

BRDO ANNUAL REPORT

Who are we?

BRDO is a leading independent think tank with a team of over 100 experts in economics, law, public administration, sectoral regulation and defence policy. We help Ukraine become a European state with effective governance and a strong economy.

We are working to simplify and optimise regulation, develop digital solutions, harmonise Ukrainian legislation with European standards, and lay the groundwork for sustainable development.

Our main sectors are defence policy, agriculture, IT & Telecom and energy.

What do we do?

BRDO provides expert support to the Government of Ukraine in the implementation of medium- and long-term economic reforms aimed at improving the business environment in conditions of war and political instability.

2024 in numbers

7

digital solutions were implemented to increase the transparency of public services and reduce administrative barriers.

28

outdated regulations were cancelled to reduce bureaucratic pressure on business.

101

regulatory acts were developed to implement European standards and create favourable conditions for economic development, 30 of which were adopted by the Parliament and the Cabinet of Ministers.

6

analytical studies were conducted to assess market trends, business needs and the development of digital services.

BRDO's theory of change

Tools

policy analysis

legal drafting

communications

software development

Sectors

defence policy

agriculture

regulatory policy

IT & Telecom

energy

Effect



anticorruption



digitalisation



deregulation



eurointegration



recovery



Oleksii Dorogan

CEO of BRDO



[@Oleksii Dorogan](#)



[@o.dorohan](#)

“Ukraine is changing, especially in wartime – adapting to challenges, introducing new technologies, optimising processes where speed and efficiency are crucial. Changes are taking place in all sectors, from defence to the economy, and BRDO is actively involved in driving these transformations.

In 2024, our team worked on digital solutions for the defence sector, simplifying regulatory procedures for businesses and removing bureaucratic barriers in critical areas. We helped implement changes that increase the country's resilience and create conditions for development even in times of war.

Together with the government and international partners, BRDO is developing solutions that strengthen Ukraine today and lay the foundation for a rapid recovery after the victory”

Management team



Yana Horiunova

Deputy CEO,
Chief Information Officer



Juliia Blokhina

The lead of Strategic Development &
Partnerships



Svitlana Remenets

Financial Director



Oleksii Voloshyn

Advisor



Taras Yemchura

Defence Policy Sector Head



Ihor Samokhodskyi

IT&Telecom Sector Head



Hanna Bashniak

Regulatory Policy Sector Head



Iryna Gruzinska

Agriculture Sector Head



Anton Zorkin

Energy Sector Head



Anna Nebeska

Communications Sector Head

In this report you will find the following symbols that describe our work:

Sectors



Agriculture



Energy



IT & Telecom



Regulatory policy



Defence policy

Stakeholders



Ukrainian citizens



The Defence Forces of Ukraine (DFU)



Taxpayers



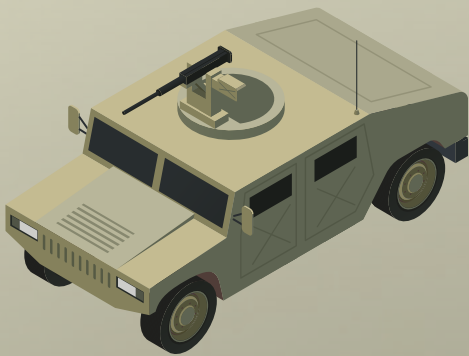
Business

Status of reforms

- 1 problem analysis
- 2 development of draft legislation
- 3 advocacy
- 4 implementation

DEFENCE

We are helping the Defence Forces of Ukraine



BRDO, together with the Ministry of Defence of Ukraine, is laying the foundation for a modern digital infrastructure that allows our military to act faster, more efficiently and stay one step ahead of challenges. In 2024, we implemented a number of important digital solutions for the defence sector.

Army+ and Reserve+ applications have transformed complex bureaucratic processes into user-friendly digital services.

- **Army+ allows the military to file reports, change their duty station, and receive rewards for destroyed equipment.**
- **Reserve+ automates accounting, deferment and recruitment applications for persons liable for military service.**

The launch of the Unified State Register of Servicemen was an important step in the digitalisation of the defence sector. This register combines data on defenders and forms the basis of a modern ecosystem of services focused on the needs of the servicemen. The unique Military ID identifier ensures data depersonalisation, secure exchange between registers and reliable protection of sensitive information.

1500+
military
units

have implemented **Army+**, providing quick access to services for every soldier.

3,7 million
citizens

have registered in **Reserve+**, using the platform for reservations, recruitment and deferment.



Our reforms:

Army+: app development, changing duty stations, reward for destroyed equipment

Reserve+: app development, payment of fines, smart contracts, deferments

Register of servicemen

eCustomer queue for TCCs

Electronic referral for military medical examination

Digital military card

Portal of services in the national security and defence sector

Introduction of CDTO in the Armed Forces of Ukraine

State Enterprise "Digital Army"

Cyber incident response team

Electronic registration of conscripts

We are improving processes in defence

BRDO creates conditions where technology, professionalism and international cooperation work to strengthen Ukraine's defence. We are laying the groundwork for the development of the defence sector by promoting modernisation and attracting professionals.

The Coalition of Drones is a platform for international cooperation that brings together 17 countries to support Ukraine. BRDO has developed a model for involving Ukrainian manufacturers in the production of FPV drones, which allowed domestic producers to participate in international tenders for the first time.

We also contributed to changes in the rules of appointment in the Armed Forces. Our analytical and regulatory support simplified the process of becoming an officer for professionals from the civilian sector. Servicemen with higher education and management experience can now be promoted to officer ranks more quickly without lengthy training courses or a mandatory contract. This solution provides an opportunity to attract qualified professionals to key positions, strengthening the army's command potential.

Ukraine has received combat drones worth of

EUR 1.8
billion

Two tenders held for Ukraine to receive

30,000
FPV drones

as part of the **Coalition of Drones**.

Our reforms:

Coalition of Drones

Write-off of military property

Postal military summonses

Qualification appointment in the Armed Forces of Ukraine without regard to military rank

DEREGULATION

We are simplifying
business activities
due to deregulation



Businesses should operate under transparent rules and not waste time on bureaucracy. That is why BRDO joined the Interagency **Working Group on Deregulation (IWG)** along with other independent think tanks from the very beginning. We help eliminate outdated regulations, digitise public services and reduce administrative pressure on entrepreneurs.

In 2024, the IWG reviewed state regulation in healthcare, culture, employment, foreign economic activity, construction and other key sectors. BRDO provided expert support for the reform, prepared analytics, participated in IWG meetings and expert groups, and contributed to the development of regulations that simplify business and remove unnecessary barriers.

The deregulation reform website [**deregulation.me.gov.ua**](https://deregulation.me.gov.ua) launched the Deregulation Dashboard, an online tool for tracking the results of the reform and assessing the effectiveness of changes, which BRDO helped to develop.

Regulatory simplification also applies to specialised markets. We have facilitated the reform of **the industrial hemp market**, which allowed to remove the crop from excessive control, and initiated changes in the beekeeping sector that provide effective mechanisms for compensation of losses to beekeepers.

We are changing our approach to **business inspections** from a punitive to a preventive one. The draft law developed with the participation of BRDO reduces administrative pressure, shortens the number of inspections for low-risk businesses and introduces liability for officials for misconduct.

Our goal is to create a clear and fair regulatory environment in which businesses can grow steadily and the government supports entrepreneurship.

Businesses will save

**Preliminary predicted effect of deregulation was calculated by BRDO experts for the markets considered at the IWG meetings

UAH 21,3 billion*

thanks to the implementation of the decisions of the IWG.

State Property Management: UAH 2.2 million

Ministry of Strategic Industries and Space sphere: UAH 1.1 million

Ministry of Justice sphere: UAH 2.6 million

Ministry of Internal Affairs sphere: UAH 286 million

Ministry of Economy sphere: UAH 1386.5 million

Culture (MCIP + State Film Agency): UAH 530.5 million

Financial market: UAH 279 million

Healthcare: UAH 1456.7 million

Agricultural market: UAH 14010.8 million

Sanitary norms and rules: UAH 1981.3 million

Construction market: UAH 268.5 million

Environmental protection: UAH 477.0 million

Education (MES): UAH 356.2 million

NBU sphere: UAH 56.2 million

Energy market: UAH 32.7 million

Transport: UAH 175.3 million

IT and Telecom Market: UAH 5 million

Ministry of Youth and Sports sphere: UAH 13 million

Our reforms:

Deregulation reform and activities of the IWG

Reform of the industrial hemp market

Reform of the beekeeping market

DIGITALISATION

We are working on digitalisation



BRDO creates innovative digital solutions that simplify the cooperation of businesses and citizens with the state. We reduce bureaucratic procedures, make services more accessible, and implement transparent electronic registers that make public services faster and more convenient.

2024 was the year of the launch of **ePermit**, an electronic system that simplifies the process of obtaining permits. It allows submitting applications online, reduces the list of required documents and shortens the time for their consideration.

We continue to develop electronic registers that ensure centralised accounting and efficient data management. Key projects include the **Unified State Register of Pets**, which provides an official basis for registering and monitoring animal vaccinations.

A business analysis and re-engineering of ecological services was also carried out to modernise the **EcoSystem**, an online platform for environmental protection that provides public ecological services to businesses.

We improved **AICOM** (Automated Information Complex of Educational Management), which reduces the bureaucratic burden on educational institutions.

The implementation of **RMIS**, a unified electronic risk management system in the field of state supervision, automates data collection and analysis, makes inspections more reasonable and transparent, and increases the effectiveness of state control. BRDO is also working on digital solutions for the State Service of Ukraine on Food Safety and Consumer Protection and the tourism industry.

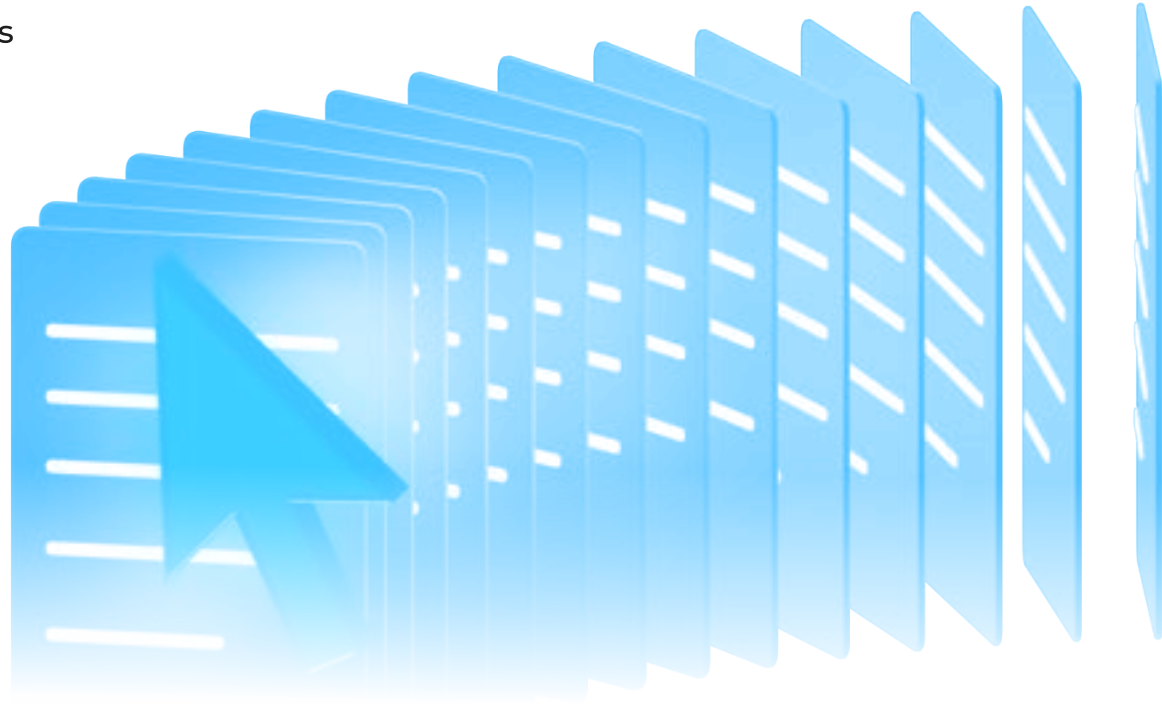
We support the development of **GovTech** and act as a strategic partner of **the GovTech Alliance**, which brings together leading IT companies to create modern public services. In addition, our team conducted a study on the digitalisation of notaries, which will form the basis for the introduction of remote notary services in Ukraine.

BRDO is also working on a draft law on artificial intelligence that will lay down the legal framework for its development and implementation in Ukraine.

More than 750 declarations of material and technical base*

*A declaration of material and technical base is a document that confirms the compliance of a company's material and technical base with the requirements of the labour protection legislation

were registered in the ePermit system in the first 4 months of operation.



Our reforms:

ePermit

Register of pets

eNotary

Digitalisation of licensing procedures for unregistered pesticides and agrochemicals

Register of operators of controlled substances

Simplification of connection to engineering networks

Debureaucratisation of education management

Electronic risk management system

Reform of the SSUFSCP

Reform of the tourism industry

Updating the informatisation programme and standardisation of digital systems

We are promoting European integration



Ukraine's approximation to the EU requires the adaptation of key economic and regulatory sectors to European standards. BRDO is actively involved in this process by developing analytical documents and supporting legislative initiatives.

We are working on harmonisation of **the telecom market and precursor chemicals regulation** with European standards. Also, we focus on **the development of the semiconductor industry** in Ukraine, developing recommendations to stimulate chip production and integration with the European market.

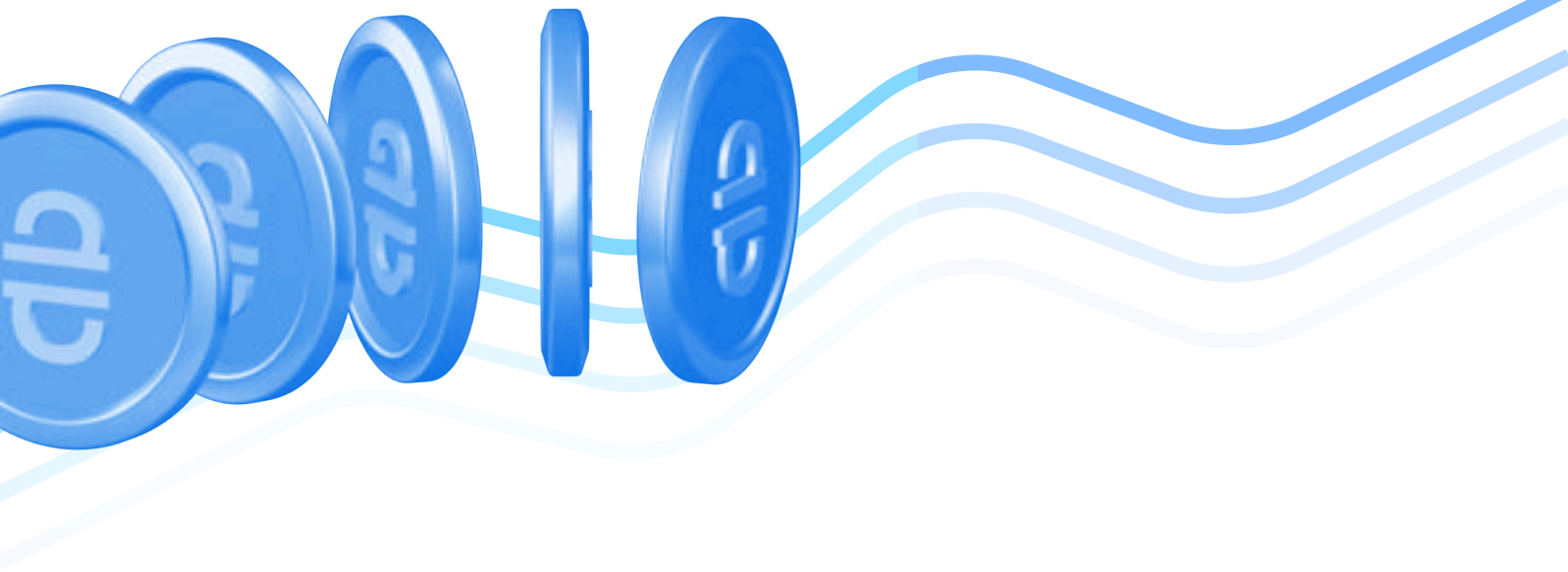
One of our important initiatives is to **support the decriminalisation of consensual adult pornography**. BRDO, in cooperation with other NGOs, worked on a draft law that would decriminalise the creation and distribution of consensual adult pornographic content, while retaining liability for violations related to child pornography or coercive activities.

In addition, we are working on adapting **critical infrastructure** legislation to the EU standards, developing recommendations for harmonising Ukrainian regulations with European directives to improve the resilience and security of key infrastructure facilities.

UAH 509 million*

*BRDO's estimate is based on data from open sources and adult content market participants.

of additional revenues to Ukraine's budget can be generated by decriminalising pornography



Our reforms:

European standards for the telecom market

Decriminalisation of pornography

Regulation of the precursor market

Adapting critical infrastructure legislation to the EU standards

Development of the semiconductor industry

RECOVERY

We are joining the recovery of Ukraine



Ukraine's recovery process requires a comprehensive approach focused on sustainable development, economic stability and modernisation. BRDO is actively engaged in these efforts through strategic initiatives that contribute to the country's recovery.

In partnership with the **Ukraine Support Team (UST)**, we have developed economic modelling for the Borodianka community until 2030, which focuses on sustainable development and attracting investment in local businesses.

RISE Ukraine, co-founded by BRDO, promotes the principles of transparency and integrity in the reconstruction process. This year at the IACC Conference, we presented digital solutions to ensure effective monitoring of reconstruction.

We support the **SME Development Strategy until 2027**, which aims to improve access to finance, digital and innovative tools, and create new workplaces.

In the framework of the **SMURF** project, we help strengthen Ukraine's financial stability by ensuring compliance with international standards for combating financial crime.

BRDO also actively supports the implementation of the **DREAM** digital platform, which optimises the management of recovery projects and ensures transparency at every stage.

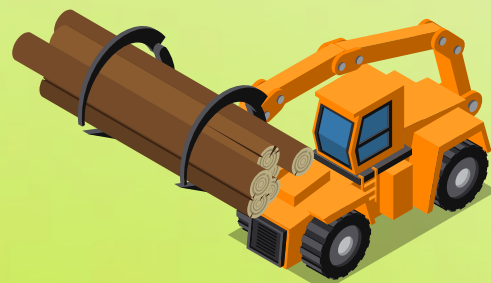
The level of unemployment in Ukraine can be reduced to

*Currently, the unemployment rate is 18.3%.

11%*

if the SME Strategy is implemented

We continue reforms in fisheries and forestry sectors



Transparency, user-friendly digital services and tools for the rational use of natural resources are the key changes that BRDO is implementing in the fisheries and forestry sectors.

In the fisheries sector, we are developing **the eFish system**, which allows businesses to receive all the necessary services online without unnecessary contacts with government agencies. GPS monitoring of fishing vessels was introduced, which prevents shadow fishing and ensures fair conditions for all market participants.

In the forestry sector, all logging tickets and certificates of origin were converted into electronic format, which minimises the risk of fraud. BRDO also started developing **the Unified State System of Electronic Timber Accounting 2.0**, which will ensure control over all stages of timber circulation – from harvesting to sale.

Our reforms contribute to the sustainable development of industries and bring Ukraine closer to European environmental standards.

Fishermen receive fishing permits

15 times faster

– instead of 30 days, it takes 2 days.

UAH 126.5 million

is saved annually due to the digitalisation of the forestry sector.

Our reforms:

eFish

eForest

OPEN DATA

We are developing the open data sector



BRDO continues to shape the culture of open data use in Ukraine and facilitates the opening of new datasets to the public. We strive to build a dialogue between government, business, civil society and academic community to make open data the basis for informed decision-making and innovation.

During the year, we developed **the Data+ communication** platform, which brings together stakeholders to advocate for open data and improve policy in this field.

Together with universities, we introduced **the Data Journalism course**, which aims to train a new generation of professionals capable of working with open data to create high-quality materials.

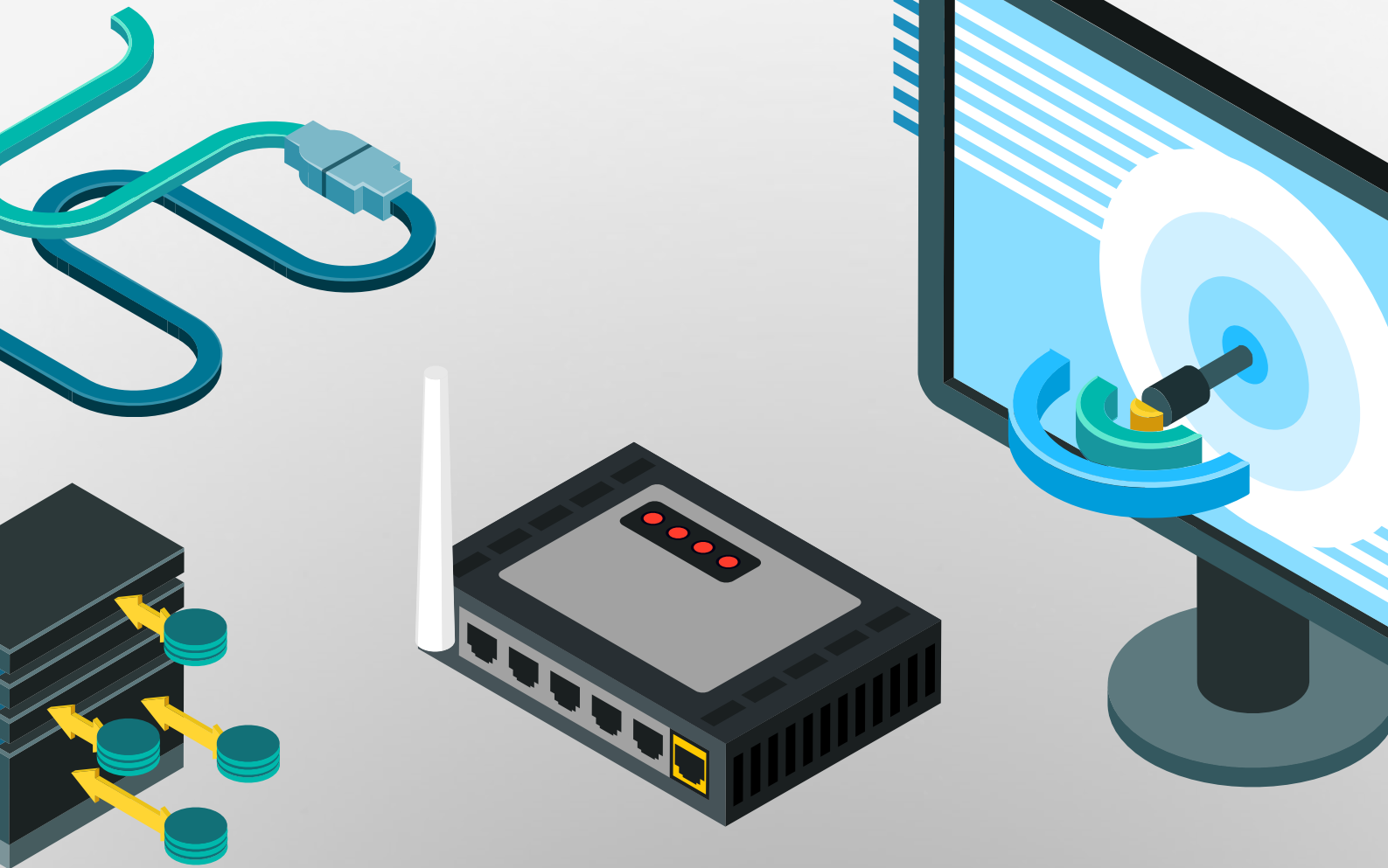
Our team conducted **information audits** for government agencies, researched the **needs** of open data users, and developed **proposals** to improve legislation in this area.

4 universities*

have implemented the Data Journalism course, which prepares students to work with open data and forms a new generation of specialists in this field.

*Ivan Franko National University of Lviv, National University "Zaporizhzhia Polytechnic", Ukrainian Catholic University and Lesya Ukrainka Volyn National University

We improve access to electronic communications



Access to the Internet and mobile communications are important factors for the development of modern society, and ensuring equal access to these services is key to the social and economic integration of all citizens.

We are working on **implementation of a tool** that will help the state to guarantee the financial accessibility of electronic communications services for those who cannot afford them, as well as to cover the territories where the Internet and e-communication are not available.

In addition, we support Internet service providers in the de-occupied territories within the international cooperation project **ReACT4UA** ("Utilization and Implementation of the Association Agreement between the EU and Ukraine in the field of trade"), financed by the German Government and implemented by the German federal company "Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH". BRDO is an implementing partner of this project. This project has improved the quality of communication and ensured the stability of infrastructure in the regions.

**EUR 637
thousand**

of grant assistance was granted to **63 Internet providers** to expand and restore networks.

Our reforms:

Providing universal services in the field of electronic communications

We are building
Ukraine of the future



BRDO implements reforms that promote the development of the technology sector, the integration of science into the economy and the efficient use of natural resources.

The **Digital Innovation Development Strategy WINWIN** aims to transform Ukraine into a global technology hub, support science parks and ensure the country's digital transformation by 2030. BRDO develops legislative changes that stimulate scientific and technological activities, expand the financial capabilities of science parks and facilitate the commercialisation of technologies.

In the field of **critical raw materials and subsoil use**, we are working on legislative solutions that strengthen Ukraine's role as a strategic partner of the EU in the extraction and processing of critical minerals, contributing to economic growth and integration into global markets.

We have prepared a concept for reforming education vouchers as part of the **Work in Ukraine** reform, which provides for the introduction of state grants for professional development. We create conditions for the development of an innovative economy and increase Ukraine's global competitiveness.

28 out of 34 UAH 500 million

critical minerals for the EU are found in Ukraine, strengthening our role as a strategic partner in the extraction and processing of raw materials.

– expected turnover of science parks in the perspective of up to 3 years, and within **3-5 years — UAH 1-1,5 billion***

*After the adoption of changes initiated by BRDO.



Our reforms:

Digital Innovation Development Strategy (WINWIN)

Science parks

Critical raw materials and subsoil use

Digitalisation of grants for career development

Overview of the reforms

Army+

What is changing?

A modern digital platform for military personnel is being introduced, providing quick access to services, documents and up-to-date information online. The application reduces bureaucracy, optimises the processes of interaction with the state and improves the conditions for performing military duties.

What did the BRDO team do in 2024?

Participated in the development of a set of legislative changes, including draft law No. 10062 on the digitalisation of the army, which provided for the creation of the Army+ app. The team also helped to support the launch of the app.

★ Anti-corruption

★ Digitalisation

★ Deregulation

Stakeholders

Sector

Reform status



Changing duty stations via Army+

What is changing?

Servicemen of the Armed Forces of Ukraine and the National Guard of Ukraine can change their military unit by submitting a report through the Army+ app. The process becomes faster and more transparent: the application is reviewed within 72 hours, subject to the approval of the new military unit. A strict list of grounds for refusal has been established, which minimises the risk of unreasonable decisions.

What did the BRDO team do in 2024?

Developed a draft resolution of the Cabinet of Ministers on the procedure for transfer within the Armed Forces, as well as supporting documents for the implementation of the reform.

★ Anti-corruption

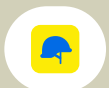
★ Digitalisation

★ Deregulation

Stakeholders

Sector

Reform status



Reward for the destruction of equipment

What is changing?

A digital algorithm is being developed that allows servicemen to quickly receive a reward for destroyed or captured enemy equipment. To do this, servicemen submit a report through the Army+ app, and the fact of destruction or capture of equipment is automatically verified using the Delta system.

What did the BRDO team do in 2024?

Prepared a draft resolution of the Cabinet of Ministers, which is currently undergoing internal approval by the Ministry of Defence.

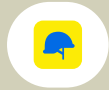
★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Reserve+

What is changing?

A modern digital platform for managing the military reserve is being introduced to ensure digitalisation of accounting, automation of mobilisation procedures and transparency of interaction between persons liable for military service, reservists, conscripts and the state. The app has made processes faster, more efficient and more user-friendly.

What did the BRDO team do in 2024?

Developed the technical specification for the app based on the requirements of the Ministry of Defence of Ukraine and secured funding for the development through the Ukrainian Defence Development Charity Fund – DefDev at KSE.

★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Payment of fines via Reserve+

What is changing?

Citizens who have violated the rules of military registration can voluntarily pay 50% of the fine through the Reserve+ application without unnecessary bureaucratic procedures.

What did the BRDO team do in 2024?

Prepared a draft law on amendments to the Code of Ukraine on Administrative Offenses regarding the voluntary payment of fines. The draft law has been registered and is under consideration by the Verkhovna Rada of Ukraine.

★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Smart contracts in Reserve+

What is changing?

The Reserve+ application provides functionality for concluding contracts for military service in electronic form. This mechanism simplifies the procedure and makes it more transparent and accessible.

What did the BRDO team do in 2024?

Conducted a legal analysis of the project and participated in the development of legal acts to implement the electronic contracts mechanism.

★ Digitalisation

Stakeholders

Sector

Reform status



Deferments from mobilisation Reserve+

What is changing?

The Reserve+ application allows persons liable for military service to apply for a deferment from military service by submitting a request in electronic form. Instead of applying to a territorial center of recruitment (TCC), the request can be submitted in the application. The deferment is granted automatically based on information exchange with other state registers, provided that the specified criteria are met.

The possibility of applying for deferments through the Reserve+ for the following categories has been implemented:

- People with disabilities who have a valid disability pension certificate.
- Students, postgraduates and doctoral students who are studying in a consecutive order.
- Parents with many children who have three or more minor children in one marriage.

The possibility of granting deferments for parents with many children who have three or more minor children from different marriages is currently being considered.

★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Register of servicemen

What is changing?

The Unified State Register of Servicemen with unique identifiers for each serviceman (Military ID) is being created. The registry automates accounting processes, integrates data exchange between state registers and provides access to public and social services for the military and their families.

Importantly, the register will not contain information about military service, rank or specialty. Sensitive data will be stored in secure circuits of other information systems and can be depersonalised using Military ID instead of first and last names, if necessary.

What did the BRDO team do in 2024?

Participated in the development of draft law No. 12066 on amendments to the Law of Ukraine "On Military Duty and Military Service", which provides for the launch of the Unified State Register of Servicemen. In the process, the BRDO team analysed the problem, developed a general concept of the registry, and cooperated with stakeholders, including the Ministry of Defence, the General Staff and the relevant committee of the Verkhovna Rada of Ukraine. In addition to the text of the draft law, all supporting documents necessary for its adoption and further implementation were prepared. The draft law is now awaiting the President's signature.

★ Digitalisation

★ Anti-corruption

Stakeholders

Sector

Reform status



Digital military ID card

What is changing?

A digital military ID card is being developed to replace the current paper military ID cards. The new format of the MIL ID card will become part of the digital ecosystem of public services in the field of national security and defence.

What did the BRDO team do in 2024?

Participated in the preparation of a draft order of the Ministry of Defence of Ukraine, which is currently undergoing internal approval by the Ministry of Defence.

★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Portal of services in the national security and defence sector

What is changing?

A unified digital platform is being developed that will unite all electronic public services in the field of national security and defence. This portal will become a universal tool for providing services to servicemen, persons liable for military service and other categories of citizens, ensuring convenience, transparency and accessibility.

What did the BRDO team do in 2024?

Participated in the preparation of a draft resolution of the Cabinet of Ministers of Ukraine, which is currently undergoing internal approval by the Ministry of Defence of Ukraine.

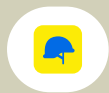
★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Introduction of CDTO in the Armed Forces of Ukraine

What is changing?

In the structure of the Armed Forces of Ukraine, the positions of digital officers (CDTOs) are being introduced in the command vertical up to and including the battalion level. The new positions will help increase the efficiency of digital technologies in the Armed Forces of Ukraine and improve the overall level of cybersecurity.

What did the BRDO team do in 2024?

Analysed the problem, developed a general concept and prepared analytical materials. Cooperation with stakeholders, including the Ministry of Defence and the General Staff, was established. The text of the order of the Ministry of Defence on the introduction of digital officers in the vertical of the Land Forces of the Armed Forces of Ukraine was also prepared.

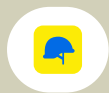
★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



State Enterprise "Digital Army"

What is changing?

A state enterprise has been created to develop key digital systems for the Ministry of Defence and the Armed Forces of Ukraine. All digital systems of the Ministry of Defence are transferred to the balance sheet of the enterprise, which will ensure their support, improvement and integration. The company will be able to engage both military and civilian specialists to work on projects, which will expand its human resources.

What did the BRDO team do in 2024?

Provided legal support in the process of establishing the State Enterprise "Digital Army" through reorganisation. Continues to provide comprehensive support for the development of the SE.

★ Digitalisation

Stakeholders Sector Reform status



Cyber incident response team

What is changing?

The sectoral cyber incident response team MIL.CERT-UA is being formed to bring together cybersecurity specialists from the security and defence forces of Ukraine, including the Ministry of Defence, the Armed Forces, the National Guard, the Security Service of Ukraine and others. The team will work on identifying, analysing and responding to cyber threats, which will help strengthen cyber resilience in the defence sector.

What did the BRDO team do in 2024?

Developed a draft decision of the National Security and Defence Council and a resolution of the Cabinet of Ministers of Ukraine that define the principles of creation and functioning of MIL.CERT-UA.

★ Digitalisation

Stakeholders Sector Reform status



Electronic registration of conscripts

What is changing?

The pilot project is implementing automatic verification and checking of information on conscripts, persons liable for military service and reservists through electronic information interaction between national registers. The project includes:

- Compilation of a list of male citizens of Ukraine aged 16 to 60 whose data is entered into the Unified State Register of Conscripts, Persons Liable for Military Service and Reservists.
- Automatic registration of citizens aged 16 (who turned 17 in the year of registration) to 25, including those who are abroad, without the need to attend a medical examination.

★ Digitalisation

Stakeholders Sector Reform status



What did the BRDO team do in 2024?

Finalised the text of the Resolution of the Cabinet of Ministers of Ukraine of 16 August 2024 No. 932 "On the Implementation of a Pilot Project on Automatic Verification and Checking of Information on Conscripts, Persons Liable for Military Service and Reservists" regarding persons with disabilities.

eCustomer queue for TCCs

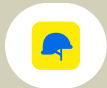
What is changing?

An electronic queue management system is being developed for territorial recruitment and social support centers (TSCs and SPs). The system is aimed at increasing the efficiency of servicing citizens, providing quick access to services and reducing waiting times. The system will allow representatives of the TSCs and SPs to manage the queue in a more organised manner, which will have a positive impact on the quality of service provision.

★ Anti-corruption

★ Digitalisation

Stakeholders Sector Reform status



What did the BRDO team do in 2024?

Prepared the first version of the draft Regulation on the electronic queue management system at the TCC and SP, which is currently undergoing internal approval by the Ministry of Defence of Ukraine.

Electronic referral for military medical examination

What is changing?

The entire procedure for passing the military medical commission (MMC), including medical examinations, is being digitized. The key changes include:

- Transfer of the medical examination function from the MMC to civilian hospitals.
- Transition of the entire document flow generated during medical examinations and the work of the MCC to an electronic format.
- Ensuring information interaction between the electronic healthcare system and the Oberih registry.

★ Anti-corruption

★ Digitalisation

Stakeholders

Sector

Reform status



Postal military summonses

What is changing?

A mechanism for automatic generation and distribution of summons through the national postal operator Ukrposhta has been developed. Military summonses are created and sent in accordance with objective criteria, which eliminates corruption risks, simplifies processes and increases the transparency of mobilisation.

★ Anti-corruption

Stakeholders

Sector

Reform status



What did the BRDO team do in 2024?

Provided expert support in the development of a phased reform concept. Prepared the first versions of draft legal acts as part of the first stage of the military medical commission reform. These drafts are currently undergoing interagency approval.

What did the BRDO team do in 2024?

Developed and introduced amendments to the necessary regulations to launch a mechanism for automated generation and distribution of military summonses. About 1 million summonses were automatically sent out as part of the reform.

Coalition of Drones

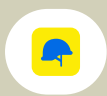
What is changing?

The Coalition of Drones was founded in February 2024 during the 19th Ramstein meeting at the initiative of Latvia and under the coordination of the United Kingdom. It was joined by 17 countries that have joined forces to develop the industrial production of FPV drones. The goal is to create a technological advantage over the enemy in the long term. Special attention is paid to supporting Ukrainian manufacturers and their involvement in production processes. For almost a year of its work, the Coalition has attracted over USD 1.8 billion in assistance.

What did the BRDO team do in 2024?

Developed a model for involving Ukrainian manufacturers in the production of FPV drones and facilitated its coordination with the member countries of the Coalition. As a result, domestic manufacturers were involved in international tenders for the first time. New countries were also involved and new formats of cooperation were developed within the initiative.

Stakeholders



Sector

Reform status

Qualification appointment in the Armed Forces of Ukraine

What is changing?

It is proposed to allow the appointment of mobilised private and non-commissioned officers to the positions of junior and senior officers without a contract. Such an opportunity will be provided on the condition that the servicemen have the appropriate qualifications, which allows for the optimal use of their skills and experience.

What did the BRDO team do in 2024?

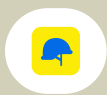
Developed draft amendments to the Presidential Decree "On the Regulation on Military Service in the Armed Forces of Ukraine by Citizens of Ukraine", which defines the procedure for such appointment.

★ Anti-corruption

Stakeholders

Sector

Reform status



Write-off of military property

What is changing?

Procedures for writing off military property lost in hostilities are being simplified and improved. The changes include:

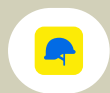
- Cancellation of the need to conduct an official investigation in case of loss of property due to hostilities, if it was not the fault of the servicemen.
- Giving commanders of military units the right to approve single acts in the amount of up to 100 thousand non-taxable minimum incomes.

What did the BRDO team do in 2024?

Prepared proposals for the second reading of draft law No. 12067, which can also be used as a separate draft law to regulate the procedures for writing off military property.

★ Anti-corruption

Stakeholders Sector Reform status



Deregulation reform and activities of the IWG

What is changing?

Deregulation reform is not only about reducing bureaucracy, but also a powerful tool for business development and modernisation of public administration. The business environment is being simplified, public services are being digitised, and the regulatory field is being cleared of outdated regulations. Entrepreneurs get transparent and clear rules of the game, and state control becomes more effective and predictable.

The reform envisages a systemic review of regulation, cancellation of unnecessary requirements and creation of new digital services for business. The Interagency Working Group on Deregulation (IWG) is working to improve state regulatory instruments and state control tools, which will remove unnecessary barriers and make the processes of interaction with the state quick and convenient.

What did the BRDO team do in 2024?

Participated in the meeting of the Interagency Working Group on Deregulation (IWG) and meetings of the Expert Groups. At the request of the IWG, the team reviewed the areas of state supervision and control in such key areas as healthcare, culture, social policy, foreign economic activity, consumer protection, circulation of plastic bags, conformity assessment and construction products, etc. Based on the results of the analysis, proposals were prepared to improve processes in these areas.

Prepared analytical documents to improve regulation in the areas of humanitarian demining, electronic communications, grant taxation, sanitary planning and development standards, and education.

In cooperation with other agencies, the team developed 36 draft legal acts, of which 4 have already been adopted. For these drafts, 4 regulatory impact analyses, 4 M-tests and 57 supporting documents were prepared.

In addition, it finalised the calculation of business costs for compliance with existing regulatory requirements and assessed the economic impact of the abolition and digitisation of state regulatory instruments, according to which the IWG made the relevant decisions. Estimates of the economic benefits to business from the implementation of the IWG's decisions amount to UAH 21.3 billion.

Conducted a business survey on the regulatory pressure on entrepreneurs and identified ways to reduce it to improve the business climate in Ukraine.

★ Deregulation

★ Digitalisation

★ Anti-corruption

Stakeholders

Sector

Reform status



4

Reform of the industrial hemp market

What is changing?

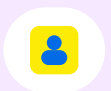
Thanks to legislative changes, industrial hemp is no longer regulated as a drug and has become a common agricultural crop with clearly defined levels of tetrahydrocannabinol. Licensing for the cultivation of industrial hemp, quotas for the area under cultivation, and reduced control by law enforcement agencies have been abolished. In addition, all parts of the plant are allowed to be used: inflorescences, leaves, stems, seeds and roots, which allows for an increase in the profitability of cultivation up to 184%.

What did the BRDO team do in 2024?

Participated in the development of the Law of Ukraine No. 3528-IX on the regulation of the circulation of hemp plants for industrial purposes, which entered into force in August 2024. Within the framework of the IWG's activities, the team reviewed the industry's regulatory instruments, simplifying access to the market. Also, the team participated in the development of the Order of the Ministry of Agrarian Policy No. 2692 "On Approval of the Procedure for Maintaining the Register of Legal Entities Engaged in Sowing, Growing and Processing of Hemp for Industrial Purposes".

★ Deregulation

Stakeholders



Sector

Reform status

Reform of the beekeeping market

What is changing?

New legislation is being developed to improve the regulatory environment for the beekeeping industry. Measures to prevent bee poisoning, establish the fact of poisoning, and mechanisms for determining the damage caused to apiary owners as a result of bee poisoning are being improved. Effective measures are being introduced to prevent poisoning cases, promptly respond to recorded cases of poisoning, and provide opportunities to receive compensation for damage.

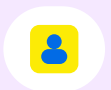
What did the BRDO team do in 2024?

Joined the working group under the Ministry of Agrarian Policy on the development of beekeeping to finalise the draft Law of Ukraine No. 5274-1 "On the Development of Beekeeping and Protection of Bees" and the draft Law of Ukraine No. 5274 "On the Development of the Beekeeping Industry, Protection, Conservation and Preservation of Bees".

In addition, the team worked on amendments to the Instruction on Prevention and Determination of Bee Poisoning by Plant Protection Products, approved by Order of the Ministry of Economy No. 338.

★ Deregulation

Stakeholders



Sector

Reform status

ePermit

What is changing?

The ePermit system was created — a state electronic platform for submitting applications and obtaining permits. The main advantages of ePermit are the automation of the application and document submission process, which significantly reduces the processing time from several days to seconds. Integration with other government systems reduces the number of documents required to obtain a service and reduces the risk of errors. In particular, through the Diia.Business, businesses can submit applications for permits in electronic format and receive information on issued permits.

Two permits have already been launched in the system:

1. Registration of the declaration of compliance of the material and technical base with the requirements of the legislation on labor protection (declaration of MTB) — in automatic mode.
2. Issuance of a conclusion on the extension of payment deadlines for individual export and import operations set by the National Bank.

What did the BRDO team do in 2024?

2024 was the year of the launch of the ePermit system, which was supported by BRDO's team in the legislative process:

- in July, the Cabinet of Ministers of Ukraine adopted Resolution No. 795 "On the implementation of the first stage of the pilot project on the introduction of the Unified State Electronic System of Permits" dated July 5, 2024, drafted by BRDO experts;
- in September, the first service on ePermits was launched - automatic registration of a declaration of compliance of the material and technical base with the requirements of labor protection legislation;
- in addition, in September, the Cabinet of Ministers of Ukraine adopted Resolution No. 1064 "On amendments to resolution of the Cabinet of Ministers of Ukraine No. 795 of 5 July 2024" of 13 September 2024, which was also drafted by the BRDO team;
- a business analysis of the service delivery process was conducted during the year, taking into account the requirements of the new administrative procedure.

★ Digitalisation

★ Deregulation

★ Anti-corruption

Stakeholders

Sector

Reform status



Register of pets

What is changing?

The Unified State Register of Pets was created — the first nationwide official database for the registration of pets and their vaccination. The register allows government agencies, such as the State Service of Ukraine on Food Safety and Consumer Protection and the Ministry of Agrarian Policy, to obtain up-to-date statistics on the number of animals, their vaccination rate, the number of sterilized animals and other important indicators. It ensures the creation and preservation of animal veterinary history, which contributes to responsible animal care and improves the culture of animal treatment. It also stores data from veterinary passports, so owners can restore information about medical procedures even if the documents are lost. In addition, it facilitates the search for lost animals and the verification of veterinary data and contacts of the owners of found animals. Animal registration is voluntary and available at public and selected private veterinary institutions.

What did the BRDO team do in 2024?

Took part in the development of the register together with the Ministry of Agrarian Policy and Food of Ukraine, the State Service of Ukraine on Food Safety and Consumer Protection, and the Ministry of Digital Transformation of Ukraine.



Digitalisation



European integration

Stakeholders

Reform status



4

Digitalisation of licensing procedures for unregistered pesticides and agrochemicals

What is changing?

The reform is aimed at digitalising the process of obtaining a permit to import unregistered pesticides and agrochemicals for state testing and research, as well as seed (planting) material treated with them. Instead of paper-based procedures that currently take about 10 days, the permit will be issued electronically through the EcoSystem within 2 business days, which will significantly reduce corruption risks and save time and money for businesses. In addition, it is planned to digitize the formation of a plan for state testing of pesticides and agrochemicals.

What did the BRDO team do in 2024?

Developed technical requirements for the modernisation of the software of the Unified Ecological Platform "EcoSystem" to provide electronic permits for the import of unregistered pesticides and to formulate a state testing plan. The team also developed a draft resolution of the Cabinet of Ministers of Ukraine "On some issues of implementing pilot projects on the import of unregistered pesticides and agrochemicals, as well as the formation and maintenance of a plan for conducting state tests of pesticides in electronic form".

★ Digitalisation

★ Deregulation

★ Anti-corruption

Stakeholders

Sector

Reform status



3

Register of operators of controlled substances

What is changing?

Transfer of powers to issue licenses for import and export of controlled substances from the Ministry of Economy of Ukraine to the Ministry of Environmental Protection and Natural Resources of Ukraine. Licenses will be issued automatically in electronic form through the Unified Ecological Platform "EcoSystem", which will simplify procedures and make them more accessible to businesses.

What did the BRDO team do in 2024?

Developed draft regulations aimed at improving the licensing process and maintaining a register of controlled substance operators. Among them are the draft resolutions of the Cabinet of Ministers of Ukraine "On Implementation of the Pilot Project on Issuance of Licenses for Export (Import) of Controlled Substances, Goods and Equipment Containing Controlled Substances in Electronic Form", "On Implementation of the Pilot Project on Maintaining the Unified State Register of Controlled Substances Operators in Electronic Form" and the draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Deregulation of Economic Activity in the Field of Environmental Protection". It also prepared the Technical Requirements for the modernization of the Unified Ecological Platform "EcoSystem".

★ Digitalisation

★ Deregulation

★ Anti-corruption

Stakeholders Sector Reform status



Simplification of connection to engineering networks

What is changing?

A system is being developed that will create convenient and transparent conditions for the process of connecting to utility networks thanks to the digitalisation of the service. It is planned to create a register of applications for connection and a register of issued technical specifications to strengthen control over the connection time and promptly respond to violations. Registration of connection applications, technical specifications and design estimates will be carried out through the Unified State System in the field of construction, which will reduce the possibility of corruption. Consideration and approval of design and estimate documentation will take place exclusively in the electronic system, which will reduce the time for approval of documents.

What did the BRDO team do in 2024?

Analysed legislation regulating the procedure for connecting to electricity and gas networks and related business processes. It also analysed the regulation of access to information on utility networks. Developed draft amendments to CMU Resolution No. 681 "Some Issues of Ensuring the Functioning of the Unified State Electronic System in the Field of Construction" and the draft Law of Ukraine "On Amendments to Certain Laws of Ukraine on Simplifying the Procedure for Connecting to Utility Networks".

★ Digitalisation

★ Deregulation

Stakeholders Sector Reform status



2

Debureaucratisation of education management

What is changing?

A digital ecosystem for the education sector is being created that will integrate state registers and systems into a single platform, which will simplify the interaction between educational institutions and governing bodies. The modernisation of AICOM (Automated Information Complex of Educational Management) will automate reporting and record keeping, create a national register of children and students, and integrate data with state registers. The introduction of a unified accounting system will allow up to 70% of documentation to be created automatically, reduce the number of paper documents and ensure that data is up-to-date for management decision-making. This will significantly reduce the bureaucratic pressure on educators, increase management efficiency, and make educational services more accessible and transparent to all stakeholders.

What did the BRDO team do in 2024?

Developed 34 services on the AICOM platform for general secondary education institutions (GSEIs), education departments (EDs) and technical administrators. It has established integration of AICOM with state registers and 10 educational information systems, which ensures automatic generation of documents and data exchange. It has also developed regulations to modernize the interaction of the AICOM with educational systems.

★ Digitalisation

★ Deregulation

Stakeholders

Reform status



4

Electronic risk management system

What is changing?

A unified electronic risk management information system (RMIS) is being implemented to automate the processes of collecting, analysing and monitoring risks in various areas of business. This will reduce the time and resources spent on inspections, improve the accuracy of assessments, and minimise the human factor in decision-making. RMIS will provide an objective methodology for assessing the effectiveness of controlling authorities based on statistical data on inspections, risk levels and negative consequences. A public portal will be created within the system to publish key control indicators, statistics on hazardous events and the effectiveness of control measures. This will allow businesses and citizens to evaluate the work of supervisory authorities and monitor changes in state control.

What did the BRDO team do in 2024?

Developed the Concept of the Electronic Risk Management System in the Field of State Supervision (Control), draft resolutions of the Cabinet of Ministers of Ukraine "On Approval of the Methodology for Assessing the Effectiveness of State Supervision (Control)", "On Implementation of the Pilot Project for Assessing the Effectiveness of State Supervision (Control)", and technical requirements for the implementation of RMIS.

★ Digitalisation

Stakeholders

Reform status



Reform of the SSUFSCP

What is changing?

Created the concept of the Unified State Electronic System in the field of food safety and consumer protection, which will unite all information and communication systems, databases and registers of the State Service of Ukraine on Food Safety and Consumer Protection. The Unified System will also include the launch of eFood, a system that will digitize nine services for registering food production facilities, circulation of feed and animal by-products, livestock facilities and issuing operating permits. It is planned to create a State Register of Market Operators, which will unite 5 separate, non-digital registers, as well as launch a mobile application for control measures and an electronic map of regional attractiveness. As a result, services will become more transparent, faster and more efficient for businesses and consumers.

What did the BRDO team do in 2024?

Developed a draft resolution of the Cabinet of Ministers of Ukraine "On Implementation of the Pilot Project on Digitalisation of Services of the State Service of Ukraine on Food Safety and Consumer Protection", which includes the creation of the Unified State Electronic System of the State Service of Ukraine on Food Safety and Consumer Protection, its portal, an electronic map of regional attractiveness, and the eFood system, which provides for the digitization of 5 registers and procedures for issuing operating permits and capacity registrations in electronic form for food, animal by-products and feed circulation with During the year, the team held more than 100 working meetings and 2 focus groups with representatives of the State Service of Ukraine on Food Safety and Consumer Protection to discuss problems in the process of registering capacities and issuing operating permits.

★ Digitalisation

★ Deregulation

★ Anti-corruption

Stakeholders

Sector

Reform status



2

Reform of the tourism industry

What is changing?

Digital measures are being introduced to simplify the monitoring and analysis of tourism data, which will increase the transparency of the industry and reduce the shadow sector. A national tourism development strategy is being developed to improve regulation of the industry, create favorable conditions for business, attract investment and promote Ukraine's tourism brand internationally. One of the tools to support the industry will be a dashboard for analytics, which will provide up-to-date data on the state of the tourism industry. This will help the government, businesses and investors make decisions based on real indicators and improve strategic planning.

What did the BRDO team do in 2024?

Conducted a study "The State of Tourism in Ukraine" and created a tourism dashboard that allows the state, business, and investors to receive up-to-date data on the state of the industry.

★ Digitalisation

★ Anti-corruption

Stakeholders

Sector

Reform status



eNotary

What is changing?

Ukraine is introducing notary services that can be obtained remotely via video communication. This format will provide access to services both in person and remotely, in particular for citizens living abroad.

What did the BRDO team do in 2024?

Prepared a comparative study of the digitalisation of notary services in other countries and developed recommendations for the introduction of remote notary acts in Ukraine.

★ Digitalisation

★ Anti-corruption

Stakeholders



Updating the informatisation programme and standartisation of digital systems

What is changing?

A new Concept of the National Informatisation Program until 2030 has been developed. It defines the current state, identifies the main problems and sets a clear vision for the development of digital technologies. In addition, binding rules for the management of digital systems were created, and standards for the development and maintenance of information technology were defined.

What did the BRDO team do in 2024?

Developed the draft Law of Ukraine "On Amendments to the Law of Ukraine "On the National Informatisation Programme" and the draft Concept of the National Informatisation Programme, the draft CMU Resolution "On Approval of the Procedure for Localisation of Software Products for the Implementation of the National Informatisation Programme" and the draft CMU Resolution "On Approval of Mandatory Requirements for the Creation, Modernisation, Modification, Development, Administration and Maintenance of Information Technology Facilities".

★ Digitalisation

Stakeholders



Sector



Reform status



European standards for the telecom market

What is changing?

Ukraine is harmonising its legislation with EU law in the field of electronic communications, which will allow the country to integrate into the EU's Digital Single Market and create a uniform playing field for all market participants.

What did the BRDO team do in 2024?

Prepared an analysis of the compliance of Ukrainian legislation with EU standards in the field of electronic communications. Developed analytical documents and tables to help compare Ukrainian laws with European requirements in the areas of electronic communications and radio frequency spectrum. The team also prepared a draft law to implement the provision of the Gigabit Infrastructure Act in Ukraine.

★ European integration

Stakeholders

Sector

Reform status



Decriminalisation of pornography

What is changing?

Criminal liability for the creation, distribution and sale of pornographic materials (except for extreme pornography, distribution among minors, etc.) It also clarifies the provisions of the Criminal Code on pimping and keeping brothels.

What did the BRDO team do in 2024?

Together with other civil society organizations, the team participated in the development of a draft law on the decriminalisation of pornography. The team also conducted an advocacy campaign to support this initiative. The compromise draft law No. 12191, which is an updated version of the previous draft law No. 9623, was submitted to the Parliament of Ukraine and supported by the Committee on Law Enforcement.

★ European integration

★ Anti-corruption

Stakeholders

Sector

Reform status



Regulation of the precursor market

What is changing?

The reform is aimed at creating an effective system of precursor control in Ukraine that will meet European standards. This will ensure the safety and legality of substance circulation. Regulation is being simplified by dividing precursors into categories, which makes it possible to cancel licensing for those with a lower level of control. It is proposed to introduce a declarative principle, according to which market participants will be obliged to report their activities related to the circulation of such substances, as well as to create an automated system for reporting and storing data on transactions with precursors.

What did the BRDO team do in 2024?

Prepared a report on the regulation of the precursor market in Ukraine, including an analysis of EU legislation on precursor circulation and recommendations for reforming this area.

★ Deregulation

★ European integration

Stakeholders Sector Reform status



Adapting critical infrastructure legislation to the EU standards

What is changing?

- Adaptation to EU standards: an analysis of Ukrainian legislation and state policy in the field of critical infrastructure protection was conducted, as well as a comprehensive analysis of EU legislation. This allowed to identify gaps in Ukrainian legislation and prepare recommendations to bring it closer to EU requirements.
- Enhancing the security of energy infrastructure: an analysis of security challenges for Ukraine's energy infrastructure in the context of armed aggression was carried out, and recommendations were developed to improve its security.

What did the BRDO team do in 2024?

Prepared two reports: the first one analysing gaps in Ukrainian legislation and recommendations for its approximation to European standards in the field of critical infrastructure, and the second one analysing challenges and recommendations for improving the security and resilience of critical energy infrastructure.

★ European integration

Stakeholders Sector Reform status



Development of the semiconductor industry

What is changing?

The reform aims to promote the development of the semiconductor industry in Ukraine by integrating international experience and harmonising legislation with European standards. It is planned to improve legislation to support this industry in line with EU practices.

What did the BRDO team do in 2024?

Prepared a report with a detailed comparative analysis of the semiconductor industry development policy in Ukraine. Additionally, the legal and technical aspects of semiconductor industry development in other countries were analysed, and global trends and best practices were identified. Based on the findings, recommendations for legislative changes to stimulate the development of the industry in Ukraine were prepared.

★ European integration

Stakeholders Sector Reform status



SME Development Strategy 2027

What is changing?

The reform aims to restore and sustainably develop small and medium-sized businesses (SMEs) in Ukraine by 2027. The focus is on ensuring access to finance, innovation, digitalisation and inclusiveness. New business support programs are being introduced, such as grants, credit instruments, and war risk insurance. Opportunities for SMEs to participate in public procurement are being expanded and the transition to environmentally sustainable practices is being encouraged.

What did the BRDO team do in 2024?

Coordinated and aligned stakeholder positions, and participated in the development and drafting of the final version of the SME Development Strategy until 2027.

★ Digitalisation

★ Deregulation

★ Recovery

Stakeholders Reform status



eFish

What is changing?

The fishing business is being simplified and conditions for healthy competition in the industry are being created. Thanks to digital services, entrepreneurs no longer depend on complex bureaucratic procedures, and all key services can be obtained online without unnecessary contact with government agencies. The reform reduces corruption risks and saves time and resources for businesses. It also helps to demonopolise the market, as the rules for the distribution of aquatic bioresources have become transparent and new participants have gained access to fishing. The implementation of electronic services increases the efficiency of fisheries control and allows the state to better manage resources. In addition, the reform harmonises legislation with European standards, which opens up new opportunities for Ukrainian entrepreneurs in international markets.

What did the BRDO team do in 2024?

Facilitated the development and launch of new digital services on the eFish platform, which significantly simplified procedures for entrepreneurs in the fishing industry:

- ePermit – issuance, renewal and cancellation of permits for the special use of aquatic bioresources.
- eContract – signing contracts for the right to special use of aquatic bioresources.
- eJournal – a digital logbook for recording fisheries activities that replaced three paper documents.
- eReceipt – issuance of a receipt for accounting for harvested (caught) aquatic bioresources.
- eTag – electronic marking of fishing gear and issuance of tags.

★ Digitalisation

★ Deregulation

★ Anti-corruption

★ European integration

Stakeholders

Sector

Reform status



4

Complex reform of forestry management (eForest)

What is changing?

The forestry industry becomes more transparent and efficient through the digitalisation of management and control over the use of forest resources. All logging tickets and timber origin certificates are now issued exclusively in electronic form, making it impossible to forge documents and minimising corruption risks. Digital services simplify business operations, reduce costs and provide online access to the necessary information. The Unified System of Electronic Timber Accounting (ETA 2.0) is being introduced to control the timber chain, from harvesting to sale or export. The reform also harmonises Ukrainian legislation with European standards, in particular by implementing the EU Deforestation Regulation, which opens up new opportunities for the export of Ukrainian timber to international markets.

What did the BRDO team do in 2024?

Joined the development of the Unified System of Electronic Timber Accounting (ETA 2.0):

- Prepared technical requirements for the first stage of implementation (GPS monitoring module, eTTN-forest, eNotification of readiness for timber shipment, eDeclaration of timber cargo transportation, eWaybill, eDeclaration of timber overload, eRegister of vehicles engaged in timber cargo transportation, eRisk system for timber cargo transportation);
- worked on the creation of a system for monitoring the movement of vehicles engaged in timber freight;
- developed a draft order of the Ministry of Ecology and Natural Resources "On Approval of the Procedure for Monitoring the Movement of Vehicles Engaged in Timber Cargo Transportation".

Worked on improving the procedure for issuing logging tickets and certificates of origin in electronic form, which facilitates automation and implementation of European legislation (EUDR).

Developed technical requirements for the modernisation of the software of the Unified Ecological Platform "EcoSystem", which improves the process of obtaining logging tickets and certificates of origin.

★ Digitalisation

★ Deregulation

★ Anti-corruption

★ European integration

Stakeholders

Sector

Reform status



3

Providing universal services in the field of electronic communications

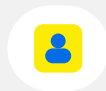
What is changing?

Mechanisms are being introduced to provide universal access to broadband Internet and voice services. The state receives a tool to guarantee the financial affordability of electronic communications services for citizens in need, as well as to ensure coverage of those areas where these services are currently not available.

What did the BRDO team do in 2024?

Prepared an analysis of the draft CMU Resolution on the admissibility of state aid for the deployment of electronic communications networks prepared by the Antimonopoly Committee of Ukraine. Supported the Ministry of Digital Transformation of Ukraine in finalising four draft CMU Resolutions.

Stakeholders Sector Reform status



Grant support for internet providers in the de-occupied territories

What is changing?

Small and medium-sized Internet service providers in the areas most affected by Russian aggression, including the de-occupied territories, receive grant support to rebuild and expand their networks. It helps to increase the resilience of communications and ensure stable access to the Internet in the regions where hostilities took place.

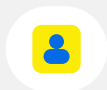
What did the BRDO team do in 2024?

BRDO was an implementing partner of the international cooperation project ReACT4UA, funded by the German Government and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The team has identified suppliers to receive grants and conducted three rounds of funding to support the restoration and expansion of internet networks in the affected regions.

★ Recovery

Stakeholders

Sector



Digital Innovation Development Strategy (WINWIN)

What is changing?

The goal of the strategy is to turn Ukraine into a global technology hub until 2030 by developing the innovation ecosystem and promoting digital transformation. It includes support for science parks, the implementation of sectoral strategies for 14 key industries (such as DefenceTech, MedTech, space technology) and the creation of WINWIN Centers of Excellence to develop innovative solutions. In addition, it is planned to reduce the tax burden, simplify regulatory procedures, attract investment and integrate science parks into the Diia.City legal regime, which will create favourable conditions for the commercialisation of scientific developments and the launch of start-ups.

What did the BRDO team do in 2024?

Joined the creation of the Digital Innovation Development Strategy in cooperation with the Ministry of Digital Transformation of Ukraine and the Ministry of Education and Science of Ukraine.

★ Digitalisation

★ Deregulation

★ Anti-corruption

Stakeholders

Reform status



4

Science parks

What is changing?

The legal regime of Diia.City will be extended to science parks, making them more competitive and promoting innovation. Science parks will be subject to certain requirements as residents of Diia.City, including the state's share in the authorised capital of the science park and the minimum average salary. Tax and customs privileges will facilitate the development of research infrastructure in science parks and higher education institutions. De-bureaucratisation and digitalisation of the processes of cooperation between science parks and the Ministry of Education and Science of Ukraine will also be introduced.

What did the BRDO team do in 2024?

Developed 4 draft laws and regulations, including the draft Decree of the President of Ukraine "On some measures to stimulate scientific, technical and innovation activities", the draft Law of Ukraine "On Amendments to Certain Laws of Ukraine on Stimulating the Development of Science Parks", the draft Law of Ukraine "On Amendments to the Tax Code of Ukraine to Stimulate the Development of Science Parks" and the draft Law of Ukraine "On Amendments to the Customs Code of Ukraine to Stimulate the Development of Science Parks".

Also the event "Science City Ecosystem. Connecting Business and Science" was organised, during which amendments to the legislation were presented and issues of innovation development in science parks were discussed.

★ Deregulation

★ Anti-corruption

Stakeholders

Sector

Reform status



3

Critical raw materials and subsoil use

What is changing?

The development of the concept of the state policy for the development of critical minerals in Ukraine has started, which will define a strategy for the efficient use and management of critical materials. It will allow focusing on the extraction and processing of minerals in Ukraine, which will contribute to the development of the industry and improve the economic situation. The concept also aims to create favorable conditions for investors and optimise the extraction of critical materials. It will help to strengthen Ukraine's position as a key partner of the EU in the supply of important resources, such as rare earth elements, which are essential for energy, defence and other strategic sectors.

What did the BRDO team do in 2024?

Prepared information and analytical materials for the development of the concept of the state policy for the development of critical minerals in Ukraine.

★ Deregulation

★ Anti-corruption

Stakeholders

Sector

Reform status



1

Digitalisation of grants for career development

What is changing?

A digital platform for the State Grants for Professional Development programme under the Work in Ukraine initiative is being launched, which will enable citizens to receive funding for training, advanced training/retraining in an electronic format. It will significantly simplify the application and processing of grants, ensure a quick response to labour market needs, and improve the accessibility of vocational training and retraining for certain categories of citizens. Thanks to the digitalisation of processes, grants will become more transparent, accessible and efficient, reducing the administrative burden on participants and governing bodies.

What did the BRDO team do in 2024?

Developed a concept for reforming training vouchers as part of the Work in Ukraine reform, which includes the implementation of state grants for professional development. Started preparing technical requirements for the introduction of electronic issuance of grants for professional development.

★ Digitalisation

★ Anti-corruption

Stakeholders

Sector

Reform status



3

BRDO financial statement 2024

UAH 240 700 327,45

USAID/UK Dev

UAH 87 950 987,35



Federal Republic of Germany

UAH 41 159 967,59



DefDev

UAH 27 571 849,42



Swiss

UAH 26 196 053,07

Confederation



USAID

UAH 19 981 775,85



European Union

UAH 15 574 214,92



UNESCO

UAH 11 631 604,06



USAID / UK AID

UAH 4 830 852,34



Tony Blair Institute

UAH 3 286 184,71

International Renaissance Foundation (IRF)

UAH 805 594,00

NED, RUSI

UAH 624 021,38

PFRU (Ukraine MultiDonor Fund)

UAH 519 542,76

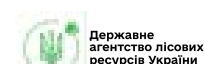
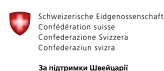
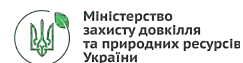
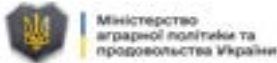
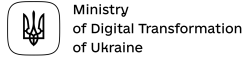
Smith Richardson Foundation

UAH 97 680,00

Other

UAH 470 000,00

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