



UKRAINE
2020
STRATEGY



UKRAINIAN IDEA: **VISION**

The Revolution of Dignity and a war for freedom created a new Ukrainian idea.

An idea that is worth living for.

THIS IS THE IDEA OF DIGNITY.

Ukrainians proved and continue to prove daily that dignity is the main feature of our character. It is the idea of Freedom. Despite everything, we are ready to fight for our freedom and the freedom of our country.

It is the idea of the Future. We closed one era of our history and pass on to another one, turning Ukraine towards Europe.

Due to exceptionally challenging circumstances, we obtained a unique chance to build New Ukraine.

STRONG.

WEALTHY.

FREE.

DIGNIFIED.

Changes happen quickly or never.

We strongly believe that in five years' time, in 2020, we will live in New Ukraine.

UKRAINIAN IDEA

DIGNITY
FREEDOM
FUTURE



NEW UKRAINE WILL BE DEVELOPED

It is a country with strong economy and brand-new innovations. We are hard-working and talented, we can do everything. We should create these favorable conditions on both state and legislative levels, in specific industrial and household spheres. All required reforms will be executed. Every citizen will have the opportunity to work honestly and earn respectable salaries.

NEW UKRAINE WILL BE STRONG

One of the historical missions of Ukraine is **the protection of European values and its future.** Ukraine must become the country that can protect its own borders and ensure peace not only on its own land but in the region. This country guarantees security to its citizens – in all senses of the word.

Security of nation means a strong and patriotic army, internal troops and law-enforcement authorities. **Security of individual** means

strong healthcare, social protection, high quality of food and water. **Security of property** means honest judges and a transparent tax system.

Security of business means lustration at all levels of government and strict anti-corruption control.

Every citizen will be protected in all spheres his/her life in New Ukraine.

NEW UKRAINE WILL BECOME A COUNTRY OF RESPONSIBILITY

Every citizen will have necessary social support, access to quality healthcare, education, state services and quality life in general. In New Ukraine, every community will receive the opportunity to influence its own future, prosperity and share responsibility for the whole country.

NEW UKRAINE IS COUNTRY OF PRIDE

It is a country with diversity of nations and cultures, languages and religions, where every

UKRAINIAN IDEA: VISION

citizen feels proud and free. We return our history – from the glorious times of ancient Rus', from the introduction of Christianity, from our traditions and our backgrounds. Kyiv will take its deserving place in European guidebooks, attracting guests because of its antiquity and modernity. We will generate talents, and attract the best professionals of the world by creating favorable living and working conditions. In New Ukraine, every citizen will care for his/her country, participate in its life and be proud of it. And we will do this. Because we all are citizens of Ukraine and wish for very simple and obvious things.

BE STRONG AND ABLE TO PROTECT
OURSELVES WORK HONESTLY
AND EARN RESPECTABLE SALARIES
CARE ABOUT OTHERS LIVE
WITH DIGNITY IN ONE'S OWN
COUNTRY AND BE PROUD OF IT



OUR GOAL

EUROPEAN
STANDARDS and
RIGHTFUL PLACE
for UKRAINE
in the world






UKRAINIAN GOAL: THE ROADMAP

By signing the Association Agreement with EU, Ukraine received the roadmap and tools for its transformation. The execution of the Agreement gives us the opportunity to meet the requirements for the EU membership. These requirements are part of the Copenhagen criteria, a list of rules that all EU countries should comply with.

OUR GOAL – EUROPEAN STANDARDS AND THE RIGHTFUL PLACE FOR UKRAINE IN THE WORLD.

Using this guideline, we developed Strategy 2020 which aims to unite the country, and define joint targets, main priorities and performance indicators.



Strategy 2020 contains four key pillars for reaching the goal:

DEVELOPMENT,
SECURITY,
RESPONSIBILITY and
PRIDE.

THEY DEFINE OUR TARGETS:

SUSTAINABLE DEVELOPMENT OF THE COUNTRY
SECURITY OF THE COUNTRY, BUSINESS AND PEOPLE
RESPONSIBILITY AND SOCIAL JUSTICE
PRIDE FOR UKRAINE IN EUROPE AND THE WORLD

OUR PILLARS

-  SUSTAINABLE DEVELOPMENT OF THE COUNTRY
-  SECURITY OF THE COUNTRY, BUSINESS AND PEOPLE
-  RESPONSIBILITY AND SOCIAL JUSTICE
-  PRIDE FOR UKRAINE IN EUROPE AND THE WORLD



THE ROADMAP –

MAJOR **CHALLENGES**

MAJOR **EFFORTS**

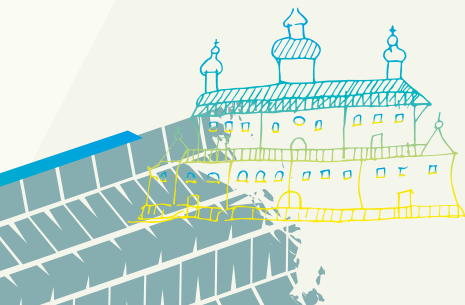
MAJOR **CHANGES**



THE ROADMAP –

62

REFORMS and PROGRAMS





UKRAINIAN GOAL: THE ROADMAP

DEVELOPMENT PILLAR – Our country will introduce the reforms, take the path of development and rising of living standards. It is our confidence that we will earn money honestly.

SECURITY PILLAR – It is our confidence in tomorrow. That it will be peaceful and happy. It is confidence in justice. That no crime will be unpunished. That no person could be unfairly convicted. That security of investments and ownership will be guaranteed.

RESPONSIBILITY PILLAR – Everybody, regardless of gender and age, region of residence and native language, religion and

beliefs, will have access to quality healthcare, education, quality services in state and commercial sectors.

PRIDE PILLAR – The principles of mutual respect and tolerance are the basis of civil life. It is pride for our country and our people in Europe and the world.

EACH PILLAR IS A SET OF REFORMS AND PROGRAMS THAT BRING US TOWARDS OUR GOAL. THE STRUCTURE OF STRATEGY 2020 DEFINES OVER 60 REFORMS AND DEVELOPMENT PROGRAMS RELATED TO THESE FOUR PILLARS.

OUR PILLARS



DEVELOPMENT

infrastructure
investments
economy
competition



RESPONSIBILITY

community
social programs
energy efficiency
healthcare



SECURITY

nation
individual
property
business



PRIDE

personal freedom
civil society
brand "Ukraine"
talents



DEVELOPMENT

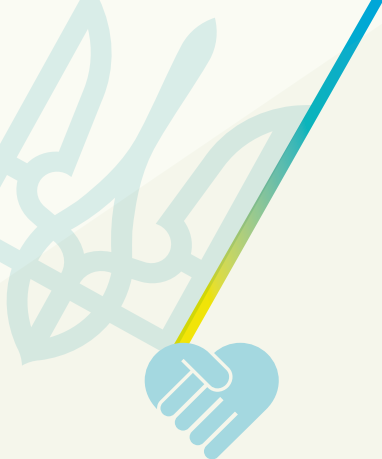
INFRASTRUCTURE

INVESTMENTS

ECONOMY

COMPETITION

1. Deregulation and development of entrepreneurship
2. SME development program
3. Tax reform
4. Reform of protection of competition and antitrust laws
5. Corporate law reform
6. Financial sector reform
7. Capital markets reform
8. Labor reform
9. Transport reform
10. Telecommunication infrastructure reform
11. Trans-European networks participation reform
12. Customs reform and integration into the EU customs community
13. The reform of economic and monetary policy
14. Program of Ukrainian export development
15. Energy reform
16. Energy efficiency program
17. Reform of agriculture and fisheries
18. Land reform
19. Housing reform
20. Reform of statistical institutions
21. Investment attraction program
22. Diplomatic relations and institutions reform
23. Public procurement reform
24. State financial control reform and stabilization of state budget
25. Civil service reform and reorganization of government agencies
26. State property management reform



RESPONSIBILITY

COMMUNITY

SOCIAL PROGRAMS

ENERGY EFFICIENCY

HEALTHCARE

1. De-centralization and state governance reform
2. Regional policy reform
3. National unity reform and support for minorities
4. Constitutional reform
5. Election legislation reform
6. Social security system reform
7. Pension reform
8. Healthcare system reform
9. Food quality and safety reform
10. Consumer protection reform
11. Physical culture and sport popularization program
12. Healthy lifestyle and longevity program
13. Education reform
14. Children and youth development program



SECURITY

NATION
INDIVIDUAL
PROPERTY
BUSINESS

1. Reform of the national security and defense system
2. Military-industrial complex reform
3. Judicial reform
4. Anti-corruption reform and lustration
5. E-government program
6. Reform of law enforcement system
7. Energy independence program
8. Intellectual property protection reform
9. Environmental protection program



PRIDE

PERSONAL FREEDOM

CIVIL SOCIETY

BRAND "UKRAINE"

TALENTS

1. Ukraine global promotion program
2. "Ukraine" branding program
3. Honors and awards reform
4. Innovation development program
5. Development of information society and media
6. State R&D policy reform
7. Ukrainian space program
8. Tourism development program
9. State culture policy reform
10. National film industry program
11. Development of national publishing program
12. State sport policy reform
13. Attraction of talents program



UKRAINIAN GOAL: THE ROADMAP

AS A RESULT
OF THE EXPERT GROUP WORK,
**8 PRIORITY REFORMS
AND 2 PROGRAMS**
WERE DEFINED.

Most of them belong
to the pillar of security guarantee –
because today development
of other sectors is impossible without it.

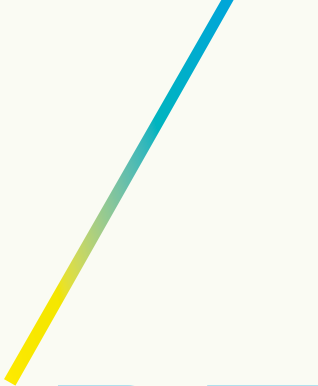
8 PRIORITY REFORMS

UKRAINIAN GOAL: THE ROADMAP

1. ANTI-CORRUPTION REFORM AND LUSTRATION
2. JUDICIAL REFORM
3. DE-CENTRALIZATION AND STATE GOVERNANCE REFORM
4. DEREGULATION AND DEVELOPMENT OF ENTREPRENEURSHIP
5. REFORM OF LAW ENFORCEMENT SYSTEM
6. REFORM OF THE NATIONAL SECURITY AND DEFENSE SYSTEM
7. HEALTHCARE SYSTEM REFORM
8. TAX REFORM

2 STATE PROGRAMS

1. ENERGY INDEPENDENCE PROGRAM
2. GLOBAL PROMOTION OF UKRAINE



RE FOR MS



are a **TOOL** for **RESULTS**

Reforms are not being implemented for the sake of the process. They have to be a tool to achieve specific goals.

That is why we are defining key performance indicators that help us to achieve our goal. We took the best European and international experiences so reforms can lead us onto the path of European living standards.

We have clear and transparent criteria for achieving these results. 25 key indicators will assess the progress of the reforms. In particular, here are some of them.

25

KEY
PERFOR
MANCE
INDICATORS











UKRAINIAN GOAL: KEY PERFORMANCE INDICATORS | **DEVELOPMENT**

- Position in the top 30 in the rating of ease of doing business. This means that commercial initiatives can be easily implemented; business activities will grow significantly to increase the investment attractiveness of the country.
- Sovereign credit rating becomes BBB. This means better access to the world's capital market and the recovery of the Ukrainian economy.
- Growth of the average GDP per capita from \$8 700 to \$16 000. This means an increase in the fundamental welfare of the country and its position in the international arena.
- FDI net inflows for the period of 2015-2020 will be \$40 billion. This means that Ukraine drastically increases production, new businesses are founded, and new jobs are created
- Two indicators – Maximum percentage of government deficit to GDP; maximum percentage of government gross debt to GDP are the key indicators of the health of Ukraine's financial system. Achievement of the target level of these indicators will mean that the Ukrainian state has not only strengthened but also reached an acceptable level for EU membership.
- Energy intensity of GDP will decrease by 40%. This means that we will use less energy resources and will be less dependant on it.
- Position in the TOP 40 of the best countries in the world when it comes to the global competitiveness index. This means that life in Ukraine will change drastically. All that we do – all reforms and transformations, all efforts and our work – is realized with a very concrete result. Ukraine will become new.

KEY PERFORMANCE INDICATORS: DEVELOPMENT



	UKRAINE TODAY	UKRAINE 2020	Max/Min reference indicator (EU member states)	DESCRIPTION
 Ease of Doing Business Rating	96	TOP 30	4.....94 (Denmark.....Malta)	According to Doing Business 2015
 Sovereign credit rating of investment grade category	CCC	BBB	AAA.....B (Finland.....Greece)	Standard&Poor's (Foreign Currency Rating)
 Global Competitiveness Index	84	TOP 40	3.....91 (Finland.....Greece)	WEF, The Global Competitiveness Index 2013-2014
 GDP per capita (PPP)	\$ 8,500	\$ 16,000	\$43,085.....\$15,936 (Austria.....Bulgaria)	World Bank Data (2013). Poland - \$22,513
 FDI net inflow for the period of 2015-2020	-	\$ 40 bln (\$8 bln/year)	-	2003-2013 annual inflow estimated at around \$ 6.6 bln (World Bank Data)
 Government Deficit (incl. NJSC Naftogas), % of GDP	10.1%	3%	5.8%.....0.8% (UK.....Bulgaria)	IMF Forecast (2014)/ Maastricht convergence criteria/ Eurostat
 General Government Gross Debt, % of GDP	67.6%	60%	90%.....19% (UK.....Bulgaria)	IMF Forecast (2014)/ Maastricht convergence criteria/ Eurostat
 Energy intensity of GDP, toe/\$000 (PPP, prices of 2005)	0,36	0,20	0,07.....0,19 (Malta.....Finland)	According to IEA 2014, Kazakhstan – 0,23, Poland – 0,14, Czech republic – 0,17






UKRAINIAN GOAL: KEY PERFORMANCE INDICATORS | **SECURITY**

- Military expenditures will be 3% of GDP (today it is slightly higher than 1%). This means that the Ukrainian military will become one of the strongest and most effective in the region.
- The number of active military personnel per 1,000 population (now – 2.8, in 2020 will be 5,6). This means that a professional, modernized army can repel aggressors.
- Ukraine will be positioned among top 50 least corrupted governments in the world in the Corruption perception index. Today it's 144th place. This will imply a drastic fall in number of corruption cases. This will mean that petty corruption will be totally unacceptable in the Ukrainian society.
- Experts community confidence in judicial authority – at 70% (the level of confidence nowadays is very low). This means that judges will deal with justice, not corruption.
- 70% of civil service employee replacement in law enforcement bodies, judges, prosecutors and government authorities. This means a fundamental renewal of the government.
- Citizens confidence in police – at the level of 70%. This implies that police will fulfill its duty to protect citizens.
- Single supplier share limit in overall purchase volume (per energy resource) – not more than 30%. (Last year, for example, the share of Russian gas supplies was 60%). This figure means that we will no longer be dependent on the unpredictable changes of partners' mood.

KEY PERFORMANCE INDICATORS:

SECURITY



	UKRAINE TODAY	UKRAINE 2020	Max/Min reference indicator (EU member states)	DESCRIPTION
 Military expenditures, % of GDP	1,02%	3%	2.4%.....0.5% (Greece.....Luxembourg)	Ukraine- state budget data (2013). Other – SIPRI (2013): Russia – 4.1%, Israel – 5.6%
 Active military personnel per 1000	2,8	5,6	13.4.....1.8 (Greece.....Luxembourg)	IISS (2012). Israel – 22, Singapore 15.6, Cyprus – 11, Turkey – 8.7
 Corruption perception index	144	TOP 50	1.....80 (Denmark.....Greece)	According to Transparency International 2013. Poland – 38, Lithuania– 43, Hungary – 47, Latvia – 49
 Experts community confidence in judicial authority		70%	-	Opinion survey among experts community (lawyers, attorneys)
 Citizens confidence in police		70%	-	National opinion survey
 Single supplier share limit in overall purchase volume (per energy resource)	60%	30%	-	Share of Russian gas in 2013 overall balance – 60%






UKRAINIAN GOAL: KEY PERFORMANCE INDICATORS | **RESPONSIBILITY**

- Increase of life expectancy by 3 years. This means that the quality of healthcare and life will be close to European standards.
- Total share of local community budgets will constitute 65% of the national budget. Today it is only 31%. This means that the capacity of local communities will grow, as well as their responsibility.
- The share of access to broadband internet will be 25 subscribers to 100 people. This means a new level of Ukraine's integration to the global community, introducing our people to much broader palette of information, and the rapid development of human capital and an innovative economy.
- In 2020, 75% of high school graduates will know two foreign languages. This means that the world will be open for them; they will get access to the latest developments, publications and the best universities in the world.
- Ukraine will participate in PISA international education quality survey and will rank among top 50 countries in the world. This will mean that school graduates will possess all necessary skills to successfully compete on international arena and will be able to continue high education.
- National welfare indicator shall be developed in cooperation with the World Bank.

KEY PERFORMANCE INDICATORS:

RESPONSIBILITY



	UKRAINE TODAY	UKRAINE 2020	Max/Min reference indicator (EU member states)	DESCRIPTION
 Life expectancy at birth	71	+3 years	82.....73 (Spain.....Latvia)	World Bank Data (2013)
 Total share of local community budgets in the national budget	31%	65%	-	Ukrainian State Budget (2013)
 Number of fixed broadband Internet subscribers (per 100 people)	8,83	25	40.17..... 15.5 (Denmark..... Slovakia)	World Bank Data (2013)/ Israel – 25.67, Estonia – 26.54
 % of school graduates, who mastered 2 foreign languages in 2020	-	75%	-	Confirmed by international certification
 Quality of secondary education	-	TOP 50	-	According to PISA
 National Welfare		TBD	-	Indicator is being developed in cooperation with the World Bank





UKRAINIAN GOAL: KEY PERFORMANCE INDICATORS | **PRIDE**

- 90% of our citizens will be proud of Ukraine. This means that they will live and work here, in their homeland.
- At the 2020 Olympiad Ukraine will win 35 medals. To attain this goal the country will systemically invest in the development of sports during the upcoming years, thus enabling our athletes to demonstrate best possible scores and become the symbols of the new nation.
- Ukraine will join the top-30 countries of the world in global talent competition index. The country will attract the best specialists of Ukraine, region and the world, offering them not only decent conditions, but extremely interesting and ambitious goals.
- 20 Ukrainian movies will be launched in wide release. It will give impetus to the efflorescence of Ukrainian talents, as movie-making requires endowed screenplay writers and authors, artists and composers, actors and directors, producers and operators. It means that the Ukrainian art would finally get back to its homeland for work.

KEY PERFORMANCE INDICATORS:

PRIDE



	UKRAINE TODAY	UKRAINE 2020	Max/Min reference indicator (EU member states)	DESCRIPTION
 Citizens of Ukraine who are feeling proud of their country	-	90%		National opinion survey
 Number of medals at the Japan Olympic Games in 2020	-	35 medals	65.....1 (UK.....Portugal)	Ukraine was awarded 20 medals at the 2012 Summer Olympics, 27 – in 2008 in Beijing
 Global Talent Competitiveness Index	66	TOP 30	63.....3 (Romania.....Denmark)	The Global Talent Competitiveness Index 2013, INSEAD
 Number of Ukrainian movies in wide release during 2020	7	20	-	



UKRAINIAN GOAL

MAIN CONDITION

The main condition of task has to be a **new social contract** between state, business, and civil society, where every party has its own sphere of responsibilities.



NEW SOCIAL CONTRACT



STATE

Guarantees:

- Implementation of reforms
- Serving the community
- Commitment to principles: simple, transparent, attractive

BUSINESS


Commits:

- To maintain and develop the country, business environment and society
- To pay taxes and to invest
- To adhere to the principles of fairness and open competition

CIVIL SOCIETY

Ensures:

- Control over state authorities
- Commitment to work
- Following the principles of dignity, freedom and respect for honest work



WE HAVE A LOT OF WORK TO DO.
EACH OF US MUST DO THE BEST TO
ACHIEVE OUR GOALS. PRESIDENT
AND TEACHER, PRIME MINISTER AND
SOLDIER, PARLIAMENTARIAN AND
STUDENT. EACH OF US TAKES FULL
RESPONSIBILITY FOR THE QUALITY
OF OUR WORK.

We will stop focusing on the process. We will stop looking for someone who will do everything for us. We want results and will do this work ourselves.

Strategy 2020 has to unite all political forces around a common goal for Ukraine. Here we define our goals, key performance indicators and foundations of a new social contract. Political competition should shift into the mode of searching for the most optimal ways of implementing reforms and achieving common goal.

UKRAINIAN IDEA:
DIGNITY. FREEDOM. FUTURE

OUR PILLARS:



SUSTAINABLE
DEVELOPMENT
OF THE COUNTRY



SECURITY OF THE
COUNTRY, BUSINESS
AND PEOPLE



RESPONSIBILITY
AND SOCIAL JUSTICE



PRIDE FOR UKRAINE
IN EUROPE AND THE
WORLD

OUR GOAL:
EUROPEAN STANDARDS and
RIGHTFUL PLACE for **UKRAINE**
in the **WORLD**

UKRAINE
2020
STRATEGY

THE WAY ROADMAP:

62 REFORMS and **PROGRAMS**
8 PRIORITY REFORMS
2 PRIORITY STATE PROGRAMS

SUCCESS INDICATORS:

25 KPIs

25 KEY PERFORMANCE INDICATORS

NEW SOCIAL CONTRACT



UKRAINE
WILL BE
A COUNTRY
LIKE THAT!

