Policy dialogue in Ukraine

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Policy dialogue explored in this study includes interactions and actions taken by EBRD staff members and consultants with or for policy actors in Ukraine for the express purpose of bringing about changes in policies, legal and regulatory frameworks, institutions and practices, perceptions and attitudes in Ukraine for the overall benefit of the country.

The crisis that has engulfed Ukraine since late 2013 has created an opportunity for reform that did not exist when the field work for this evaluation was carried out. Crises are often seen as providing a window of opportunity for reform. While the EBRD is and should react positively to this window of opportunity in Ukraine, it is essential to heed the lessons from this evaluation – particularly those related to the essential requirement to understand the political economy of reform (in this circumstance, crisis-driven reform) and the distinct challenges posed by policy implementation as opposed to policy adoption.

In responding to the current opportunity to support policy reform in Ukraine, it should be recognised that, despite changed political leadership, those that are likely to be losers from reform and active opponents of that reform are still in place, while the institutions responsible for implementing reform are little changed from what existed pre-crisis.

Highlights

- There are things the EBRD can do to increase the likelihood of achieving desired outcomes and impacts;
- The quantum of resources for policy dialogue has been generally adequate to date but there are now new needs and new skills requirements that will require some additional resources;
- The visibility of the EBRD’s policy dialogue work needs to increase;
- Selectively, the EBRD should become more of an advocate for reform and engage more broadly;
- More attention needs to be given to supporting policy implementation distinct from promoting policy adoption;
- Better internal coordination on policy dialogue is required;
- Rewards for policy dialogue are needed but these should be intrinsic rather than extrinsic;
- Adopting a political economy approach and focus on institutions are essential for success.

Recommendations

- The EBRD should produce a clear statement and guidance on policy dialogue;
- The results focus of the Bank’s policy dialogue in Ukraine should be enhanced;
- Resources gaps should be addressed;
- Some enhancements could be made to the way in which the Bank engages;
- Some improvements can be made in the way in which the Bank manages its policy dialogue.
For more information read the full report at: www.ebrd.com/evaluation.

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