



## ANNEX C1: Twinning Fiche

**Project title:** Institutional support to the National Commission for State Regulation of Energy and Utilities of Ukraine in the implementation of the EU *Acquis*, norms and standards on functioning of energy markets

**Beneficiary administration:** National Commission for State Regulation of Energy and Utilities of Ukraine

**Twinning Reference:** UA 24 UF EY 01 26

**Publication notice reference:** EuropeAid/187764/DD/ACT/UA

**EU funded project**

***TWINNING TOOL***

*(It is recommended that the complete Twinning Fiche should not exceed 10 pages, excluding annexes)*

## 1. Basic Information

- 1.1 **Programme:** C(2024)4604 on the financing of the Ukraine Facility pillar III for 2024, Technical Cooperation Facility (TCF) 2024 (OPSYS reference: UAFacility/2024/ACT-62766, direct management)

Legal basis of this procedure is Regulation (EU) 2024/792 of the European Parliament and of the Council of 29 February 2024 establishing the Ukraine Facility: <https://eur-lex.europa.eu/eli/reg/2024/792/oj/eng> , rules on nationality and origin are defined in Article 11 of the Ukraine Facility Regulation

- 1.2 **Twinning Sector:** Energy

- 1.3 **EU funded budget:** EUR 1 500 000.00

- 1.4 **Sustainable Development Goals (SDGs):**

SDG 7 - Ensure access to affordable, reliable, sustainable and modern energy for all.

## 2. Objectives

### 2.1 Overall Objective:

The overall objective of the project is to support implementation of Ukraine's obligations in the field of electricity market regulation to facilitate its integration into the European internal electricity market.

### 2.2 Specific objectives:

Strengthen the capacity of the National Commission for State Regulation of Energy and Utilities of Ukraine to regulate electricity market in line with EU *acquis* requirements (Electricity Integration package), as well as to ensure market transparency and perform market surveillance.

### 2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

This Twinning project appeals to a number of elements which are presented and targeted in the following documents:

**The EU-Ukraine Association Agreement**, including the Deep and Comprehensive Free Trade Area, serves a strategic framework for this project. The Agreement sets out the legal and policy foundation for deeper economic integration and cooperation between the EU and Ukraine, including energy sector. Notably, the EU-Ukraine Association Agreement establishes certain requirements regarding transposition and enforcement of EU energy *acquis* in Ukrainian legislative and regulatory framework. In particular, Article 337 of Chapter 1 of Title V stipulates enhanced cooperation in the energy sector and progress towards energy market integration. Furthermore, Article 338 of Chapter 1 of Title V envisages the development of competitive, transparent and non-discriminatory energy markets, the operation of which is based on EU rules and standards. Therefore, achievement of project's objectives will address and facilitate implementation of obligation under the Association Agreement.

**Treaty establishing the Energy Community.** As a Contracting Party to the Energy Community Treaty, Ukraine is obligated to adopt and implement European Union energy, climate, and environmental legislation. According to Article 2 of Decision 2022/03/MC-EnC on the incorporation of the European Union's electricity market *acquis* in the Energy Community *acquis*, adopted by the Energy Community Ministerial Council on 15/12/2022, contracting parties have legal obligation to bring into force the laws, regulations and administrative provisions necessary to comply with the new provisions.

**The National Programme for the Adoption of the Acquis (NPAA)**<sup>1</sup>, adopted by the Government of Ukraine on 1/04/2026, is a comprehensive, strategic document that regulates the harmonisation of national legislation with the *acquis* EU. In energy sector, the following areas that are subject for alignment according to the Programme, will be addressed by the project: electricity market design and integration, energy market transparency.

Support provided in the framework of the project will also contribute to the implementation of reforms envisaged under **Ukraine Facility Plan**, adopted on 18/03/2024 by the Government of Ukraine. Specifically, the objectives of the project are aligned with the activities to be accomplished to ensure implementation of Reform 3 in energy sector - "Electricity market reform".

### **National Energy and Climate Plan**

The realization of the project objectives will also contribute to the implementation of a number of policies and measures of the National Energy and Climate Plan for the period until 2030, approved by the Government of Ukraine on 06/25/2024. Namely, PM\_IME\_WAM\_09 Integration (unification) of spot markets (market coupling) and PM\_IME\_WAM\_10 Integration (unification) of the balancing market will be addressed by the project.

## **3. Description**

### **3.1 Background and justification:**

The Twinning project will support the National Commission for State Regulation of Energy and Utilities of Ukraine (hereinafter NEURC, Energy Regulator).

The beneficiary institution, NEURC is a central executive body with a special status, which is established by the Cabinet of Ministers of Ukraine. The institution is responsible for overseeing the electricity, natural gas, district heating, water, and wastewater sectors.

Pursuant to the Law of Ukraine "On the National Commission for State Regulation of Energy and Utilities", adopted 22/09/2016, the mandate of NEURC includes, among other, the following activities:

- State regulation, monitoring and control over the activities of business entities in the spheres of energy and utilities.

In the electricity sector in particular, NEURC regulates activities related to:

- production, transmission, distribution, distribution through small distribution systems, electricity supply, energy storage, aggregation; and
- organizing the purchase and sale of electricity on the "day-ahead" and intraday markets, ensuring the purchase of electricity at a "green" tariff, trading activities.

The Energy Regulator carries out state regulation through:

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<sup>1</sup> <https://zakon.rada.gov.ua/laws/show/438-2026-%D0%BF#Text>

- regulatory and legal acts in cases where the relevant powers are granted to the Regulator by law;
- licensing of activities in the energy and utilities sectors;
- formation of price and tariff policy in the energy and utilities sectors and implementation of the relevant policy in cases where such powers are granted to the Regulator by law;
- state control and application of influence measures;
- use of other means provided for by law.

Pursuant to the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Preventing Abuse in Wholesale Energy Markets"<sup>2</sup>, the Energy Regulator tasks are the following:

- developing and adopting regulatory legal acts implementing the REMIT requirements;
- monitoring market behavior and economic and trading operations of wholesale energy market participants in order to identify and prevent abuse on the wholesale energy market;
- investigating abuses and other violations in wholesale energy markets and applying sanctions based on the results;
- cooperating with the Council of Regulators of the Energy Community, the Agency for the Cooperation of Energy Regulators and regulatory authorities of foreign states in order to perform the functions and tasks defined by the legislation of the Energy Community, in particular regarding the integrity and transparency of wholesale energy markets;
- interacting with the Antimonopoly Committee of Ukraine and the National Securities and Stock Market Commission within the framework of monitoring and investigations.

The Twinning project will support beneficiary, NEURC, in its respective major obligations and competencies, as described above and in the scope presented in chapter 3.5. Components and results per component.

### 3.2 Ongoing reforms:

Despite the military aggression against Ukraine, the reform in the Electricity market is ongoing. In particular, foundation has been laid to advance market coupling and improve its transparency.

Namely, **the Law of Ukraine “On Amendments to Certain Laws of Ukraine on Preventing Abuse in Wholesale Energy Markets”** was adopted 10/06/2023”.

The Law envisages a number of key elements designed to increase transparency in wholesale energy markets, these are the following:

- introduction of tools to combat abuse in wholesale energy markets;
- establishment of a ban on manipulation;
- definition of requirements for the disclosure of insider information by market participants;
- imposition of an obligation of companies organizing trading operations to report suspicious transactions;

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<sup>2</sup> <https://zakon.rada.gov.ua/laws/show/3141-20#Text>

- strengthening the powers of NEURC to conduct investigations into abuses and establish strict sanctions for manipulation in energy markets, as well as for trading based on insider information.

**The law of Ukraine “On Amendments to Certain Laws of Ukraine Regarding the Implementation of European Law on the Integration of Energy Markets, Increasing Security of Supply and Competitiveness in the Energy Sector”** was adopted 7/04/2026<sup>3</sup>.

The document aims to establish a comprehensive legal framework for the full integration of Ukraine’s electricity market into the EU’s internal energy market. In particular, it sets out provisions for:

- creation of legal foundations for market coupling of the day-ahead and intraday markets of Ukraine with EU trading zones;
- implementation of the EU risk-preparedness model in the electricity sector and introduction of capacity provision mechanisms;
- regulation of interaction between the transmission system operator and the market operator to ensure cross-border exchange of electricity;
- development of new flexible market instruments, in particular aggregation and demand management activities;
- strengthening the role of consumers through the development of public energy associations and the institute of active consumers.

### 3.3 **Linked activities:**

The topics covered by this Twining project have been partially supported by some other projects.

A number of tasks related to the reform of the electricity market are being implemented within the framework of *EU-funded technical assistance* project “Better Services for Consumers in Reformed Energy Markets” (mainly in the retail segment) and the *EU-funded project* “EU4Energy Governance Phase II”.

In particular, within the framework of the EU Project “Better Services for Consumers in Reformed Energy Markets” the development of secondary legislation necessary to support implementation of REMIT was provided.

Within the framework of EU4Energy Governance Phase II, support has been provided to facilitate implementation of the Electricity Integration Package requirements in relation to post-synchronisation process related to ITC mechanism, capacity allocation, NEMO designation.

### 3.4 **List of applicable *Union acquis*/standards/norms:**

- Directive (EU) 2019/944 of the European Parliament and of the Council of 5 June 2019 on common rules for the internal market for electricity and amending Directive 2012/27/EU
- Regulation (EU) 2019/943 of the European Parliament and of the Council of 5 June 2019 on the internal market for electricity
- Regulation (EU) 2015/1222 of 24 July 2015 establishing a guideline on capacity allocation and congestion management
- Regulation (EU) 2017/2195 of 23 November 2017 establishing a guideline on electricity balancing

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<sup>3</sup> <https://zakon.rada.gov.ua/laws/show/uk-sv/4834-20#Text>

- Regulation (EU) 2024/1106 of the European Parliament and of the Council of 11 April 2024 amending Regulations (EU) No 1227/2011 and (EU) 2019/942 as regards improving Union protection against market manipulation in the wholesale energy market

### 3.5 Components and results per component

#### **Component 1: Provision of institutional support to NEURC in implementation of certain standards and procedures aligned with the Electricity Integration Package requirements.**

The primary focus of Component 1 will be on harmonization and improvement of the regulatory frameworks in the following domains:

- regulation of day-ahead and intraday markets
- regulation of balancing market
- development the flexibility services market at DSO level
- development of capacity mechanism.

#### ***Result 1.1: Legal and regulatory capacity of NEURC to govern the Single Day-Ahead Coupling (SDAC) and Single Intraday Coupling (SIDC) is strengthened in line with EU requirements.***

The activities to achieve this result will be aimed at improving capacity of the staff of NEURC on key aspects of the functioning of SDAC and SIDC, and in governing electricity markets in line with Regulation (EU) 2015/1222 on capacity allocation and congestion management (CACM) and Regulation (EU) 2019/943 on the internal market for electricity (Electricity Regulation).

#### ***Result 1.2: Legal and regulatory capacity of NEURC to regulate cross-border balancing is strengthened in compliance with EU balancing guidelines.***

The activities to achieve this result will be aimed at improving capacity of the staff of NEURC on key aspects of cross-border balancing in line with Regulation (EU) 2017/2195 establishing a guideline on electricity balancing and Regulation (EU) 2019/943 on the internal market for electricity, with a focus on European balancing platform integration.

#### ***Result 1.3: Regulatory and legislative framework for the implementation of flexibility services in the electricity system of Ukraine is improved.***

The activities to achieve this result will be aimed at improving capacity of the staff of NEURC to implement flexibility services in the electricity system of Ukraine in line with Directive (EU) 2019/944 on common rules for the internal market for electricity and Regulation (EU) 2019/943 on the internal market for electricity.

#### ***Result 1.4: Regulatory and normative framework for capacity mechanisms in the electricity system of Ukraine is strengthened.***

The activities to achieve this result will be aimed at enhancing capacity mechanisms in the electricity system of Ukraine in line with EU standards and establishing regulatory framework for assessing capacity needs and application of capacity mechanisms.

## **Component 2: Provision of institutional support to NEURC in ensuring competitive, transparent, and non-discriminatory functioning of electricity market.**

This main focus of Component 2 will be on harmonization and adaptation of the regulatory frameworks in the following domains:

- monitoring market behavior and economic and trading operations of wholesale energy market
- conducting investigations of abuses in the wholesale energy market.

### ***Result 2.1: The regulatory and legal capacity of NEURC to carry out market monitoring of wholesale electricity market is improved and its competence is strengthened.***

The activities to achieve this result will focus on improving Ukrainian legal framework that regulates monitoring of market behavior and economic and trading operations of wholesale energy market participants in accordance with REMIT and REMIT II requirements as well as on enhancing capacity of staff of NEURC to perform required actions.

### ***Result 2.2 The regulatory and legal capacity of NEURC to detect manipulation and investigate abuses in the wholesale energy market is improved and its competence is strengthened.***

The activities to achieve this result will focus on improving legal framework that regulates investigations of abuses in the wholesale energy market in accordance with REMIT and REMIT II and enhancing capacity of staff of NEURC to perform required actions.

## **3.6 Means/input from the EU Member State Partner Administration(s)\*:**

The project will be implemented in the form of a Twinning Contract between the Beneficiary Country and the EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Advisers (RTA) to manage implementation of project activities, Component Leaders (CL) and a pool of short-term experts (STE) within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member State(s) shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilized and show clearly the administrative structure and capacity of the Member State entity/ies. Proposals shall be detailed enough to respond adequately to the Twinning Fiche but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and expected results/outputs.

**The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Adviser (RTA), as well as the CVs of the potentially designated Component Leaders (CLs).**

The Twinning project will be implemented by close cooperation between the partners aiming to achieve the Expected results in a sustainable manner.

The set of proposed activities and indicators will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every three

months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partners.

Due to security reasons the project is expected to be implemented in a ‘hybrid’ mode (combining online and offline events and means of collaboration). In line with the flexibility arrangements for the implementation of Twinning projects in Ukraine, RTA and short-term experts may be allowed to work from their home country(ies) using the videoconferencing facilities. The exact arrangements shall be agreed in the workplan, with the overall assumption that the remote work contributes to the successful implementation of the project. If the security situation changes after the conclusion of the contract, the project format may be changed to a standard offline implementation arrangement. This issue will be additionally agreed.

### **3.6.1 Profile and tasks of the PL:**

#### **Qualifications and skills:**

- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2) responsible for electricity market regulation and/or electricity market surveillance, and/or cooperation on cross-border issues
- University degree in one of the following fields: law, public or business administration, electrical engineering, energy policy, economics, or equivalent professional experience of 8 years in the electricity sector
- At least 3 years of specific experience in the area of electricity markets governance and/or regulatory approximation/ implementation/ enforcement issues in the electricity sector
- Previous experience in project management and/or as a team leader will be considered as asset
- Previous experience in international cooperation will be considered as asset
- Previous experience in change management will be considered as asset
- Fluent written and spoken English
- Knowledge of Ukrainian will be considered as asset.

#### **Tasks:**

- Conceive, supervise and coordinate the overall Twinning project
- To provide strategic advice on high level regarding reforms supported by the Twinning
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS Twinning partner
- Coordinate MS experts’ work and availability
- Communicate with the beneficiary and EU Delegation
- Ensure the backstopping functions and financial management
- Guarantee from the MS administration side, the successful implementation of the project
- Participate in quarterly meetings of the Project Steering Committee with the BC PL
- Participate in preparation of the initial and subsequent work plans
- Participate in preparation of both interim and final reports.

Primary responsibility of the MS Project Leader shall be to ensure that the project produces the required outputs, to the required standards of quality and within the specified constraints of time and cost. PL and other project staff will also address cross-cutting issues.

### **3.6.2 Profile and tasks of the RTA:**

#### **Qualifications and skills:**

- Proven contractual relation to a public administration or mandated body in charge of the electricity sector regulation and/or electricity market surveillance, and/or cooperation on cross-border issues
- University degree in one of the following fields: law, public or business administration, electrical engineering, energy policy, economics, or equivalent or equivalent professional experience of 8 years in the electricity sector
- Minimum 3 years of general professional experience in public administration in the area of regulation of electricity markets and/or electricity markets surveillance
- At least 3 years of specific experience in the area of electricity markets governance and/or regulatory approximation/ implementation/ enforcement issues in the electricity sector
- Previous experience in project management, training and mentoring in related areas will be considered as asset
- Previous experience in international cooperation will be considered as asset
- Fluent written and spoken English
- Knowledge of Ukrainian will be considered as asset.

#### **Tasks:**

As to the general responsibility of the day-to-day implementation of the Twinning project in the Beneficiary Country, the Resident Twinning Adviser (RTA) tasks will include:

- Provide technical advice and assistance to the NEURC or other public sector bodies in the BC in the context of a predetermined work-plan
- Coordination of all project activities and experts' inputs in the BC
- Ensuring day-to-day implementation of the Twinning project in the BC
- Ensuring coordination with other donors working in relevant fields
- Ensuring smooth correlation between the activities, deadlines and envisaged results in the Work Plan
- Preparation of the materials and documentation for regular monitoring and reporting
- Together with the Project Leader, to nominate, mobilize and supervise the Short-Term experts.

In addition to the above, an assistant and a full-time translator-interpreter shall be appointed to assist the RTA. Allowance for this must be made within the project budget. Furthermore, the assistant and translator will facilitate the training activities. Where necessary (for example, during training activities, translation of project documents / reports and materials) the project will hire an additional translator with costs covered by the project.

### **3.6.3 Profile and tasks of Component Leaders:**

Component Leaders will provide general guidance for the two Components of the project.

Their profiles should correspond to the following requirements:

- Proven contractual relation to a public administration or mandated body

- University degree in one of the following field: law, public or business administration, electricity engineering, energy policy, economics, or equivalent or equivalent professional experience of 8 years in the electricity sector
- Minimum 3 years of professional experience in the field of electricity markets management and/ or regulatory approximation/ implementation/ enforcement issues in the electricity sector covering the domains of this Twinning project, including drafting of legislation and harmonization of external legislation with the EU energy *acquis* in a public institutional context
- Previous experience in consulting, training and mentoring in related areas will be considered as asset
- Fluent written and spoken English.

### **3.6.4 Profile and tasks of other short-term experts:**

STEs will provide specialized know-how for the individual tasks of the project.

Their profiles should correspond to the following requirements:

- University degree in one of the following fields: law, public or business administration, transport engineering, energy policy, economics, or equivalent or equivalent professional experience of 8 years in the electricity sector
- Minimum 3 years of professional experience in the field of electricity markets management and/ or regulatory approximation/ implementation/ enforcement issues in the electricity sector covering the domains of this Twinning project, including drafting of legislation and harmonization of external legislation with the EU energy *acquis* in a public institutional context
- Previous experience in consulting, training and mentoring in related areas will be considered as asset
- Fluent written and spoken English.

## **4. Budget**

The maximum budget available is EUR 1 500 000.00

## **5. Implementation Arrangements**

### **5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):**

The person in charge at the EU Delegation to Ukraine:

Ms Ulyana RUDNYTSKA

Project Manager

Delegation of the European Union to Ukraine

101, Volodymyrska Street, Kyiv, Ukraine, 01033

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The Delegation of the European Union to Ukraine together with the Twinning Programme Administration Office (PAO) will control the quality of all twinning documentation, check that the good financial management of the Twinning project is in compliance with EC rules, receive and examine all twinning project reports, support all twinning stakeholders, including beneficiary administration and Member States.

The person in charge at the PAO in Ukraine:  
Twinning Programme Administration Office (PAO)  
National Agency of Ukraine on Civil Service  
15, Prorizna Street, Kyiv, Ukraine, 01033

Monitoring will be performed by the EU Delegation to Ukraine.

## **5.2 Institutional framework**

The main beneficiary institution of this Twinning project is the National Commission for State Regulation of Energy and Utilities of Ukraine (NEURC). Information about its activities is presented on the website: <https://www.nerc.gov.ua/>. Indirect beneficiaries are stakeholders of the electricity market, namely future nominated market operators, transmission system operator, generating companies, distribution/supply companies.

The Department of Strategic Development and International Cooperation of NEURC will assume the role of coordinator in the Beneficiary Institution. It is expected that for the 2 components mentioned above, the following structural units of NEURC will be responsible and cooperate at the project level with the RTA and STEs:

- Component 1: Department of Energy market and Department of Regulation of Affairs in Energy sector
- Component 2: Department of Investigation of Abuses in Wholesale Energy Markets and Monitoring of Reporting.

For each project activity, NEURC will appoint one or more competent experts. Thus, for each activity, the CL will appoint one or more experts to act as STE and one similar competent expert will be appointed by the Beneficiary Institution. Coordination will be carried out by the RTA and the respective counterpart in Beneficiary Institution on a working level. At a higher level, the project will be managed by the PL and the counterpart in the Beneficiary Institution.

## **5.3 Counterparts in the Beneficiary administration:**

The PL and RTA counterparts will be staff of the Beneficiary Institution and will be actively involved in the management and coordination of the project.

### **5.3.1 Contact person:**

Volodymyr Tkachuk - Head of the strategic planning sector, Department of Strategic Development and International Cooperation  
National Commission for State Regulation of Energy and Utilities of Ukraine  
Postal address: 19 Sim'yi Brodskykh St., Kyiv, 03680, Ukraine.

### **5.3.2 PL counterpart**

Ruslan Slobodian – Commissioner  
National Commission for State Regulation of Energy and Utilities of Ukraine  
Postal address: 19 Sim'yi Brodskykh St., Kyiv, 03680, Ukraine.

### 5.3.3 RTA counterpart

Olena Golembivska - Director, Department of Strategic Development and International Cooperation

National Commission for State Regulation of Energy and Utilities of Ukraine

Postal address: 19 Sim'yi Brodskykh St., Kyiv, 03680, Ukraine.

## 6. Duration of the project

The project implementation period is 24 months.

## 7. Management and reporting

### 7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

### 7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

### 7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

## 8. Sustainability

The achievements of a Twinning project (from results per component to impacts) should be maintained as a permanent asset to the Beneficiary administration even after the end of the Twinning project implementation. This presupposes inter alia that effective mechanisms are put in place by the Beneficiary administration to disseminate and consolidate the results of the project.

The twinning partners will undertake to provide the basic infrastructure necessary for the sustainability of their joint twinning achievements. The sustainability of the results is likely to be achieved if the twinning partners commit themselves to the following:

- absorbing efficiently the contents and understanding of the training materials by the Beneficiary personnel being measured and monitored after each training session that is provided by simple tests;

- allowing for confirmation of the effect of the Twinning project for the Beneficiary institution by organizing a final seminar that presents achieved results of the twinning activities at the end of the Twinning project;
- providing assurance that deliverables developed within the Twinning project will be used by the Beneficiary beyond the primary contract period.

The success of the project will be based on achieving practical results and sustainability of the results will be an important measure of success.

As concerns Twinning project that includes support to development of new legislation or amendments (in line with EU *acquis*), the sustainability of expected results/outputs is best ensured by ensuring that policy and legislative proposals are backed up by at least basic impact assessments (regulatory, fiscal). It should also be consulted with both internal and external stakeholders (inter-ministerial and public consultations), as required by Beneficiary country legislation.

## **9. Crosscutting issues (*equal opportunity, environment, climate etc*)**

All activities under this project will be designed and implemented in accordance with principles good governance, human rights-based approach, gender equality and environmental sustainability. All activities will ensure the respect to Key principles of Public Administration, especially the commitment to inclusive and evidence-based policy and legislative development.

This action will be implemented following a right-based approach, encompassing all human rights. The five working principles below will be applied at all stages of implementation: legality, universality and indivisibility of human rights; participation and access to the decision-making process; non-discrimination and equal access; accountability and access to the rule of law; transparency and access to information.

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

## **10. Conditionality and sequencing**

The underlying assumption for this project is the Ukrainian political will to improve the energy market functioning through the reforms and provision of adequate funding for the capacities to be delivered.

The Twinning project requires the full commitment and participation of the senior management of the beneficiary institution. In addition, to provide the Twinning partner with adequate resources to operate effectively, the senior management must be involved in the development and implementation of the policies required to deliver the described results.

NEURC is aware there are several issues necessary for the smooth implementation of the Twinning project and that the achievement of the components is partially or completely under its sole responsibility.

When the project starts, the NEURC has to:

- ensure strong involvement/commitment of Beneficiary's staff at all levels;
- assign Beneficiary's experts as counterparts for the STE's to cooperate on the implementation of activities according to the working plan;
- provide suitable venues and equipment for training sessions and seminars that will be held under the Project.

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

## **11. Indicators for performance measurement**

Definition of project specific, realistic, verifiable targets and indicators are included in Annex 1 - Simplified Logical framework.

### **Component 1: Provision of institutional support to NEURC in implementation of certain standards and procedures aligned with the Electricity Integration Package (EIP) requirements.**

**Result 1.1:** Legal and regulatory capacity of NEURC to govern Single Day-Ahead Coupling (SDAC) and Single Intraday Coupling (SIDC) is strengthened in line with EU requirements.

#### Indicators of performance measurement:

Availability of legal documents incorporating CACM and Electricity Regulation requirements into Ukrainian legislation for SDAC/SIDC;

Number of staff trained to oversee SDAC/SIDC functioning.

**Result 1.2:** Legal and regulatory capacity of NEURC to regulate cross-border balancing is strengthened in compliance with EU balancing guidelines.

#### Indicators of performance measurement:

Availability of legal documents incorporating Electricity Balancing Guidelines and Electricity Regulation requirements into Ukrainian legislation for market balancing.

Number of staff trained to ensure cross-border balancing.

**Result 1.3:** Regulatory and legislative framework for the implementation of flexibility services in the electricity system of Ukraine is improved.

#### Indicators of performance measurement:

Availability of Procedure for providing flexibility services aligned with EU *acquis* requirements, and availability of legal acts defining procedures and criteria for purchasing flexibility services at the DSO level.

**Result 1.4:** Regulatory and normative framework for capacity mechanisms in the electricity system of Ukraine is strengthened.

Indicators of performance measurement:

Availability of legal acts regulating application of capacity mechanisms and availability of recommendations for monitoring, control and assessment of the effectiveness of the application of capacity mechanisms.

**Component 2:** Provision of institutional support to NEURC in ensuring competitive, transparent, and non-discriminatory functioning of electricity market.

**Result 2.1:** The regulatory and legal capacity of NEURC to carry out monitoring of wholesale electricity market is improved and its competence is strengthened.

Indicators of performance measurement:

Availability of recommendations on improving reporting obligations for wholesale energy market participants against EU standards, and  
availability of guidelines on improving national legislation on market monitoring.

**Result 2.2** The regulatory and legal capacity of NEURC to detect manipulation and investigate abuses in the wholesale electricity market is improved and its competence is strengthened.

Indicators of performance measurement:

Availability of recommendations on improving national legislation on investigations of abuses in the wholesale energy market and the methodology for calculating penalties, and  
availability of guidelines on improving procedures for conducting investigations of abuses in the wholesale energy market.

## **12. Facilities available**

The office space, meeting rooms, hard and software, telephone, internet access, security related issues and facilities available for training, seminars and conferences will be provided by the Shipping Administration for the RTA, his/her assistants and visiting experts.

## **ANNEXES TO PROJECT FICHE**

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)
2. List of relevant Laws and Regulations (optional).

**Annex C1a : Simplified Logical Framework**

|                          | Description                                                                                                                                                                   | Indicators (with relevant baseline and target data)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sources of verification                                                                                                                     | Risks                                                                                                                                                                                                                                                                                                                 | Assumptions (external to project)                                                                                                                                                                                                                                                                                                                                     |
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| <b>Overall Objective</b> | To support implementation of Ukraine's obligations in the field of electricity market regulation to facilitate its integration into the European internal electricity market. | <p>Increased regulatory and institutional efforts undertaken by Ukraine to improve electricity market regulation in compliance with EU rules and regulations in the sector</p> <p><b>Baseline:</b> 2026 – implementation of Ukraine's international obligations and adoption of legislation aligned with EU acquis in respective fields according to the EU-UA Association Agreement is limited. Work on legislation has advanced, the required secondary legislation drafts, however, are not yet approved.</p> <p><b>Target:</b> By the end of project - the Ukrainian legislation on electricity market regulation is better aligned with the respective EU legislation; implementation of respective international obligations is advanced.</p> | <ul style="list-style-type: none"> <li>- Monitoring/assessment reports by EU and international organisations (Energy Community).</li> </ul> | <ul style="list-style-type: none"> <li>- Risks associational with the military aggression against Ukraine;</li> <li>- Changes in beneficiary (NEURC) priorities;</li> <li>- Risks associated with lack of financial and human resources that would hinder implementation of the newly adopted legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Continued support of the Ukrainian Government for the implementation of reforms in energy sector;</li> <li>- Sufficient political support from high ranking officials in the sector for conducting energy market reforms;</li> <li>- Sufficient human and financial resources to carry out all necessary reforms.</li> </ul> |

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| <b>Specific (Project) Objective(s)</b>         | Strengthen the capacity of the National Commission for State Regulation of Energy and Utilities of Ukraine to regulate electricity market in line with EU <i>acquis</i> requirements (Electricity Integration package), as well as to ensure market transparency and perform market surveillance. | <p>Strengthened institutional capacity of NEURC to regulate and oversight electricity market operations</p> <p><b>Baseline:</b> 2026 – limited capacity of NEURC to perform its mandate under EIP and REMIT/REMIT II</p> <p><b>Target:</b> By the end of project - the capacities of NEURC are significantly strengthened enabling the Institution to carry out its obligations in line with EU <i>acquis</i> in the sphere of market regulation and market surveillance</p> | <ul style="list-style-type: none"> <li>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices;</li> <li>- Compliance checks of the newly developed legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Risks associational with the military aggression against Ukraine;</li> <li>- Changes in beneficiary (NEURC) priorities;</li> <li>- Risks associated with lack of financial and human resources that would hinder implementation of the newly adopted legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Continued support of the Ukrainian Government for the implementation of reforms in energy sector;</li> <li>- Sufficient political support from high ranking officials in the sector for conducting energy market reforms;</li> <li>- Sufficient human and financial resources to carry out all necessary reforms.</li> </ul> |
| <b>Mandatory results/outputs by components</b> | <b>Component 1: Provision of institutional support to NEURC in implementation of certain standards and procedures aligned with the Electricity Integration Package (EIP) requirements</b>                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                       |

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|  | <p><b>Result 1.1:</b> Legal and regulatory capacity of the NEURC to govern Single Day-Ahead Coupling (SDAC) and Single Intraday Coupling (SIDC) is strengthened in line with EU requirements.</p> | <p>Availability of legal documents incorporating CACM and Electricity Regulation requirements into Ukrainian legislation for SDAC/SIDC,</p> <p>number of staff trained to oversee SDAC/SIDC functioning.</p> <p><b>Baseline:</b> 2026 – limited level of alignment of national legislation to EU requirements; limited capacity of staff of NEURC to regulate SDAC/SIDC operations.</p> <p><b>Target:</b> By the end of project – drafts of the respective legal documents are available, and possibly adopted; number of staff of NEURC (tbd) is trained on key aspects of SDAC and SIDC operations.</p> | <ul style="list-style-type: none"> <li>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices;</li> <li>- Compliance checks of the newly elaborated legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Insufficient dedication, motivation, resources of NEURC to implement the project;</li> <li>- Insufficient cooperation between NEURC and other stakeholders.</li> </ul> | <p>NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units.</p> |
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|  | <p><b>Result 1.2:</b> Legal and regulatory capacity of NEURC to regulate cross-border balancing is strengthened in compliance with EU balancing guidelines.</p> | <p>Availability of legal documents incorporating Electricity Balancing Guidelines and Electricity Regulation requirements into Ukrainian legislation for market balancing,</p> <p>availability of procedures for interaction between NEURC and NRAs within the capacity calculation region, including in terms of approval of regional rules, procedures, conditions, and methodologies,</p> <p>number of staff trained to ensure cross-border balancing.</p> <p><b>Baseline:</b> 2026 – limited level of alignment of national legislation in the sphere of cross-border balancing to EU requirements; limited capacity of staff of NEURC to carry out tasks required for cross-border balancing</p> <p><b>Target:</b> By the end of project – drafts of the respective legal documents are available, and possibly adopted; number of staff of</p> | <ul style="list-style-type: none"> <li>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices;</li> <li>- Compliance checks of the newly developed legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Insufficient dedication, motivation, resources of NEURC to implement the project;</li> <li>- Insufficient cooperation between NEURC and other stakeholders.</li> </ul> | <p>NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units.</p> |
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|  |                                                                                                                                                          | NEURC (tbd) is trained on key aspects of balancing platforms operation and balancing platforms integration.                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                               |                                                                                                                                                                                                                 |                                                                                                                   |
|  | <b>Result 1.3:</b> Regulatory and legislative framework for the implementation of flexibility services in the electricity system of Ukraine is improved. | <p>Availability of Procedure for providing flexibility services aligned with EU <i>acquis</i> requirements;</p> <p>availability of legal acts defining procedures and criteria for purchasing flexibility services at the DSO level.</p> <p><b>Baseline:</b> 2026 – limited level of alignment of national legislation to EU requirements.</p> <p><b>Target:</b> By the end of project – drafts of the respective legal documents are available, and possibly adopted.</p> | <ul style="list-style-type: none"> <li>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices;</li> <li>- Compliance checks of the newly elaborated legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Insufficient dedication, motivation, resources of NEURC to implement the project;</li> <li>- Insufficient cooperation between NEURC and other stakeholders.</li> </ul> | NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units. |

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|                                                       | <p><b>Result 1.4:</b> Regulatory and normative framework for capacity mechanisms in the electricity system of Ukraine is strengthened.</p>             | <p>Availability of legal acts regulating application of capacity mechanisms;</p> <p>availability of recommendations for monitoring, control and assessment of the effectiveness of the application of capacity mechanisms.</p> <p><b>Baseline: 2026</b> – limited level of alignment of national legislation to EU requirements.</p> <p><b>Target:</b> By the end of project – drafts of the respective legal documents are available, and possibly adopted.</p> | <ul style="list-style-type: none"> <li>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices;</li> <li>- Compliance checks of the newly elaborated legislation.</li> </ul> | <ul style="list-style-type: none"> <li>- Insufficient dedication, motivation, resources of NEURC to implement the project;</li> <li>- Insufficient cooperation between NEURC and other stakeholders.</li> </ul> | <p>NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units.</p> |
| <p><b>Mandatory results/outputs by components</b></p> | <p><b>Component 2: Institutional support to NEURC in ensuring competitive, transparent, and non-discriminatory electricity market functioning.</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                               | -                                                                                                                                                                                                               | -                                                                                                                        |

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|  | <p><b>Result 2.1:</b> The regulatory and legal capacity of NEURC to carry out monitoring in wholesale electricity market in accordance is improved and its competence is strengthened.</p> | <p>Availability of a gap analysis assessing national legislation on reporting obligations for wholesale energy market participants against EU standards;</p> <p>Availability of guidelines on improving national legislation on market monitoring.</p> <p><b>Baseline:</b> 2026 – limited level of alignment of national legislation to EU requirements.</p> <p><b>Target:</b> By the end of project – drafts of the respective guidelines are available.</p> | <p>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices.</p> | <p>- Insufficient dedication, motivation, resources of NEURC to implement the project.</p> | <p>NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units.</p> |
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|  | <p><b>Result 2.2:</b> The regulatory and legal capacity of NEURC to detect manipulation and investigate abuses in the wholesale electricity market is improved and its competence is strengthened.</p> | <p>Availability of a gap analysis assessing national legislation on investigations of abuses in the wholesale electricity market and the methodology for calculating penalties;</p> <p>availability of guidelines on improving procedures for conducting investigations of abuses in the wholesale energy market</p> <p><b>Baseline:</b> 2026 – limited level of alignment of national legislation in the sphere of abuses in the wholesale electricity markets to EU requirements.</p> <p><b>Target:</b> By the end of project – drafts of the respective guidelines are available.</p> | <p>- Project reports with relevant analysis and recommendations, including on exchange of EU best practices.</p> | <p>- Insufficient dedication, motivation, resources of NEURC to implement the project.</p> | <p>NEURC is ready to assign the staff for the training and guarantee their further employment in the relevant units.</p> |
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## **Annex 2: List of relevant Laws and Regulations:**

- Law of Ukraine “On the Electricity Market”;
- Law of Ukraine “On Alternative Energy Sources”;
- Law of Ukraine “On the National Commission for State Regulation in the Energy and Utilities Sectors”;
- Law of Ukraine “On Amendments to Certain Laws of Ukraine Regarding the Implementation of European Law on the Integration of Energy Markets, Increasing Security of Supply and Competitiveness in the Energy Sector”
- Market Rules, approved by the NEURC Resolution No. 307 dated 14.03.2018 (as amended);
- Day-Ahead and Intraday Market Rules, approved by the NEURC Resolution No. 308 dated 14.03.2018 (as amended);
- Retail Electricity Market Rules, approved by the NEURC Resolution No. 312 dated 14.03.2018 (as amended);
- Transmission System Code, approved by the NEURC Resolution No. 309 dated 14.03.2018 (as amended);
- Distribution Systems Code, approved by the NEURC Resolution No. 310 dated 14.03.2018 (as amended);
- Commercial Accounting Code, approved by the Resolution of the National Commission for the Regulation of the National Energy and Utilities Commission of Ukraine No. 311 dated March 14, 2018 (as amended);

Procedure for the Investigation of Abusive Practices and Other Violations in the Wholesale Energy Market, approved by Resolution No. 1756 of the National Energy and Utilities Regulatory Commission (NEURC) dated 26 September 2023;

Procedure (Methodology) for Determining the Amount of Fines Imposed by the National Energy and Utilities Regulatory Commission, approved by Resolution No. 1800 of the NEURC dated 29 September 2023;

Requirements for Ensuring Integrity and Transparency in the Wholesale Energy Market, approved by Resolution No. 614 of the NEURC dated 27 March 2024;

Methodological Recommendations for Ensuring Integrity and Transparency in the Wholesale Energy Market, approved by Resolution No. 2195 of the NEURC dated 23 December 2025;

Procedure for the Registration of Wholesale Energy Market Participants, approved by Resolution No. 1812 of the NEURC dated 4 October 2023;

Procedure for the Submission of Information on Executed Wholesale Energy Product Transactions, approved by Resolution No. 618 of the NEURC dated 27 March 2024;

Procedure for Obtaining, Suspending and Terminating the Status of a Data Reporting Service Provider, approved by Resolution No. 2613 of the NEURC dated 27 December 2023;

Procedure for the Operation of Inside Information Platforms, approved by Resolution No. 137 of the NEURC dated 16 January 2024.