does not participate in the Deposit Guarantee Fund (DGF), which puts it in a special competitive position as compared to the rest of the market. An abolishment of this special treatment would be an important step in the right direction.

**Estimation of effect:**

A level playing field between private and state-owned banks will increase the efficiency of financial intermediation in the country, and positively impact financial and economic stability. It will also reduce incentives for corruption.

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**F-3: Improve the regulatory framework for financial markets**

**Responsible government institution:**

Verkhovna Rada

**Problem statement:**

Financial markets in Ukraine are underdeveloped, which places a high burden on the banking sector as the main provider of finance. One reason for this underdevelopment are weaknesses in the regulation of the financial sector.

**Suggested reform measures:**

Adopt the draft law "On amendments to some legislative acts of Ukraine regarding the consolidation of the functions of state regulation of financial services markets" (#2413a) in the final reading. The draft law was adopted in the first reading on 7 July 2016. The draft law provides for the redistribution of functions performed by the National Commission for the Regulation of Financial Services Markets between the NBU and the National Securities and Stock Market Commission (NSSMC) (“split law”).

Adopt the draft law "On amendments to certain legislative acts of Ukraine to protect investors against abuse in the Capital Markets" (#6303-d). The draft law is instrumental in ensuring the independence of the NSSMC.

**Estimation of effect:**

This reform will contribute to greater transparency of financial market regulation and help streamline regulatory efforts. Regulatory reform will give a stimulus for financial market development, which will contribute to a growing and more diversified financial sector. Ultimately, the real economy will benefit.

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**F-4: Enhance consumer protection in financial services**

**Responsible government institution:**

Verkhovna Rada

**Problem statement:**

Currently, there are certain gaps and inconsistencies in laws and regulations on consumer rights protection in the sphere of financial services. What is needed is equal requirements for banks and
non-banking financial institutions as to advertising of financial services and disclosure of information about the operational terms and procedures.

**Suggested reform measures:**
Adoption of draft law “On amending certain laws of Ukraine regarding the improvement of financial services consumer protection” (#2456-d) in the final reading.

**Estimation of effect:**
Adoption of this law would provide a legal framework to regulate relations between individuals and financial institutions in accordance with best EU practices. As a result, financial institutions will be liable for failing to timely provide financial services consumers with information about the terms for the provision of financial services as mandated by the applicable law.
4.2 Reform proposals in the construction and energy efficiency sector

In the construction and energy efficiency sector, we have identified the following six reform proposals:

Table 4. Overview of reform proposals in the construction and energy efficiency sector

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
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<tbody>
<tr>
<td>C-1</td>
<td>Harmonisation with EU standards and improvement of quality control mechanisms</td>
</tr>
<tr>
<td>C-2</td>
<td>Liberalisation of the energy metering market</td>
</tr>
<tr>
<td>C-3</td>
<td>Improving energy connection of companies</td>
</tr>
<tr>
<td>C-4</td>
<td>Competitive pricing mechanisms for renewable energy</td>
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<td>C-5</td>
<td>Implementation of the Energy Ombudsman Institution</td>
</tr>
<tr>
<td>C-6</td>
<td>Compensation for private investments in port infrastructure</td>
</tr>
</tbody>
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C-1: Harmonisation with EU standards and improvement of quality control mechanisms

Responsible government institution:
Ministry of Regional Development, Construction, and Communal Living

Problem statement:
The construction industry in Ukraine is still working mainly in accordance with older national standards and largely without quality control and market supervision. Tender procedures in public procurement are ineffective and often won by dishonest companies with manipulated budget estimates or by using substandard construction materials. High-quality construction companies in general face difficulties in competing with dishonest low-quality companies in public and private contracts. All of this leads to a relatively poor quality of construction and less than the achievable improvement in the infrastructure of Ukraine. Under the EU Association Agreement, European norms (Eurocodes) for construction will have to be transposed into Ukrainian law by 2020. Implementation has not progressed far to date.

Suggested reform measures:
Steps should be taken up both to accelerate the harmonisation process with EU construction norms as well as improving the quality control of the construction sector.

Firstly, to speed up standards harmonisation, an action plan on implementing new construction norms harmonised with the EU should be drawn up and international/EU technical assistance should be sought in developing suitable new norms for Ukraine, as harmonisation goes significantly beyond copy-paste work and a good balance, appropriate for the situation of the country, between construction quality and affordability should be struck. In this context, a national sectors classificatory system of construction works should be developed.

Secondly, the quality control system in the construction sector should be improved. This will require setting enforceable quality standards for works and services in construction and establishing proper control by institutions of construction companies’ compliance with regulatory requirements, also through improving and better monitoring of certification institutions. A differentiated sanctions system for infringements should be established along with implementing a mechanism of recall for
construction materials that do not meet quality requirements. In addition, mandatory procedures facilitating the identification of such products should be implemented.

Thirdly, public tender processes should contain prequalification requirements for participating companies. When drawing up tenders, a comprehensive approach to project cost accounting should be taken by using professional consulting in order to balance short-run construction cost savings with long-run savings in operational costs through higher-quality construction (e.g. by using quality certified materials and systems certified by European standards).

**Estimation of effect:**

The reform will lead to improvements in buildings and infrastructure quality, benefiting the economy and population as a whole. A more level playing field will unlock investments and activity from higher-quality construction companies that not only provide better work but also use more highly qualified and paid employees. While higher standards may result in higher construction costs in the short run, there will be long run savings from reduced renovation and operation of facilities built with higher quality.

### C-2: Liberalisation of the energy metering market

**Responsible government institution:**

Verkhovna Rada, Ministry of Energy

**Problem statement:**

While Ukraine still suffers from very low energy efficiency especially of buildings, deficits in regulation of energy provision fail to provide incentives for investments in energy efficiency. The energy measuring market is not properly regulated at present, especially with regard to the unbundling of energy provision and measuring. Large energy providers, especially for Soviet-era multi-storey residential blocks have no incentive to install equipment in order to measure the energy use by individual apartments. Without individual metering and payment, individual owners of apartments have no financial incentive to invest in expensive, but very necessary construction-related improvements of energy efficiency of their apartments and buildings.

**Suggested reform measures:**

The energy measuring market, especially for heat energy, should be properly liberalised. The operation by individual companies of measuring/metering (installation, operation of metering equipment and -services for consumers as well as maintenance of the equipment) should be properly regulated. Energy providers should be required to provide individual invoices to consumers who have installed calibrated metering equipment and to accept and, if necessary, calibrate the metering equipment operated by third companies within clearly defined, short timespans following installation.

In addition, the government should provide technical advice and legal assistance for the modernisation of heating systems of existing multi-storey buildings in order to facilitate the decentralisation at apartment level of regulation of heat provision and measuring heat energy consumption.

**Estimation of effect:**

Individual measurement and regulation of energy consumption in multi-storey buildings will both facilitate immediate reductions in energy consumption as well as unlocking significant investments into energy-efficiency related measures. Hence, this reform is likely to lead to both reductions in energy expenditures of households as well as to higher activity in the construction sector.
C-3: Improving energy connection of companies

Responsible government institution:
Verkhovna Rada, Ministry of Energy

Problem statement:
Getting electricity is a real problem for companies in Ukraine, reflected by Ukraine being on only rank 128 of the “getting electricity” indicator of the 2018 Doing Business index. The main problem is that energy suppliers take very long time to build connections to companies, often in connection with corruption issues. According to the Doing Business data, it takes 281 days to establish an electricity connection in Ukraine, compared to 79 days in OECD high income countries.

Suggested reform measures:
Electricity suppliers should be given reasonable and thoroughly enforced maximum timespans for establishing a functioning and operational electricity connection of companies who apply. If no operational connection exists after the deadline, the electricity suppliers should be liable to pay damages to the client. Furthermore, maps with networks (and substations) should be publicised in order to provide more transparency regarding the difficulty of connecting new locations with the existing networks.

Estimation of effect:
As difficulties in establishing an operational electricity supply are a strong disincentive to invest especially in the manufacturing sector, resolving this problem can be expected to strongly contribute to improving the investment climate, especially by new companies in the industrial sector of Ukraine. Also, Ukraine would significantly improve its position in the “getting electricity” component and overall “Doing Business” ranking, signalling progress to potential investors.

C-4: Competitive pricing mechanisms for renewable energy

Responsible government institution:
Verkhovna Rada

Problem statement:
Ukraine is currently contemplating changes to its system for supporting renewable electricity generation. At the moment, the existing green tariff system has not been able to facilitate significant investments in green energy by a wider number of companies. Risks with regard to costs and delays in establishing network connection are further holding back investors. In the current draft law, obligations of energy producers to produce energy according a pre-agreed daily schedule or pay fines would provide a further disincentive for investments in fluctuating renewable energy sources such as solar or wind power.

Suggested reform measures:
In order to ensure manageable costs and risks of network connection, a freely accessible network map should be created along with similar obligations of network providing companies to connect new producers as suggested for clients in proposal C-3.

The new support system for renewables should not contain fines for deviations from a production schedule of fluctuating energy sources. Instead, an auction system should be established for larger projects (above a threshold between 2 and 10 MW, possibly differentiated by type) in which companies bid downwards on the feed-in tariff they receive. If better control over the regularity of supply is desired by the state, auctions can be for specific (and perhaps already network-connected
or with advanced planning to that end) sites. For smaller projects, a pre-set feed-in tariff should be used.

**Estimation of effect:**

This would lead to unlocking more investment by multiple companies in renewable power production whilst keeping the cost of the system limited. Additional electricity supplies can also reduce the ability of incumbent producers to increase prices when the deregulated market is opened. Furthermore, Ukraine would benefit from a long-run reduction of the CO2 intensity of power generation by starting to switch more to renewable energy sources.

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### C-5: Implementation of the Energy Ombudsman Institution

**Responsible government institution:**

Verkhovna Rada

**Problem statement:**

No real arbitration structure exists at the moment for the complaints of household or company clients against powerful, locally monopolistic energy providers.

**Suggested reform measures:**

Establishing an “Energy Ombudsman” institution with sufficient staff (e.g. around 50 staff for Kiev alone) who can help customers by providing legal advice, customer representation against energy providers along with offering arbitration in conflicts with producers and feeding back needs for reform to the policy level.

**Estimation of effect:**

Strengthening consumer protection in energy will help reduce energy costs and lead to more investments in energy-efficiency related issues as more accurate invoicing and payments will make consumers notice the benefits of higher energy efficiency.

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### C-6: Compensation for private investments in port infrastructure

**Responsible government institution:**

Cabinet of Ministers, Ministry of Infrastructure

**Problem statement:**

The infrastructure of Ukraine with regard to seaports is relatively deficient and in order to strengthen exports by sea, new terminals, roads and support infrastructures should be built. There is currently no procedure for compensating investors who create new and update existing strategic objects of port infrastructure (hence filling gaps in infrastructure provision by the state). The Law “On Sea Ports” provides for such a procedure in principle, but no procedure has been drawn up. This results in a lack of interest by private investors to realize projects that require or contain the improvement of seaport infrastructure objects and hence holds back investment and exports.

**Suggested reform measures:**

The Cabinet of Ministers of Ukraine should approve the procedure for compensation of private investments made into strategic objects of port infrastructure as soon as possible, providing for a transparent mechanism for compensation and balance of interests of both the state and private investors. The last version of the draft of such procedure was published on the web-site of the Ministry of Infrastructure [https://mtu.gov.ua/projects/160/](https://mtu.gov.ua/projects/160/). We support this draft law as it takes into account the most relevant interests of the business.
Estimation of effect:
In the first step, the reform will lead to increased investments into domestic sea ports, an improved state of the port infrastructure and the increased competitiveness of Ukrainian ports. In a second step, this will help unlock further investments, e.g. in export-oriented production that requires more and better port capacity.
4.3 Reform proposals in the agri-food sector

In the agri-food sector, we have identified the following five reform proposals:

Table 5. Overview of reform proposals in the agri-food sector

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-1</td>
<td>Reform of the land market</td>
</tr>
<tr>
<td>A-2</td>
<td>Building up a registry for genetically modified plants and feedstuff</td>
</tr>
<tr>
<td>A-3</td>
<td>Treatment of new crop protection products</td>
</tr>
<tr>
<td>A-4</td>
<td>New mechanism for destruction and removal of obsolete pesticides</td>
</tr>
<tr>
<td>A-5</td>
<td>Accession to the OECD schemes for oilseeds and sugar beet</td>
</tr>
</tbody>
</table>

A-1: Reform of the land market

Responsible government institution:
Ministry of Justice, Ministry of Agrarian Policy and Food, Verkhovna Rada

Problem statement:
The moratorium on certain agricultural land sales is a significant burden for the competitiveness of the agricultural sector. Management of a vast number of rental agreements has significant transaction costs for companies. It favours local incumbents with long experience in this matter at the expense of new market entrants, who may however have more expertise in actual production. Inability to use land as collateral for credit further limits investments into capital by agricultural companies.

Suggested reform measures:
Development and adoption of the Law on Land Market and abolition of the moratorium. As the agricultural sector is of utmost importance to the Ukrainian economy it is suggested to carefully consider the interest of the land lessees. Lessees’ rights must be protected with a pre-emptive right with respect to acquisition of the ownership title. If they choose not to acquire ownership title, they should be entitled to keep their leasehold and also be given pre-emptive rights regarding neighbouring land plots, encircled land plots, access rights and other.

Estimation of effect:
This should unlock large investments in the agricultural sector of Ukraine, leading to considerable increases in the agricultural sector’s productivity. The ability to use land as collateral for credit in future should prevent the cost of land purchases from “crowding out” investment expenditures of the new land owners.

A-2: Building up a registry for genetically modified plants and feedstuff

Responsible government institution:
Ministry of Agrarian Policy and Food, Ministry of Ecology and Natural Resources
Problem statement:
Although required by Art. 14 of the Law of Ukraine “On the national system of biosecurity in the process of producing, conducting trials, handling and utilization of genetically modified organisms”, there is currently no registry for plants and feedstuff produced on the basis of genetically modified organisms (GMO). At the same time, without this registry, there is no legal basis on which to check whether GMO plants and feedstuffs are legal to be used in Ukraine. GMO controls have not been suspended in the context of widespread moratoria on state controls due to the importance of food safety.

Suggested reform measures:
Assign personnel, secure a budget and issue respective order of the Ministry of Agrarian Policy and Food of Ukraine to implement provision of Art. 14 of the Law of Ukraine “On the national system of biosecurity in the process of producing, conducting trials, handling and utilization of genetically modified organisms” and create a registry of permitted GMO plants and feedstuff as soon as possible. This registry should be developed together with EU or other international partners, incorporating their research and experience on the costs, benefits and safety of using different kinds of GMO plants.

Estimation of effect:
The registry would permit using high yield genetically engineered (hybrid) classes of plants in Ukraine that internationally dominate in crop industry and feedstuff production. Hence, the productivity of the agricultural sector along with its exports would be strengthened.

A-3: Treatment of new crop protection products

Responsible government institution:
Ministry of Ecology and Natural Resources, Verkhovna Rada

Problem statement:
There currently is a legislative bottleneck for using innovations in crop protection. In line with the Law of Ukraine “On Pesticides and Agrochemicals”, while importing samples of unregistered pesticides into Ukraine for the purposes of state trials and research, importers must submit a confirmation of such product’s registration in the country of manufacture. This is difficult to comply with, as products are developed for specific markets. While a new pesticide may be developed for Ukraine, there is no reason to undergo a costly further registration procedure in its country of manufacture. This situation is blocking access to innovations and forces agricultural producers in Ukraine to use older products, decreasing their competitiveness. In 2018, the leading R&D companies reduced their investments into R&D in Ukraine by 60%.

Suggested reform measures:
We recommend speedy adoption of Draft Law No. 6606 dated 21.06.2017, which is aimed at removing the effective requirement to provide a confirmation of product’s registration in the country of manufacture while importing samples of unregistered CPP for the purposes of state trials and research. It should be stressed that this is in line with the practice in other countries in the EU or the USA and refers only to samples for the purpose of research and testing by official agencies and laboratories in Ukraine and does by no means allow large-scale imports of unregistered products.

Estimation of effect:
This measure will allow new pesticides to be used in Ukraine (after trials and registration in Ukraine, where labs and procedures exists that will take into account all necessary that consumer and environmental protection concerns). This will contribute to raising the productivity and competitiveness of the agricultural sector of Ukraine.
**A-4: New mechanism for destruction and removal of obsolete pesticides**

**Responsible government institution:**
Ministry of Ecology and Natural Resources, Cabinet of Ministers

**Problem statement:**
Over the last decades, a significant amount of expired or obsolete pesticides have accumulated in Ukraine that should and must be disposed of according to the law. However, no working facilities that can handle the safe disposal in line with the required technical and ecological standards exist in Ukraine, but transport to international disposal sites is currently not permitted. Companies that hold expired or obsolete pesticides at their sites cannot comply with legal requirements as not enough permitted storage and no disposal facilities exist or operate at the moment. The obsolete pesticides from the Soviet era are very often stored in an uncontrolled manner across the country.

**Suggested reform measures:**
Ukraine should adopt the proposed amendment to resolution #1120 on transboundary movement of hazardous waste. This will permit the transboundary movement of obsolete pesticides by licensed operators for proper and regulated disposal at specialized factories abroad. The Basel convention on the same issue permits this movement, even if there are local facilities available.

**Estimation of effect:**
Reduction of compliance risks for companies, better environmental protection.

**A-5: Accession to the OECD schemes for oilseeds and sugar beet**

**Responsible government institution:**
Verkhovna Rada, Ministry of Agrarian Policy and Food

**Problem statement:**
Ukraine has not yet fully acceded to the OECD scheme for crucifer seed and other oil or fibre species and the OECD scheme for sugar beet and fodder beet seeds. OECD admitted Ukraine to these schemes in 2014 and 2018, respectively, but the schemes have not been implemented as national legislation yet. The draft law is being developed by the Ministry of Agrarian Policy and Food of Ukraine and will need to be adopted by the Parliament. The process started about 4 years ago and has not been accomplished yet.

**Suggested reform measures:**
A draft law on Ukraine's accession to the OECD scheme for crucifer seed and other oil or fibre species and the OECD scheme for sugar beet and fodder beet seeds should be developed by the Ministry of Agrarian Policy and Food of Ukraine and adopted by parliament.

**Estimation of effect:**
Implementation of the above schemes into local legislation will improve Ukrainian seed certification procedures and enable local seed producers to export seeds with internationally recognized certificates.
4.4 Reform proposals in the logistics and transport sector

In the logistics and transport sector, we have identified the following three reform proposals:

Table 6. Overview of reform proposals in the logistics and transport sector

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>LT-1</td>
<td>Negotiate an increase transportation permits for trucks going into the EU</td>
</tr>
<tr>
<td>LT-2</td>
<td>Simplification of documentation requirements for transport and tax</td>
</tr>
<tr>
<td>LT-3</td>
<td>Acceptance of EU invoice prices</td>
</tr>
<tr>
<td>LT-4</td>
<td>Improvement of system of penalties for overweight vehicles</td>
</tr>
</tbody>
</table>

LT-1: Negotiate an increase transportation permits for trucks going into the EU

Responsible government institution:
Ministry of Infrastructure, Ministry of Economic Development and Trade

Problem statement:
In order to operate in foreign countries, trucks must have transport permits (or ECMT-books) issued by the respective country. Transport permits are usually negotiated quid-pro-quo between governments. There is a lack of transparency of the available total/remaining number as well the fear of an inadequate total number of transport permits in this year especially for Poland, vital for Ukraine’s EU exports. Companies cannot see in advance whether sufficient permits remain as these are formally given out on the border. A shortage of transport permits for Poland would be a significant constraint on Ukraine’s EU exports that mainly transit through Poland.

Suggested reform measures:
Firstly, it should be analysed and forecasted if sufficient transport permits have been negotiated with the government of Poland. If necessary, additional permits should be negotiated quickly.

Secondly, a transparent and rule-based system for monitoring and distribution of transport permissions and ECMT-books should be put in place, allowing companies to monitor electronically the amount of remaining permits and allowing the government to anticipate shortages early enough to arrange for additional permits with other governments before shortages hit.

Estimation of effect:
Preventing actual shortages is of great importance, as otherwise this could constitute a binding constraint on Ukraine’s important road exports, especially to EU countries. A more efficient and transparent monitoring and distribution system will reduce administration costs and risks of logistics companies and lead to lower trade costs for the economy of Ukraine.

LT-2: Simplification of documentation requirements for transport and tax

Responsible government institution:
State Fiscal Service, National Bank of Ukraine, Ministry of Justice
Problem statement:
We identify two documents stemming from Soviet times that are required by law for transport documentation and/or tax purposes without having a specific use:

- The “Act of Executed Works” or “Act or Acceptance” to be signed by the client of an operation is especially superfluous in the context of operations with EU countries, where no such document exists and payment of the invoice generally signifies that the required work has been completed.
- The “Bill of Loading” has no operational use. Companies should only be required to use modern CMR documentation.

The continued requirement to use these documents adds bureaucratic burden (especially in dealing with international client that do not know and understand these documents) and exposes companies to risks if the documentation is not complete whilst not serving any operational purpose on the side of the government.

Suggested reform measures:
Abolish the legal requirement relating to these documents.

Estimation of effect:
Small effect, but a reduction of administrative burden and improvement of business climate along with a reduction of (corruption) risks in case of incomplete documentation.

LT-3: Acceptance of EU invoice prices

Responsible government institution:
Ministry of Finance, State Fiscal Service

Problem statement:
Customs often do not accept the prices in invoices, if they have witnessed higher prices for similar goods in other instances, assuming that the importer wants to evade customs payment. In many instances, there is no customs fraud being undertaken but prices were in fact low due to large quantity purchases etc. Especially invoices from EU countries are generally reliable sources of price information and are accepted by customs in other countries. Disputes between companies and customs can be long and costly, with trucks being stopped for extended periods at the border and penalties being levied at companies.

Suggested reform measures:
Customs should be required to, as a general practice, accept prices stated on invoices from at least EU and comparable countries, where the informal economy size is small. Anti-fraud checks and mechanisms can and should be in effect in parallel, but should not be in conflict with the general practice as proposed.

Estimation of effect:
Less risk of inflated customs payments and quicker customs transit will reduce trade costs with EU and other applicable countries.

LT-4: Improvement of system of penalties for overweight vehicles

Responsible government institution:
Ministry of Infrastructure
Problem statement:
As no real penalties exist, frequent usage of heavily overweight vehicles especially in domestic shipments severely damages roads and is one important factor in explaining the overall poor state of roads in Ukraine. Even newly built roads can easily be damaged by grossly overweight vehicles.

Suggested reform measures:
Penalties for overweight vehicles should reflect whether the vehicle was just erroneously overloaded by a small amount or grossly overweight. A system should be put in place where the magnitude of the penalty rises with the infraction, either with constant penalty per tonne per wheel or with a two-tier system, with a first-stage low non-critical penalty for overweight up to 2 tonnes and a high penalty for overweight over 2 tonnes. In addition, the system of checks should be improved and expanded.

Estimation of effect:
If successful, this can lead to massive savings in road reconstruction and rehabilitation along with an improvement of road quality, benefiting all other individuals and companies by reducing travel times.
5. Generating quick wins: Recommendations for priority reform measures

We identify the following top ten priority measures:

Table 7: Top-ten reform recommendations for generating quick wins

<table>
<thead>
<tr>
<th>#</th>
<th>Number</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>C-3</td>
<td>Improving energy connection of companies</td>
</tr>
<tr>
<td>2</td>
<td>LT-1</td>
<td>Negotiate an increase of transportation permits for trucks going into the EU</td>
</tr>
<tr>
<td>3</td>
<td>L-2</td>
<td>Improved execution of court decisions for claims against the state</td>
</tr>
<tr>
<td>4</td>
<td>T-2</td>
<td>Eliminating penalties for late/no registration of tax invoices not provided to buyers</td>
</tr>
<tr>
<td>5</td>
<td>T-3</td>
<td>Limit arrests of money on bank/tax accounts in criminal proceedings</td>
</tr>
<tr>
<td>6</td>
<td>LT-3</td>
<td>Acceptance of EU invoice prices</td>
</tr>
<tr>
<td>7</td>
<td>LT-2</td>
<td>Simplification of documentation requirements for transport and tax</td>
</tr>
<tr>
<td>8</td>
<td>F-2</td>
<td>Ensure fair competition between state and private banks</td>
</tr>
<tr>
<td>9</td>
<td>A-3</td>
<td>Treatment of new crop protection products</td>
</tr>
<tr>
<td>10</td>
<td>T-1</td>
<td>Combatting fictitious private entrepreneurship</td>
</tr>
</tbody>
</table>

Effectively, we arrived at three categories:

1. The top two priorities are reforms/measures that are likely to have a very direct impact on business activity and investment in Ukraine.

   • Getting energy is of key importance for investors in order to be able to produce in Ukraine. The present state of getting electricity – 281 days until the energy connection is active – is likely to actively deter investors and resolving this issue could have a significant impact on real sector investment activity.

   • Negotiating an increase in the number of transportation permits for trucks entering the EU is of key importance for permitting an increase of goods exports to the EU at low mark-ups for transportation costs.

Both these measures are slightly more complex (especially resolving the energy issue) than the following measures, but are likely to have very strong and noticeable effects on investment and business activity.

The other recommended priorities are measures that are easier to implement and will still have clear benefits for the business and investment climate in Ukraine.
2. The second category of measures is aimed at removing unnecessary bureaucratic and administrative burdens (often coupled with corruption risks). These are:

- L-2: Improved execution of court decisions for claims against the state
- T-2: Eliminating penalties for late/no registration of tax invoices not provided to buyers
- T-3: Limit arrests of money on bank/tax accounts in criminal proceedings
- LT-3: Acceptance of EU invoice prices
- LT-2: Simplification of documentation requirements for transport and tax

Removal of unnecessary burden for companies is a continuous challenge for countries across the world but should of course be a top priority for Ukraine, eliminating remnants of an overregulated post-Soviet system and reducing the scope for corruption at the same time while freeing up the resources of companies to do business, generate growth and provide employment and income.

3. The final category of recommended priority measures are relatively easy-to-implement measures towards creating a level, competitive playing field not discriminating against new, foreign or private companies.

- F-2: Ensure fair competition between state and private banks
- A-3: Treatment of new crop protection products
- T-1: Combatting fictitious private entrepreneurship

These measures should be tackled by the government with the highest priority in the order presented here in order to generate relatively quick benefits for business activity, investment and hence economic growth in Ukraine. For most of the measures, draft laws or similar preparations of reform already exist; hence the reforms would benefit from solid preparation and are not exceedingly complex. This does however not imply that the proposals not listed under priority measures here should be neglected – indeed they should be promoted with significant energy. Some of those proposals will even have very large benefits if enacted (e.g. land market reform), but will take more time to solidly prepare and enact.