

TWINNING FICHE

Project Title: Strengthening the capacity of the Ukrainian National Standardisation Body

Beneficiary administration: Ministry of Economic Development and Trade

Twinning Reference: UA 17 ENI EC 01 18

Publication Notice Reference: EuropeAid/159321/DD/ACT/UA

List of abbreviations

AA – Association Agreement

MEDT – Ministry of Economic Development and Trade

NSB – National Standardization Body

RTA – Resident Twinning Adviser

UkrNDNC – Ukrainian Scientific, Research and Training Centre on Standardisation, Certification and Quality

1. BASIC INFORMATION

1.1 Programme: Technical Cooperation Facility 2017 (ENI/2017/040-378); Direct management;

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions 1 to the grant agreement.

1.2 Twinning Sector: EC

1.3 EU Funded budget (ENI): EUR 1,000,000

2 OBJECTIVES

2.1 Overall objective(s)

Improve Ukraine's business climate, competitiveness, innovation and integration into the European Union's internal market by improving its national quality infrastructure.

2.2 Specific objective

Establish a system of standardisation compatible with EU standardisation system, thus supporting the implementation of Association Agreement / Deep and Comprehensive Free Trade Area (AA/DCFTA) provisions in the area of technical barriers to trade (TBTs).

2.3 Contribution to Association Agreement

This action is specifically meant to assist Ukraine in achieving trade and economic objectives as established in the AA/DCFTA.

3 DESCRIPTION

3.1 Background and justification

Ukraine began reforming its technical regulation system / quality infrastructures already in the late 1990s. Since then, the process run at different paces but was generally intensified after 2011. The current reform status can be summarised as follows:

- A framework legislation necessary for AA/DCFTA implementation (on technical regulations, standardization, metrology, conformity assessment, accreditation and market surveillance) is now in force and allegedly in line with the EU legislation (this has not been formally verified);
- The National Standardisation Body (State Enterprise "Ukrainian Scientific, Research and Training Centre on Standardisation, Certification and Quality") has been appointed and is recognised by major international standardisation organizations as well as European standardisation organisations: the membership in ISO and IEC is confirmed, while the application to switch from Affiliate status to the status of a Companion Standardization Body with CEN and CENELEC which is due to the fact of change by CEN/CENELEC of its rules, has been submitted for the signature of the CID, CEN and CENELEC's Director General;
- The National Accreditation Agency is an Associate Member of the European Cooperation for Accreditation (EA), and signed with the EA some of the mutual recognition agreements necessary for the DCFTA;
- Most of the ex-Soviet standards (GOSTs) have been withdrawn. There has been a reduction of necessary practices relating to the mandatory certification/authorisation of products;

- By January 1st, 2017 over 11,500 EU and international standards have been adopted as Ukrainian national standards and now approximately represent 30% of the standardization body of Ukraine;
- The EU technical legislation setting mandatory product requirements listed in the AA/DCFTA is in the process of being transposed. There are substantial legal, technical and administrative difficulties involved in the process; in particular, Article 56, Chapter 3 of Title IV of the AA foresees that in order to gradually achieve conformity with the "EU technical regulations and EU standardization, metrology, accreditation, conformity assessment procedures and the market surveillance system", Ukraine will have to:
 - Incorporate the relevant EU acquis into the national legislation, including the horizontal/framework legislation, technical legislation (AA lists 27 industrial sectors and foresees the possibility of expansion to additional sectors) and the corpus of EU harmonised standards;
 - Introduce administrative and institutional reforms necessary to implement AA/DCFTA and the Agreement on Conformity Assessment and Acceptance of Industrial Products ("ACAA");
 - Provide an effective and transparent administrative system for implementation.

3.2 Ongoing reforms

The AA/DCFTA foresees that, upon ascertained legal and institutional alignment with the EU, subject to verification by Commission Services, ACAA would be concluded for the industrial areas listed in the Annex 3 to the AA/DCFTA, with possible expansion to additional product groups. A functioning standardization system, more specifically an operational and active standardization body, is crucial for this process, as the application of standards gives presumption of conformity with the essential requirements set out in the technical legislation.

Until 2015, standards remained predominantly mandatory in Ukraine, which constituted a violation of the principles of the WTO TBT Agreement. The legal basis justifying the Ukrainian position was the Decree of the Cabinet of Ministers of Ukraine "On Standardisation and Certification" of 1993. Since 1991, the functions of the national standardization body have been carried out by the DSSU, and since 2011 by the Ministry of Economic Development and Trade (MEDT). The Cabinet of Ministers assigned the National Standardization Body (NSB) functions to the State Enterprise "Ukrainian Scientific, Research and Training Centre on Standardisation, Certification and Quality ("UkrNDNC"), an organisation which had been actively involved in standardisation activities as subordinate to the DSSU and MEDT of the state enterprise, and which was also responsible for maintaining databases of national standards and other normative documents, as well as for selling of standards.

The NSB received a difficult heritage, including financial problems, non-core assets and activities and staff resistance to changes. Consequently, its reorganisation process involves numerous difficulties. Since mid-2015, NSB operations have been slowly improving. In particular:

- A new management has been appointed; a Supervisory Board and an Appeal Committee have been established;
- A new organisation structure, envisaging substantial reductions of staff, has been developed and approved. Staffing levels were reduced by 85 units to reach the number of 126, out of which 108 are currently working;
- Basic standards governing the standardisation activities have been developed;
- NSB has shown progress towards addressing its most severe financial problems;
- Core NSB activities are being implemented, as evidenced by the adoption, in 2015, of 4833 new standards and the withdrawal of 15733 old ex-Soviet standards. The on-line system for sharing standards and other publications is functioning and available on the official NSB website;

- The NSB has been officially listed as the Ukrainian ISO member and the Ukrainian National Electro-technical Committee (UkrNEC) is a member of IEC (International Electrotechnical Committee);
- The NSB has been listed as the Ukrainian authority in the latest publication of the list of National Standard Bodies signatory to the WTO Code of good practice for Standardization (December 2015);
- Communication activities are being carried out, including through social media.

The most pressing issues include:

- Financial sustainability: the organisation raises funds by selling standards and other publications, and through the technical testing and editing of standards on business, training, certification services and conformity assessment;
- Technical committees: An analysis of the technical committees was conducted in 2016. Today there are 185 TCs in Ukraine, 29 of them are inactive, 8 of which are on occupied territory. The work of reformatting inactive and "sleeping" TCs is performed by examining proposals from interested parties, able to ensure effective operation of the TCs;
- Institutional development: recruiting and training staff, streamlining of work processes, automation of operations;
- Communication: with a particular attention to activities aiming to involve the industry's financial and intellectual capacities in standardisation activities;
- International cooperation: promoting more active representation in international and EU organisations for standardisation (ISO, CEN) and electro-technical standardisation (IEC, CENELEC). Memorandum of understanding with DIN and ETSI are at the stage of approval.

3.3 Linked activities

EU-Ukraine cooperation on TBT goes back to 2007 via budget support, technical assistance and Twinning programmes.

In 2016, a EUR 45 Million programme, consisting of budget support and technical assistance, has been completed and an assessment review of the programme has become available in September 2017.

A TA project, aiming to consolidate and extend reforms, was contracted in September 2017 and had to be suspended shortly after due to administrative irregularities. DEL, in cooperation with SGUA and DG GROW, have elaborated an alternative course of action consisting of a mixture of pre-existing TA and new Twinning proposals aimed at:

- Support national authorities in the implementation of Chapter 3, Title IV of the AA/DCFTA;
- Assist Ukraine in further aligning sectoral and horizontal legislation, institutions and standards with those of the EU, aimed at signing an Agreement on Conformity Assessment and Acceptance (ACAAs) of industrial products, with a particular focus on the alignment of technical regulations;
- Prepare ground (studies, legal analyses etc.) for extending the harmonisation with the EU regulatory framework to additional (to those listed in the DCFTA) industrial sectors;
- Capacity building for relevant regulatory authorities (ministries) - and of the institutional infrastructure for quality (institutions responsible for standards making, metrology, conformity assessment, market surveillance and accreditation);
- Awareness raising activities for market operators, on the implications of AA/DCFTA implementation, and on necessary preparatory measures.

Twinning operations will need being coordinated with the activities of the new Technical Assistance programme. In particular, Twinning can facilitate the application in practice of the understandings gained by the NSB and market surveillance authorities once they begin operations.

The National Standards Body (NSB) is a priority organisation for institutional strengthening, both because of the maturity and experience it has already gained and because of its immediate importance for the implementation of new legislation.

As to the other donors' activities, none is currently actively involved on technical regulations and technical barriers to trade. EBRD is preparing assistance to the Ministry of Regional Development for standardisation in the sphere of construction and building materials. While the Ministry of Regional Development is a temporary standardisation authority in the construction industry, the responsibility of national standardization on works has been transferred to NSB in 2016. The EBRD assistance will be clearly complementary to the proposed project.

The EU has also been supporting Ukraine in implementing a comprehensive Public Administration Reform (PAR) during the period 2016-2020 on the basis of the government PAR strategy adopted at the end of June 2016. The reform targets the main areas of the Public Administration, namely policy development and coordination, civil service and human resources management, accountability of public administration, including improvement of its organisation, administrative service delivery and procedures and Public Financial Management (in line with the dedicated PFM programme).

3.4 Results per component

The activities listed below are indicative. They will be revised/ updated/ confirmed during the preparation of the initial work plan and its quarterly update.

Component 1. Legislative harmonization with EU acquis.

Result 1. Identification of legal obstacles to modern standardisation activities and development of proposals for intervention; verification on the alignment of EU – Ukraine legislation for the purpose of signing an ACAAs:

- Analysis of the Standardisation Law, its implementing regulations and other legislation related to standardisation;
- Identification of gaps and contradictions;
- Development of proposals to close gaps;
- Following up the legal proposals (e.g. promoting and explaining them at the various stages of legislative process);
- Checking the alignment of relevant Ukrainian legislation, both horizontal and sectoral, with EU legislation;
- Advise the Government of Ukraine on necessary amendments to bring the relevant legislation fully in line with that of the EU.

Component 2. Functional organization of Standardization bodies.

Result 2. Clarification of the scope of NSB activities (such as the certification, conformity assessment, training and consulting); alignment of its structure and internal working procedures with the NSBs of EU Member States; elaboration of a development strategy:

- Inventory of NSBs activities and assets;
- Financial analysis – identification of key costs;
- Identification of activities and assets to be dropped due to conflicts with core activities or excessive financial burden;
- Identification of new services to develop;
- Analysis of the organisation structure of NSB and harmonisation with EU models;

- Analysis and streamlining of management and communication procedures.

Component 3. Technical committees working modalities.

Result 3. Elaboration of Technical Committee's monitoring procedures and working modalities, in line with the practice of CEN and CENELEC. "Dormant" Technical Committees are identified and either abolished or reactivated

- Identification of inactive technical committees and developing proposals on reactivation or disbandment;
- Development of monitoring and coordination procedures along EU Member States models;
- Introducing the Technical Committees to the rationale and content of new procedures;
- Design of easy communication channels between NSB, Technical Committees and other relevant stakeholders;
- Developing a digital platform facilitating collaboration between the NSB and the Technical Committees, managing standards development and distribution.

Component 4. Rationalization of standardization processes.

Result 4. Standardization processes are simplified, automated and harmonized with EU practices:

- Comparative analysis of basic standardisation processes in Ukraine and in selected EU Member States;
- Design of new work flows and development of by-laws to introduce them;
- Development of internal guidelines;
- Training of staff on new work flows;
- Inventory of NSB's existing IT platform;
- Development of technical specifications for a document management system.

Component 5. Setting-up of the automatic standards translation system.

Result 5. The automatic standards translation system is put in operation (Nota bene: the respective hardware and software "TRADOS" had been purchased using the EU budget support funds, but remained inactive):

- Commissioning the TRADOS translation system;
- Training of appropriate staff in its use, including on-the-job training.

Component 6. Development of an outreach strategy.

Result 6. Development of a public outreach strategy promoting NSB's activities and encouraging businesses to participate in standardization processes:

- Analysis of target groups and identification of best suited media channels;
- Development of a Communication Strategy and Action plan;
- Training of NSB's communication personnel;
- Assistance in the initial implementation of the Action Plan - communications via mass media, social networks and other channels; meetings with business associations;
- Specific actions targeted at engaging industries active in standardisation activities.

3.5 Means/Input from the EU Member State Partner Administration

3.5.1. Profile and tasks of the Project Leader

The PL will be expected to devote a minimum of 3 days per month to the project in his/her home administration. In addition, he/she will coordinate, from the Member State side, the Project Steering Committee (PSC), which will meet in Ukraine at least every three months.

Profile

- University degree/post-graduate degree in the relevant discipline or equivalent experience
- Senior officer from a Member State with minimum 10 years' experience in the field of standardisation.
- Experience in the field of project management, institutional issues and organisation of national quality infrastructure according to European requirements.
- Excellent command of written and spoken English. A spoken capability in Ukrainian or Russian would be an asset.

Tasks

The main tasks of the MS Project Leader are to ensure:

- The overall coordination of the project;
- The achievement of mandatory results;
- The organisation of working groups, if needed;
- The organisation of the good communication and coordination with beneficiary and stakeholders.

3.5.2. Profile and tasks of the Resident Twinning Adviser (RTA)

The Resident Twinning Adviser (RTA) will provide 24 months input on site.

Profile

- Senior officer from the Member State with extensive experience in standardisation (minimum 7 years).
- Previous experience in project management (specific experience in managing a team composed of EU and local experts would be an asset)
- Excellent command of written and spoken English. A spoken capability in Ukrainian or Russian would be an asset.

Tasks

- Manage the day-to-day coordination and progress of the activities in Ukraine (office accommodation in NSB premises)
- Liaise with the Beneficiary Country (BC) Project Leader and RTA counterpart
- Report to the MS Project Leader
- Liaise with other relevant Ukrainian institutions

3.5.3 Profile and tasks of the Component Leaders

Profile

- Officer from the Member State with extensive experience in standardisation (minimum 3 years).
- Minimum five years of experience in project management (specific experience in managing a team composed of EU and local experts would be an asset)
- University degree or equivalent additional professional experience of 4 years

- Excellent command of written and spoken English. A spoken capability in Ukrainian or Russian would be an asset.

3.5.4. Profile and tasks of Short-Term Experts

The RTA and Component leaders will be assisted by short-term experts. Short term experts must have:

- Experience in the area of standardisation.

The experts should be suitably qualified for the activities mentioned above. Expertize may also be needed on impact assessment in this area to ensure a more evidence-based approach to law-making.

Short-term experts will be indicatively required for the following areas:

- Standardisation for different fields (electro-technical in particular);
- Management of standards bodies;
- Coordination of technical committees;
- Business processes analysis;
- IT platforms of standards bodies;
- Marketing of standards and services;
- Communication.

4. BUDGET

The project budget is 1,000,000 Euro

5. IMPLEMENTATION ARRANGEMENTS

5.1 Implementing Agency responsible for tendering, contracting and accounting

The Delegation of the European Union to Ukraine will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the AMCU.

The person in charge of this project is:

Mr Simone Raudino

Sector Manager

Energy Efficiency and Renewable Energy

Delegation of the European Union to Ukraine

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Kiev, Ukraine 01033

Email: simone.raudino@eeas.europa.eu

The Programme Administration Office (PAO) is the central point of communication between the EU Delegation and the Beneficiary Administrations and between the MS Administrations and the Beneficiary Administrations.

The PAO drafts a reference programming document for the Twinning projects in the Beneficiary country.

The PAO assists the EU Delegation in the organisation and management of selection meetings.

The PAO, together with the Commission, checks that the good financial management of the Twinning project is in compliance with EC rules;

The PAO receives and examines all Twinning project reports (including mission reports, financial reports etc.);

The PAO supports all Twinning stakeholders, including beneficiary administrations, Member States and the EU Delegation.

The person in charge at the PAO in Ukraine is:

Ms Maryna Kanavets

Director of Twinning Programme Administration Office in Ukraine

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Responsible person:

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5.2 Institutional framework

The partner in the beneficiary country will be the State Enterprise "Ukrainian Scientific and Research Centre on Standardisation, Certification and Quality", appointed by order of the Cabinet of Ministers №1163 as of December 26th, 2014 as a National Standardisation Body according to the Standardisation Law of June 5th, 2014.

The project's target group will include, on top of the NSB, the Ministry of Economic Development and Trade and the standardisation Technical Committees.

The operational base for the project will be in Kyiv, Ukraine. Missions to other regions of Ukraine will be necessary for awareness raising activities and for coordination activities with Technical Committees. The indicative start date is January 2018. The operational duration is 24 months, topped up by 3 months for starting and closing phases.

5.3 Counterparts in the beneficiary administration

5.3.1 Contact Person:

Mrs Hanna Lisina

Acting Director General of SE "UkrNDNC"

Svyatoshynska St., 2. Kyiv 03115

5.3.2 PL Counterpart

Mrs. Hanna Lisina
Acting Director General of SE “UkrNDNC”
Svyatoshynska St., 2. Kyiv 03115

5.3.3 RTA counterpart:

Mr. Leonid Vitkin
Director of the Department of Technical Regulations
Ministry of Economic Development and Trade

6. DURATION OF THE PROJECT (INDICATIVE)

The operational duration is 24 months, topped up by 3 months for starting and closing phases.

7. SUSTAINABILITY

The assistance required by MEDT is meant to complement policies and legislative processes that Ukraine has autonomously initiated and that are meant to improve the national quality infrastructures and to advance its compliance with AA/DCFTA provisions. To this extent, this twinning programme assists a process that has been autonomously initiated by the Ukrainian authorities and that is in line with national policies on quality infrastructures.

Nonetheless, in the interest of the sustainability of the results should be backed by an impact assessment study covering, among other spheres, the regulatory and fiscal environment. This study should be understood as part of the preparatory work for the project and should be carried out in consultation with both internal and external stakeholders, also with the scope of verifying the availability of the Ukrainian Government in dedicating future fiscal resources to the continuity and viability of promoted reforms.

Concerning training activities, the MEDT will ensure that the knowledge gained through this twinning will be embedded in the right offices and public officials by properly selecting the right candidates to pursue envisaged trainings. Newly learned skills, approaches and methodologies shall be adopted as the new working methodologies of the MEDT across its operational fields. This knowledge shall be transferred to other public administrations dealing with quality infrastructures. The reports, guidelines and manuals produced during the project will be delivered to SAE.

8. CROSSCUTTING ISSUES

The project will promote non-discrimination and treat genders equally. The MS partner will lead by example during the implementation of all project activities.

Although environmental aspects are not directly targeted by this twinning programme, both EU experts and their Ukrainian counterparts will keep environmental concerns

The project will promote and advocate best EU practices at every appropriate opportunity. These include the values of a service-oriented administration based on standard operating procedures and ethical norms and standards, as well as inclusive and evidence-based modalities of creating policies and adopting legislative acts.

By promoting an institutional culture of openness, accountability and transparency, the project will positively impact on the credibility and integrity of concerned Government Departments and Agencies. The project will strive to act as an example of positive administrative reform.

9. CONDITIONALITY AND SEQUENCING

The following contributions from the Government and MEDT are regarded as important preconditions for the successful implementation of the project:

- The Government contributes in defining the areas in which legislative intervention is mostly needed;
- The Twinning project receives high level political and professional support by MEDT hierarchy and staff at all level;
- MEDT contributes in defining the areas in which training is mostly needed;
- The Government and MEDT ensure access to all necessary information and documents in accordance with the legislation in force.

The sequencing of all Twinning activities will be prioritised in close coordination between the MS and BA and will work according to the Logical Framework, which will form part of the Twinning project contract.

10. INDICATORS FOR PERFORMANCE MEASUREMENT

The RTA and RTA Counterparts will meet regularly to ensure the smooth implementation of project activities and assess performance measurement in line with the logical framework. The Quarterly Project Steering Committee meetings will provide opportunities to review project implementation against performance measurement and address any potential issue.

11. FACILITIES AVAILABLE

MS in-country staff and visiting experts will be provided with office accommodation and equipped with computer, telephone, internet access, printer and scanner. Further, the staff will be provided with a suitable venue and equipment for training sessions and seminars.

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| Annex 1: Logical framework matrix | Programme name and number: UA/...(number of the fiche, tbd) |
| Title of the twinning project Strengthening the capacity of the Ukrainian National Standardisation Body / Ministry of Economic Development and Trade | |
| Beneficiary Ministry of Economic Development and Trade (MEDT) | Total budget: 1,000,000 Euro |

| Overall objective | Objectively verifiable indicators | Sources of Verification | Assumptions |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------|
| Improve Ukraine's business climate, competitiveness, innovation and integration into the European Union's internal market by improving its national quality infrastructure. | Adoption of legislative, administrative and policy provisions contributing to assimilate the Ukrainian quality infrastructure to that of the European Union | Official Journal and other sources of official publications | Stable economic, political, security environment; unaltered MEDT priorities |

| Project purpose | Objectively verifiable indicators | Sources of Verification | Assumptions |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Establish a system of standardisation compatible with EU standardisation system, thus supporting the implementation of Association Agreement / Deep and Comprehensive Free Trade Area (AA/DCFTA) provisions in the area of technical barriers to trade (TBTs). | Number of legislative, administrative and policy provisions drafted and submitted to the legislator/Government with a view of assimilating the Ukrainian quality infrastructure to that of the European Union | Number of legislative and administrative acts that have officially been submitted; report of TWINNING activities | Stable economic, political, security environment; unaltered MEDT priorities |

| Results | Objectively verifiable indicators | Sources of Verification | Assumptions |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <p>Result 1. Identification of legal obstacles to modern standardisation activities and development of proposals for intervention; verification on the alignment of EU – Ukraine legislation for the purpose of signing an ACAAs</p> | <p>A diagnostic and baseline report is prepared at the beginning of the project</p> | <p>Drafting of the report</p> | <p>Stable economic, political, security environment; unaltered MEDT priorities</p> |
| <p>Result 2. Clarification of the scope of NSB activities (such as the certification, conformity assessment, training and consulting); alignment of its structure and internal working procedures with the NSBs of EU Member States; elaboration of a development strategy:</p> | <p>Ukrainian public officials are assisted in elaborating and presenting to the Government new and well-defined models of functional structures and internal working procedures</p> | <p>Discussion and subsequent adoption of new structures and working models by relevant standardization authorities</p> | <p>Stable economic, political, security environment; unaltered MEDT priorities</p> |
| <p>Result 3. Elaboration of Technical Committee's monitoring procedures and working modalities, in line with the practice of CEN and CENELEC. "Dormant" Technical Committees are identified and either abolished or reactivated</p> | <p>Ukrainian public officials are assisted in a functional revision of the Technical Committees in line with the practice of CEN and CENELEC</p> | <p>Number of Technical Committees that have been analysed; number of TC that have been revised/abolished/reactivated</p> | <p>Stable economic, political, security environment; unaltered MEDT priorities</p> |
| <p>Result 4. Standardization processes are simplified, automated and harmonized with EU practices</p> | <p>Ukrainian public officials are assisted in elaborating a set of rules aimed at creating simplified procedures in line with EU standardization processes</p> | <p>Number of standardization processes that have been analysed and; number of processes that have been revised</p> | <p>Stable economic, political, security environment; unaltered MEDT priorities</p> |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Result 5. The automatic standards translation system is put in operation (Nota bene: the respective hardware and software "TRADOS" had been purchased using the EU budget support funds, but remained inactive) | The "TRADOS" software and hardware become operational | The system is up and running and available on-line | Stable economic, political, security environment; unaltered MEDT priorities |
| Result 6. Development of a public outreach strategy promoting NSB's activities and encouraging businesses to participate in standardization processes | Ukrainian public officials are assisted in elaborating and implementing a public outreach strategy | Number of Ukrainian citizens involved/informed about NSB activities | Stable economic, political, security environment; unaltered MEDT priorities |
| Activities | Means | | Assumptions |
| Tentative activities related to Result 1 | Drafting of a diagnostic and baseline report following consultations with quality infrastructure experts both in Ukraine and in EU Member States. | | Stable economic, political, security environment; unaltered MEDT priorities |
| Tentative activities related to Result 2 | Elaboration and presentation to the Government of new and well-defined models of functional structures and internal working procedures | | Stable economic, political, security environment; unaltered MEDT priorities |
| Tentative activities related to Result 3 | Functional revision of the Technical Committees in line with the practice of CEN and CENELEC | | Stable economic, political, security environment; unaltered MEDT priorities |
| Tentative activities related to Result 4 | Elaboration and approval of a set of rules aimed at creating simplified procedures in line with EU standardization processes | | Stable economic, political, security environment; unaltered MEDT priorities |

| | | |
|-------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------|
| Tentative activities related to Result 5 | The "TRADOS" software and hardware is put into operation | Stable economic, political, security environment; unaltered MEDT priorities |
| Tentative activities related to Result 6 | Elaboration and implementation of a public outreach strategy | Stable economic, political, security environment; unaltered MEDT priorities |