

SELECTED REFERENCES

COWI IN UKRAINE



COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2018 - 2023

CUSTOMER
European Investment
Bank

RECIPIENT
European Investment
Bank

TOTAL FEE
EUR 3.995.000

TOTAL INVESTMENT
MEUR 400

UKRAINE MUNICIPAL INFRASTRUCTURE PROGRAMME (UMIP) - TA TO THE PROGRAMME MANAGEMENT AND SUPPORT UNIT (PMSU)

The overall objective is to facilitate the UMIP implementation expeditiously and correctly. The immediate objective is to assist and support the PMSU in identifying, preparing and implementing municipal infrastructure investment projects throughout Ukraine within energy (energy efficiency in housing, district heating and street lightning), water (drinking water and wastewater) and waste (solid waste). It is carried out according to the EIB's environmental and social standards, the EIB Guide to Procurement and the UMIP Programme Procedures Manual.

EIB has signed a lending agreement with the Government of Ukraine for the UMIP. The lending agreement amounts to MEUR 400. It is envisaged that the UMIP may finance or co-finance a total of 15 to 25 investment projects

- > Project management
- > Quality assurance of draft ToRs for feasibility studies and construction works
- > Assistance in conducting feasibility studies (energy, water and waste expertise, financial analyses, institutional expertise, EIA expertise, etc.), procurement and operations of the PMSU
- > Backstopping.

COWI GROUP
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COUNTRY
Ukraine, Turkey,
Indonesia, Ethiopia,
India, China, Vietnam,
USA, United Kingdom,
Germany

PERIOD
2018 - 2022

CUSTOMER
Danish Energy Agency
(DEA), Danish Ministry of
Energy, Utilities and
Climate

RECIPIENT
Danish Energy Agency
(DEA), Danish Ministry of
Energy, Utilities and
Climate

TOTAL FEE
EUR 3.137.000

TECHNICAL ASSISTANCE SERVICES TO THE DANISH ENERGY AGENCY ENERGY COUNTRY PROGRAMS AND PROJECTS (CEPP)

The Framework agreement comprised specialist technical expertise which was provided on demand to ensure that the implementing agencies could access the most appropriate knowledge and skills while benefitting from the expertise and experience of international and local know-how and resource bases in the country programmes and projects. The focus was on enhancing the capacity of partner institutions in the countries.

The consultancy framework agreement provided demand-led support to the Danish Energy Agency Country Programs and projects, providing specialist technical expertise combined with policy dialogue in the promotion of renewable energy and energy efficiency. Support was ultimately aimed at facilitating Danish Energy Agency initiatives for low carbon development and reduced CO2 emissions in 10 countries.

The projects supported have two main areas of intervention:

- supporting governmental energy, climate, and low carbon policies, strategies, and plans – including renewable energy and energy efficiency;
- dealing with implementation aspects of renewable energy and energy efficiency initiatives, most frequently relating to managing high shares of variable renewable energy in national power and heating/cooling systems in a cost-effective manner

Technical Assistance project to the countries based on government-to-government partnership agreements, focusing on:

- > high-level energy policy and planning,
- > energy demand forecasting,
- > renewable energy integration in power systems,
- > energy efficiency and climate change mitigation policy and planning in a peer-to-peer manner.

The main technical areas covered:

- > energy policy and planning,
- > renewable energy integration in power systems,
- > energy efficiency, heating and cooling supply planning and legislation,
- > climate change mitigation policy and planning.

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COUNTRY
Ukraine

PERIOD
2020 - 2022

CUSTOMER
Chernivtsivodokanal

TOTAL FEE
EUR 2.574.156

PROJECT COST
EUR 44.550.000

MUNICIPAL WATER INFRASTRUCTURE PROJECT CHERNIVTSI, PHASE 2 AND 3

Chernivtsi is undergoing a major improvement in water supply and sanitation infrastructure services, which KfW has supported since 2009. In 2010 COWI was entrusted with the preparation of a feasibility study for Chernivtsi, with main focus on development of the water supply services. The project ended up with the definition of an implementation project.

Chernivtsi City Council and KfW now intend to continue with Phases 2 and 3 of the project. COWI, with three local sub-consultants led by UTA, was awarded this project.

The project covers the further development of the water supply services and development of wastewater services for Chernivtsi, having about 265,000 inhabitants. The services comprised basic and optional services, the latter being launched subject to a Financing Agreement is concluded and the Consultants were performing the basic services properly, as determined by the Client and KfW. The services comprise as follows:

Basic Services:

- > Component A: Update of Feasibility Study for Phase 2 and Feasibility Study for Phase 3, preparation of an ESIA and preparation of design proposals for Phases 2 and 3 in accordance with Ukrainian procedures; and
- > Component B: Preparation of Project Stage "P" designs in accordance with Ukrainian legislation and procedures, preparation of an Environmental and Social Management Plan (ESMP) and obtaining state expertise approvals.

Optional Services:

- > Component C: Preliminary design concept on connection of the amalgamated communities along the water main to Chernivtsi;
- > Component D1: Preparation of Tender Documents for FIDIC Yellow and/or RED Book contracts, including preparation of Project Stage "R" designs in accordance with Ukrainian legislation and procedures and obtaining state expertise approvals;
- > Component D2: Construction management and supervision of Phases 2 and 3 implementation; and
- > Component E: Feasibility Study on connection of the amalgamated communities along the water main to Chernivtsi.

The projects includes a large stakeholder engagement component.

Physical investments of Phases 2 and 3 include rehabilitation of groundwater intakes and water treatment (both were only considered in an initial assessment of possible investments), water transmission mains (ca. 12 km, gravity and pressure mains, DN 500-1000), extension of distribution network (ca.41 km, DN 100-600), rehabilitation of wastewater pumping stations (replacement of pumping equipment), rehabilitation of sewers (ca. 30 km, DN 160-1000) and rehabilitation of WWTP (72,000 m³/day) incl.

sludge management. In addition an improved pressure management system and SCADA system will be implemented.

Estimated construction costs: 44.55 MEUR.

- > Project management
- > Planning including field investigations, conceptual planning and feasibility study
- > Socio-economic assessments
- > Environmental and social impact assessment
- > Financial and economic assessments
- > Institutional analysis of Chernivtsivodokanal
- > Implementation and procurement planning
- > Water, sewerage and wastewater treatment design proposals as per Ukrainian procedures
- > water, wastewater and wastewater treatment designs (stage "P") as per Ukrainian procedures including obtaining state expertise approvals

COWI services comprised as optional services:

- > Project management
- > Water, sewerage and wastewater treatment Tender Document preparation for FIDIC Yellow/Red Book contracts
- > Water, sewerage and wastewater treatment designs (stage "R") as per Ukrainian procedures including obtaining state expertise approvals
- > Construction management and supervision
- > Water supply feasibility assessments for connection of amalgamated communities adjacent to water main

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COUNTRY
Ukraine

PERIOD
2019 - 2020

CUSTOMER
Danida Sustainable
Infrastructure Finance
DSIF

TOTAL FEE
EUR 357.289

PROJECT COST
EUR 17.620.000

FEASIBILITY STUDY FOR ZAPORIZHZHIA WASTEWATER AND SLUDGE TREATMENT PLANT

Zaporizhzhia is a large industrial Ukrainian city with a population of about 750,000 inhabitants.

Zaporizhzhia Vodokanal has been facing an operational, social and therefore an increasing political problem related to the handling of surplus sludge generated at the Wastewater Treatment Plant WWTP-1, catering for the part of the city occupying the left bank of Dnipro River, covering about 70% of the total urban population. The WWTP-1 has a current capacity of about 400,000 P.E.

A full fledged feasibility study of WWTP-1 was launched addressing not only the sludge management aspects, but also operational issues relating to effluent quality and stability, and feasibility assessments of a possible transfer of all wastewater generated at the Right Bank of Dnipro River to the WWTP-1.

The detailed feasibility study comprised:

- > Detailed technical investigations of the wastewater and sludge treatment facilities
- > Socio-economic studies
- > Strategic vision for future wastewater treatment in Zaporizhzhia
- > Identification of a road map and building blocks of projects to reach the strategic vision

- > Project identification and identification of financing envelope options
- > Final identification of a bankable investment project envisaged for funding by DSIF, NEFCO and Zaporizhzhia City Council
- > Preliminary designs of the investment project
- > Financial and economic analysis
- > Environmental assessments
- > Preparation of a Feasibility Study Report and a Project Presentation Document
- > Assistance to DSIF in preparation of funding application document

Two cross-cutting issues guided the feasibility study preparation:

- i) Maintaining a holistic approach in the identification of technically founded and prioritized projects; and
- ii) Close liaising with all stakeholders, particularly the local partners in Zaporizhzhia.

Several project workshops were held with involvement of the four key stakeholders (Zaporizhzhia City, Zaporizhzhia Vodokanal, DSIF and NEFCO).

The identified project includes:

- > Rearranging / reconstruction of biological process tanks and aeration system arrangements;
- > Pre-dewatering of bio-sludge, digestion of sludge with gas utilisation, and final dewatering of sludge;
- > New SCADA system and upgrade of measuring and control equipment; and
- > A large asset management and O&M Training component.

Estimated Total Implementation Cost: 17,620,000 EUR

Preparation of a draft DSIF Project Concept Document for DSIF internal application of funds for project implementation.

Project management

- Wastewater treatment planning
- Wastewater treatment conceptual designs
- Socio-economic assessments
- Environmental assessments
- Financial and Economic analysis
- Implementation and Procurement planning

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COUNTRY
Ukraine

PERIOD
2019 - 2021

CUSTOMER
European Investment
Bank

REGIONAL PASSENGER SERVICES MODERNIZATION PROJECT - PHASE 2 – ORGANISATIONAL AND LEGAL DOCUMENTATION

The objectives of the Assignment were as follows:

>Develop the organisational structure and arrangements necessary to implement the Proposed Structure; and

>Draft the legal documentation necessary to implement the Proposed Structure.

Task 1. Development of an Inception Report

Task 2. Stakeholder Readiness Assessment and Reform Action Plan

TOTAL FEE
EUR 278.000

Task 3. Railway Infrastructure Manager and Railway Undertaking Readiness Assessment and Reform Action Plan

PROJECT COST
EUR 70.800

Task 4. Draft Public Service Contracts

Task 5. Draft Lease Agreement and Commitment to Lease

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IT SYSTEMS MONITORING OF THE PROJECT "SUPPORT FOR MIGRATION MANAGEMENT"

COUNTRY
Ukraine

The contract shall help ensuring that the 27,2 ME 'Support for Migration Management' project will have impact and that an Integrated Migration Management Information System (IMMIS) will have been designed, installed and implemented before the end of the project time.

PERIOD
2019 - 2021

CUSTOMER
EU Delegation to Ukraine

To provide hands-on monitoring of the implementation of an Integrated Migration Management Information System (IMMIS) in Ukraine from 2019-20, and corresponding reports and projects management support to help the Delegation of European Commission in Kiev ensure that the Ukrainian State Migration Service (SMS) will have a quality delivery in place by the end of the project.

TOTAL FEE
EUR 62.400

Primary areas of concern:

- supply and integration of IT systems and equipment
- business process analysis recommendations implementation
- change management
- quality assurance of overall planning and execution by EU's contractor IOM

This assignment has been managed by COWI Belgium under FWC SIEA lot 2.

- Stocktaking Report, regarding overall project implementation since April 2019 Steering Committee
- Draft Periodic Project Report of min 5 pages shall be produced 5 days before each Steering Committee (every 3 months)
- Final Periodic Project Report of minimum 5 pages shall be produced 10 days after every Steering Committee
- Yearly Summary Report of minimum 20 pages shall be produced on annual basis, summarizing the progress and the challenges for the project
- Final Report of minimum 30 pages shall be produced by 15 December 2020
- Up to 6 periodic ad hoc reports of indicatively 10 pages regarding on project progress on issues such as e.g. policy development, business process analysis, business process re-engineering, design and implementation of IMMIS

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AFFORDABLE DISTRICT HEATING IN UKRAINE

COUNTRY
Ukraine

The overall development objective of the project is to influence policy through recommendations to local level Ukrainian authorities on options that are available to deal with the impact of the increased natural gas prices in the heating sector, leading to adoption of strategies for the promotion of building-level energy efficiency and consumption-based billing that will not have a negative impact on poor households.

PERIOD
2007 - 2008

CUSTOMER
World Bank

The expected outcomes of the project are:

- adoption of a city-level strategy to ensure efficient and affordable DH supply, and

TOTAL FEE
USD 126.000

- improved national-level awareness of solutions to ensure efficient and affordable DH supply.

Assistance

Assistance includes: Status Quo and Assessment of Impact of Gas Price Increases; Assessment of Demand Side Energy Efficiency Potential; Survey of DH consumers; Strategy Development; and Workshop and Dissemination

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COUNTRY

Ukraine

PERIOD

2014 - 2015

CUSTOMER

IFC - International Finance Corporation

TOTAL FEE

USD 210.330

VINNYTSIA INTEGRATED SOLID WASTE MANAGEMENT PLAN

The aim of the project was to assist the City Administratin of Vinnytsia with preparation of an Integrated Solid Waste Management Plan.

The scope of consultancy services included:

- > Assessment of the current solid waste management system in Vinnytsia and the surrounding areas and preparation of the baseline study;
- > Development of Integrated Solid Waste Management Plan for improvement of collection, transfer, recycling and disposal of MSW in Vinnytsia and surrounding areas with a total population of 500 thousand inhabitants;
- > Review of available xengineering design documentation prepared in accordance with the Ukrainian regulations and IFC recommendations for construction of a new landfill and a waste transfer station.
- > Development and implementation of a training program on (i) landfill operations; (ii) long-term planning of waste management including the service area extension, options for separate collection and recovery of recyclable materials to increase value added.

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COUNTRY

Ukraine

PERIOD

2018 - 2019

CUSTOMER

European Investment Bank

TOTAL FEE

EUR 292.000

REGIONAL PASSENGER SERVICES MODERNIZATION PROJECT PHASE 1 – TECHNO-ECONOMIC FEASIBILITY

Project objectives.

- ✓ Develop affordable and feasible investment projects to improve significantly the level of service of the regional and suburban passenger rail system in the Pilot Regions through preparation of two feasibility studies; and
- ✓ Demonstrate the financial flows necessary to sustain the proposed investment projects through preparation of a suitable financial model, to be applied separately in each of the two Pilot Regions.

Project included the following:

- Inception phase.

Discuss and agree the methodology for conducting the assignment with the Contracting Authority in consultation with the Promoter, Pilot Regions and other relevant stakeholders, including the definition of at least three or more future scenarios (established, inter alia, by virtue of economic viability and financial affordability) covering

- Perform demand forecast.

The Consultant carried out a detailed analysis of the demand/mobility requirements for regional and suburban railway systems in the two Pilot Regions

- Perform Supply Forecast.

The Consultant carried out a detailed supply assessment and forecast requirement for the regional railway systems in the two Pilot Regions,

- Recommend associated infrastructure improvements.

The Consultant recommended an appropriate plan to improve the related station building/environs, platform, stabling and maintenance depot and fare collection infrastructure required to deliver the regional/suburban services in the two Pilot Regions,

- Undertake a quantified Cost Benefit Analysis.

The Consultant prepared a quantified cost-benefit analysis (CBA) in line with suitable standards to be agreed with the Contracting Authority - e.g. DG Regio CBA Guide (2014). The CBA was applied to the various scenarios agreed in advance.

- Preparation of Feasibility Study

The Consultant consolidated the analysis and results of performing tasks 3-5 into two feasibility study reports, one for each region, that makes a clear investment proposal for implementation over a 3-5 year horizon.

- Develop a Financial Model.

The Consultant prepared an excel based financial model for application in each of the two Pilot Regions that is consistent with the Spreadsheet Standards Review Board best practice or other suitable standard agreed with the Contracting Authority.

- Prepare the Procurement Documentation.

The Consultant prepared the necessary procurement documentation for the agreed rolling stock investment plan.

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COUNTRY

Ukraine, Moldova, Georgia

PERIOD

2019 - 2019

CUSTOMER

OECD

TOTAL FEE

EUR 23.875

WATER STRATEGY, CONCEPT DEVELOPMENT

The assignment is aimed at assisting the OECD in preparing a concept for forthcoming water policy briefs for selected EECCA countries to be developed in close cooperation with these. Focus is on Ukraine, Georgia and Moldova. As part of the assignment a workshop was held in Paris in April 2019 with the participation of, among others, experts from Ukraine and Uzbekistan. A methodological note was prepared in the wake of the workshop. Currently, consultations are being carried out with representatives of selected ministries in Ukraine, including the Ministry of Environment and Natural Resources of Ukraine, with the purpose of developing a road map for the finalization and, especially, successful implementation of the Ukrainian draft water strategy.

Project management, economic analysis, concept development, road map, water-food-energy nexus, reporting

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COUNTRY

Ukraine

PERIOD

2017 - 2018

CUSTOMER

European Investment Bank

TOTAL FEE

EUR 172.474

PROJECT COST

EUR 172.474

MANAGEMENT AND TA SUPPORT TO DNIETRO PETROVSK METRO EXTENSION PROJECT

Implementation of the project was expected to increase significantly the annual passenger volumes as the extension brought the metro service into the city centre, a densely populated area with high economic activity.

The overall objective of this Assignment was to ensure coordination between public transport services in the city of Dnipropetrovsk, and in particular between the metro on the one hand and the other public transport services on the other hand. Public transport integration included the comprehensive planning of services within an urban market for the purposes of facilitating seamless, multi-operator journeys.

The results achieved were:

-a transport plan that outlines how tram, bus and marschrutka services can complement the metro;

-formulation of recommendations on an overall program of actions for consideration by Government.

(i) improved accessibility in and around the metro stations: assessment and development of measures

(ii) improved accessibility of the metro stations by other public transport modes and private vehicles: identification of opportunities

(iii) re-routing of existing public transport services that serve the same corridor as the metro: detailed plan to reorganize and improve the public transport network

(iv) integration of passenger information: the distribution of up-to-date route, fare and timetable data on all public transport services;

(v) integration of ticketing and fares

(vi) the development of a marketing and publicity concept for the subway stations

(vii) removal of institutional, fiscal or legal barriers to network integration

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COUNTRY
Ukraine

PERIOD
2019 - 2020

CUSTOMER
Delegation of the
European Union to
Ukraine

ASSISTANCE TO UKRAINIAN AUTHORITIES IN IMPLEMENTATION OF THE NATIONAL WASTE MANAGEMENT STRATEGY

On September 16, 2014, the Association Agreement between Ukraine and the EU came into force. It stipulates that Ukraine will transpose EU legislation, including in the waste sector, into the national framework. It also prescribes the preparation of waste management plans in line with the waste hierarchy and of a national strategy designed to reduce the amount of biodegradable waste going to landfills. On November 8, 2017, the Government approved the National Waste Management Strategy by 2030. Ukraine's main priority is to prevent generation of waste through re-use, material processing or energy utilization. If none of the above options is appropriate, the disposal of waste in landfills should comply with environmental standards. The global objective of this project is to facilitate and promote the reform in the waste management sector. This reform will be directly related with the obligations of the Association Agreement. The specific objective of this contract was to assist MENR, MinRegion, regional and local level authorities and other stakeholders in implementation of National Waste Management Strategy through provision of training in selected pilot regions.

The project combines detailed training for selected regional authorities with inputs to the preparation of legislation on municipal waste in Ukraine. Additionally, Terms of Reference (ToR) for future Technical Assistance on municipal waste management need to be prepared. The major focus on the training is to support Oblast administrations in the preparation of Regional Waste Management Plans (RWMPs), consistent with the National Waste Management Strategy and Action Plan (NWMS) and in line with EU legislation and good practices and to assist the regions in preparation of sustainable projects in line with these plans.

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COUNTRY
Ukraine

PERIOD
2019 - 2019

CUSTOMER
EU Delegation to Ukraine

EVALUATION OF EE PROJECTS WITHIN COM AND ESP

The evaluation will assess the Action using the 5 standard DAC criteria. The main objectives of this evaluation are to provide the EU Delegation and the relevant services of the European Union as well as the interested stakeholders with:

- an overall independent assessment of the past performance of the projects funded in the area of the energy efficiency launched under Covenant of Mayors programme - Lot 1, Ukraine, and E5P programmes, paying particular attention to its intermediate results measured against its expected objectives ;

TOTAL FEE
EUR 113.700

- key lessons learned and recommendations in order to improve the current and future Actions

PROJECT COST
EUR 145.760

Administrative and contractual follow up and support to implementation

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COWI Norge

A FORWARD-LOOKING REVIEW OF NEFCO'S ENERGY EFFICIENCY PROGRAMME IN UKRAINE

COUNTRY
Ukraine

The Nordic Environment Finance Corporation (NEFCO) is an International Financial Institution established in 1990 and owned by Denmark, Finland, Iceland, Norway and Sweden. NEFCO was created to support the Nordic countries' efforts to increase environmental awareness in Eastern and Central Europe by providing financing to projects that reduced emissions harmful to the environment.

PERIOD
2018 - 2018

CUSTOMER
Norad

NEFCO's current project portfolio has more than 150 projects in Ukraine of which there are approximately 100 municipal projects. The total volume of financing is approx 65 MEUR as loans and 39 MEUR as grants. The most important sectors are cleantech, energy efficiency, renewable energy, wastewater treatment and modernisation of industrial facilities.

TOTAL FEE
NOK 600.000

PROJECT COST
NOK 600.000

In 2014 the Nordic ministers of foreign affairs decided to establish The Nordic Energy Efficiency and Humanitarian Initiative Ukraine (NIU). This grant programme is addressing energy efficiency measures in schools, kindergartens and health institutions as well as street lightning. The projects are located in the south-east of Ukraine, in the government controlled areas of Donetsk and Lugansk regions and the 4 surrounding regions which are receiving a major influx of internally displaced persons (IDPs).

This review of NEFCO operations in Ukraine shall draw lessons from the experiences gained, and provide recommendations on how to enhance future action.

The purpose is thus multiple:

- Document key results/achievements of the NIU programme.
- Examine the overall efficiency and effectiveness of the NIU programme, compared to ordinary NEFCO operations in Ukraine.
- Get an update of the context for operations, including policy and regulatory developments, and key stakeholders and institutions involved in the relevant sector(s).
- Assess new intervention areas related to energy efficiency where NEFCO could add value in Ukraine.
- Summarise lessons learned and provide recommendations for future NEFCO operations (support modalities, topical or geographical areas and targets).

The study included the following activity:

- Assessment of the overall achievements (successes and failures) of the NIU programme initiatives (in total 15 completed projects by December 2017), compared with 2-4 selected energy efficiency projects from ordinary NEFCO operations in Ukraine
- The assessment shall include the OECD/DAC review criteria, including: Relevance, Effectiveness, Efficiency, Impact and Sustainability
- Identify strengths and weaknesses and suggest lessons learnt.
- Review the reporting procedures applied by NEFCO (progress-, completion-, monitoring- and environmental reports).
- Review the efficiency and effectiveness of current trust fund/programme management (donor dialogue) arrangements with the Nordic countries.

- Provide an update on important contextual issues and key players important for energy efficiency investments in Ukraine, including relevant policy, regulatory and market developments, operations of other international development partners, national and local partners and stakeholders.
- Assessment of current and potentially new focal areas where NEFCO operations could add value. Including feasibility and entry-level challenges (pilot projects with a high demonstration effect and replication potential) of potential new areas such as energy efficiency interventions at district (oblast) and at household levels, as well as energy efficiency measures for energy intensive industry, agro and transport.

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COUNTRY

Ukraine

PERIOD

2017 - 2019

CUSTOMER

Municipal Public Utility
"Khersonteploenerho"

TOTAL FEE

EUR 169.316

UKRAINE DISTRICT HEATING ENERGY EFFICIENCY PROJECT

The main objective of the assignment was to prepare design documents by the Consultant (stage Design "P") for reconstruction of 8,816 LM of heating networks in one-pipe calculation, installation of 13 (thirteen) IHS, technical modernization of 15 (fifteen) boiler houses and installation of automated process control systems, and to prepare bidding documents to select a Contractor for plant design (work drawings), supply and installation.

The services comprised:

1. Preparation of preliminary designs (stage P) for reconstruction of 8,816 LM of heating networks in one-pipe calculation.
2. Preparation of bidding documents for reconstruction of 8,816 LM of heating networks in one-pipe calculation.
3. Preparation of preliminary designs (stage P) for installation of 13 (thirteen) IHS.
4. Preparation of bidding documents for installation of 13 (thirteen) IHS.
5. Preparation of preliminary designs (stage P) for technical modernization of 15 (fifteen) boiler houses and installation of automated process control systems.
6. Preparation of bidding documents for technical modernization of 15 (fifteen) boiler houses and installation of automated process control systems.

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COUNTRY

Ukraine

PERIOD

2017 - 2017

CUSTOMER

European Investment
Bank

TOTAL FEE

EUR 111.250

DNIPRO RIVER MARKET STUDY

The objectives of the assignment were to deliver for the Dnipro River- A comprehensive market study of the traffic demand including an analysis of competitiveness of river transportation,

- A cost benefit analysis
- An implementation plan to be implemented by the Ukrainian government to promote domestic and international demand for inland water services on Dnipro River, specifically between the Black sea ports and inland water ports.

Task 1 Preparation of detailed method statement

Task 2 Preparation of Current Freight Market Assessment report

Task 3 Traffic forecasting

Task 4 Preparation of Cost Benefit Analysis

Task 5 Preparation of an Implementation Report

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MODERNISATION AND EXTENSION OF WWTP AT SLAVUTICH BREWERY

Modernisation and extension of a WWTP at the brewery. The WWTP consisted of an Anaerobic treatment is used in the burners of the brewery. The project involved a review

COUNTRY
Ukraine

PERIOD
2011 - 2013

CUSTOMER
Carlsberg Ukraine

TOTAL FEE
DKK 1.000.000

PROJECT COST
DKK 26.000.000

of the existing plant and proposal for extension of the hydraulic capacity to 3,000 m³/day. The design was a combination of anaerobic and aerobic digestion with anaerobic pretreatment of the wastewater.

COWI's services involved:

- Design of WWTP
- Preparation of tender documents
- Technical assistance during running-in of the plant

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COUNTRY
Ukraine

PERIOD
2017 - 2017

CUSTOMER

TOTAL FEE
DKK 249.160

PROJECT COST

PROCESS CONSULTANT FOR THE FORMULATION OF NACP IT ACTION PLAN UNDER THE DANIDA/EU ANTI-CORRUPTION INITIATIVE (EUACI), UKRAINE (A096964/BLIN)

Ukraine has adopted an extensive anti-corruption policy, deployed from 2015. It is supported by EUACI and the Danish Neighbourhood Strategy. The National Agency for Corruption Prevention (NACP) is key to implement this policy and was officially launched in August 2016, planning to employ 391 staff. In April 2017, NACP has adopted a Strategy and six Implementation Plans (April 2017-April 2020). Focus areas include the handling of electronic asset declarations (filled in by 1 million civil servants); monitoring of lifestyle, conflicts of interest and acceptance of advantages and gifts; control of political party finances; vetting of state allocations to political parties' budgets; corruption risk assessment; mitigation of state institution processes; handling of and protection of whistle-blowers; running the Unified State Register of Persons who Committed Corruption Related; and formulation of national strategies for the fight of corruption.

NACP will develop a secure data-protected, elaborated and efficient IT/e-declarations/data solution, e.g. in the form of a Portal and a systems for automated detection, warning, verification and endorsements of assets declarations, gathering of statistics, etc., set-up in accordance with Ukrainian data-protection legislation. A server with e-declarations and maintenance of the server is currently with the Security –Service and is planned to be transferred to NACP. NACP shall also establish access to registers and information systems of the ministries of Justice, Social Policy and Internal Affairs, Pension Fund, State Fiscal Service and other institutions keeping data of importance to the fight of corruption. Also, an English version of the website is lacking.

COWI's role is to assist NACP with the Process of designing an IT architecture and address the data-protection challenge and to formulate an NACP IT Action Plan June 2017 - June 2018 in cooperation with NACP's IT department and key staff.

The process is led by NACP and include consultations with key a-c experts, state and a-c institutions with whom NACP should enter into cooperation, including on the issues of access to information and databases, donors and international partners.

The assignment include sketching an overall plan for NACP's IT-architecture:

- A capacity analysis and high level needs assessment of the six NACP depts. in relation to data needs, storing, analysis, access and protection
- Assessment of the high level needs of external stakeholders in relation to NACP information and analysis of data collected, stored and analysed (6-7 a-c institutions, Ministry of Justice, CSOs, donors)
- An overall master plan for design of the IT-architecture of NACP, including as assessment of the possible need for

- A Portal for internal use, reflecting the key functions of NACP, making timely and good technical decision and assess the sustainability of the chosen solutions at an overall level.
- Access to selected areas of the Portal/databases for external stakeholders, particularly NABU
- Access to or transfer of databases from external stakeholders (a-c inst/MoJ)
- An overall gap analysis of the website (UKR)
- A overall needs assessment for an English website (ENG)
- Draft terms of reference for a next phase where a detailed master plan for implementation, including a needs specification for staff competences and technical equipment should be developed.

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COUNTRY
Ukraine

PERIOD
2016 - 2016

CUSTOMER
NCG - The Swedish
Embassy in Ukraine/Sida

RECIPIENT
NCG

TOTAL FEE
EUR 10.404

MID-REVIEW OF THE THINK-TANK DEVELOPMENT INITIATIVE IN UKRAINE (2014-2017) (A083564 BLIN)

Assessment of International Renaissance Foundation 's strategy and performance against the results as-sessment framework and compli-ance of 12 think-tanks with Swedish development cooperation policy, relevance of the program, how it responds to the overall country context and reforms/development and suggest mid- and long-term strategies and directions. Assessments of:

i) Strategy, work plan, monitoring and reporting procedures, capacity building and grant giving to 12 national and regional think thanks.

ii) Relevance of target groups, out-come, effectiveness, impact, effectiveness and sustainability of capac-ity building and economic support.

iii) Anti-corruption and complaints procedures. If complaints could be submitted anonymously and han-dled in a fair way. Management, accounting, auditing, control proce-dures, follow-up, implementation, compliance to audit procedures in relation to Ukraine-legislation and Sida procedures, procurement processes, if procurement committees were established, minutes main-tained, protocols of decisions kept, conflict of interest), if primary documentation for expenses were presented, systems for signatures and control of payments and occasional spot-checks. The report contained critical recommendations in this regard.

iv) Streamlining a rights-based ap-proach (HRBA), particularly in terms of openness, transparency, participation, accountability; gender/equal treatment; environment (green office).

v) Research, policy/expert advice, participation in government advisory groups, public debate, media ex-posure, input to the reform agenda and risk mitigation in relation to Russia's annexation of Crimea and the Donbas armed conflict.

vi) Learning, in-service training, development of research methodologies, media training and study tours in EU and countries in the region.

Management and processing, planning, document review. Collection of output, outcome and effect indica-tors for 9 out of 12 think tanks. Online survey (59 stake-holders), qualitative and focus group interviews with target groups and stakeholders (74), SWOT analysis with staff of four think tanks, best practice and recommendations on the way forward in relation to the strategic approach, sustainability, dealing with Sida guidelines in relation to recommendations from the auditors regarding risk of misuse of funding, drafting, project management and QA.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2016 - 2018

CUSTOMER
Danida/EUAM Ukraine

RECIPIENT

TOTAL FEE
DKK 373.000

PROCESS CONSULTANT: DEVELOPMENT OF NACP STRATEGY AND IMPLEMENTATION PLANS (2017-2020) (A092940/BLIN)

Process Consultant for formulation of Strategy (2017-2020) and six Implementation Plans, under the Danida/EU Anti-Corruption Initiative (ACI). The objective was to facilitate the drafting of the National Agency for Corruption Prevention's (NACP) Strategy. NACP lead the process, facilitated by COWI. The EU Advisory Mission to Ukraine and EU-ACI assisted with the implementation of the assignment.

The methodology/deliveries included i) desk study of the anti-corruption context and NACP documentation; ii) workshop with NACP staff on input to Strategy; iii) meetings with donors, anti-corruption institutions, including NABU and anti-corruption CSOs; iv) assessment of needs for in-service training and a SWOT analysis; v) input to, hearing and finalization of the draft strategy and the six implementation plans for publication.

The Strategy includes the following components:

- Vision (e.g. Ukraine free of corruption); mission statement (e.g. Prevention of corruption); long and short term objectives
- Key intervention areas: i) driving anti-corruption reform processes; ii) policy development and legislative reform; iii) preventive and control measures
- Target groups for selected initiatives under each key intervention area (e.g. civil servants and sub-groups of civil servants in relation to control measures)
- Medium and long term activities under each of the key intervention areas
- Key alliances and networks (e.g. chain of state institutions working with anti-corruption, education institutions, CSOs and others)
- Plan for building institutional capacity to underpin the strategy, credibility and transparency, including in-service training and on-the-job staff capacity
- Donors and national level funding
- Costs/budget for implementing the strategy
- Development of indicators for each key intervention area, including a M&E system according to the RACER criteria
- Risk analysis & alignment with security policy
- Implementation plan for 2017, 2018 and 2019.

Process consultant. Key outputs/deliveries:

1. Mission Preparation Note with the proposed approach and methodology, submitted to the Danish Ministry of Foreign Affairs, NACP and EU-ACI.
2. Stakeholder analysis and workshop plan, end of phase 1.
3. Debriefing note, end of phase 2.
4. Draft strategy and six implementation Plans, end of project.
5. A strategy consultation note and dissemination note to NACP by the beginning of ph. 3
6. A final strategy document by the end of phase 3.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

NATIONAL SOLID WASTE MANAGEMENT STRATEGY AND ACTION PLAN

The lack of a National Solid Waste Management Strategy (National SWM Strategy) has been identified as one of the most important obstacles for a sustainable development of the Ukrainian waste sector and a major barrier for investments and investment security. Therefore the German Technical Cooperation in the Ukraine, via the 'Programme to

PERIOD
2016 - 2017

CUSTOMER
Resources and Waste
Advisory Group Ltd.

RECIPIENT
Ministry of Environment
and Natural Resources

TOTAL FEE
EUR 41.250

Support the Green Modernisation of the Ukrainian Economy' (Green Economy Programme), is supporting the development of a National SWM Strategy and an Action Plan.

The Strategy shall set overall directions and adopt high level policy settings, targets and incentives. It shall cover the whole territory of the Ukraine and be concerned with the following waste streams: (1) Municipal solid waste (to be developed in cooperation with the MSW Management Project, EBRD); (2) Industrial and commercial non-hazardous waste; (3) Agricultural waste; (4) Construction and Demolition (C&D) waste; (5) Healthcare waste; and (6) Hazardous waste.

Development of the national strategy for the agricultural, construction & demolition and healthcare waste streams.

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2016 - 2018

CUSTOMER
European Investment
Bank

TOTAL FEE
EUR 220.500

RSA AND DESIGN REVIEW OF "UKRAINE ROAD REHABILITATION AND SAFETY" PROJECT (2013-0662)

The objectives of the Assignment were the following:

1) To provide advisory services to PJ to ensure fulfilment of EIB's requirements to road safety audits in line with the principles of Directive 2008/96/EC on road infrastructure safety management on road projects co-financed by EIB and EBRD on M01, N01, M05 and M06 in Ukraine under the European Roads Ukraine II project.

2) To review tender documents on projects co-financed by EIB on M01, M05 and M06 in Ukraine to ensure they provide adequate project documentation, including the general and detailed specifications, design drawings and documentation, bills of quantities and cost financing schedule, and provide hands-on assistance to the Promoter if any improvements or changes are needed to reach EIB's requirements.

- Road safety audit on tender detailed design
- Review, revision and approval of tender documents, including tender design
- Further review of Tender Documents after comments of the State Construction Expertise
- Safety audit on working drawings

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2012 - 2015

CUSTOMER
European Investment
Bank (EIB)

TOTAL FEE
DKK 377.324

ROAD SAFETY AUDIT EUROPEAN ROADS II UKRAINE

The assignment cover a road safety audit of available designs on 171 km of road rehabilitation projects (M-01, M-05 and N-01), a review of road safety audits carried out for 172 km of road rehabilitation projects (M06 and M07) and transfer of knowledge. The objective is to assess the projects to provide recommendations to improve road safety in the rehabilitation projects.

The objective of the project was to assess the road projects with regard to road safety and to provide recommendations to improve road safety of the rehabilitation projects. This included an assessment whether the road safety audit system in Ukraine was in accordance with the EU road safety directive, carrying out road safety audits of available design, carry out road safety inspection of improved roads, provide second opinion on road safety allegations made by NGOs and review design standards used.

- > Review design standards used with regard to road safety
- > Review available accident data
- > Verify compliance with the principles of EU RSA Directive, applicable Ukrainian standards and laws and state-of-the-art standards on Road Safety
- > Review of road safety audits carried out for the road rehabilitation projects under construction (M06 and M07) to assess whether they are carried out according to EU

Directive on road safety and whether the recommendations of such road safety audits have either been included in the final designs or, where not included, indicate the justification for such exclusion and the acceptability of the approach followed

- > Brief road safety inspection (M06 and M07) to identify safety problems on the roads and provide recommendations
- > Road safety audit of roads (M01, M05 H01 and M06 Zhitomir bypass) being designed to identify safety problems in the design and provide recommendations
- > Assess projects to provide recommendations to improve road safety for the rehabilitation projects
- > Transfer of knowledge through on the job training of engineer nominated by UKRAVTODOR.
- > Assessment of allegations by NGOs on road safety issues as well as replies from road authorities
- > Attend and present on one-day meeting/training workshop in Kiev to present the final reports
- > Provide responses to UKRAVTODORS replies on road safety measures.

COWI GROUP

COWI A/S

COUNTRY

Bosnia and Herzegovina,
Croatia, Kosovo, Serbia,
Mongolia and Ukraine

PERIOD

2014 - 2015

CUSTOMER

World Bank

TOTAL FEE

EUR 198.000

PROJECT COST

PSP IN DISTRICT HEATING (SIX-COUNTRY STUDY)

The objective of the study was to analyse barriers to and opportunities for private sector participation in district heating (DH) in Bosnia and Herzegovina, Croatia, Kosovo, Serbia, Mongolia and Ukraine. The scope of work included the following key tasks: (1) Review of institutional and regulatory environment, which analysed the institutional and regulatory framework of the countries in terms of how conducive it is for private sector participation in the DH sector; (2) Analysis of best practice business and financing models to support private sector participation in DH, which identified and described international best practice business and financial models used to promote private sector participation in DH; (3) DH market mapping and identification of specific opportunities for the private sector resulting in a DH utility market mapping in each of the case countries and the identification of specific candidates for private sector engagement.

Visits were conducted to DH companies and case studies were developed.

Final report is available at http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2015/08/03/090224b083048529/1_0/Rendered/PDF/Unlocking0the000in0district0heating.pdf

- Development of database of DH companies in each country covering institutional, technical and financial aspects of each utilities
- Development of case studies for selected DH companies in each country
- Analysis of institutional and regulatory framework
- Financial analysis of best practice business and financing models
- Identification of investment opportunities
- Presentation of study findings at Euroheat & Power 2015

COWI GROUP

COWI Belgium

COUNTRY

Ukraine

EVALUATION OF THE EUROPEAN UNION BORDER ASSISTANCE MISSION TO MOLDOVA AND UKRAINE (EUBAM) – RFS 2012/295823

EUBAM was launched on 30 November 2005 at the, joint request of the Presidents of the Republic of Moldova and of Ukraine. Its overall objective is to improve border management along the state border between the Republic of Moldova and Ukraine, thereby also

PERIOD
2012 - 2013

CUSTOMER
European Delegation to
Ukraine

TOTAL FEE
EUR 46.800

supporting the efforts of the international community towards a peaceful settlement of the Transnistrian "frozen" conflict.

The Mission has its headquarters in Odessa, Ukraine, a Liaison Office in Chisinau, Moldova and six field offices covering segments of the Moldovan-Ukrainian border. EUBAM is comprised of more than 220 staff members including 100 international experts, most of them being seconded by border control authorities of some 20 EU Member States.

The Mission provides on-the-job training and advice to Moldovan and Ukrainian border control and security officials, reinforcing their capacity to carry out effective border and customs controls and border surveillance. It also provides customised training courses on key border issues, and organises study visits to the European Union and other nearby borders to exchange experience.

Through its work, the Mission contributes to strengthening cross border cooperation and confidence-building, and helps to improve transparency along the Moldovan Ukrainian border, especially the "central segment" of the Transnistrian region where the authority of the Chisinau government is not recognised. Furthermore, technical support is being given to the border demarcation process between the Republic of Moldova and Ukraine..

In addition, the Head of Mission acts as political adviser to the Head of the EU Delegation to the Republic of Moldova in relation with the Transnistrian conflict.

Initially this assignment was aimed to evaluate the EUBAM according to the five OECD/DAC criteria in order to: a) help identify strengths and weaknesses of EUBAM assistance delivered in the past seven years (EUBAM phases 1 to 9); b) contribute to the definition of future programming needs in this area, in particular for assistance budget from 2014 onwards. It was then extended to provide also : c) un assessment of potential implementing partners for EUBAM 10 and possible phases, among at least four international organisations; d) the identification of potential Member States agencies qualified under the 6-pillar assessment for the management of the EUBAM next phases.

Assignment implemented through SACO (SAFEGE-COWI Temporary Association) equally owned (50/50) by the 2 companies.

Reviewed of relevant documentation (ie. financing agreement, ROM reports, Communications, etc.);

Consulted with a wide range of relevant stakeholders (ie. EUDs, EEAS, DEVCO, OSCE, UNDP, Customs Services, Border Gards Services, etc.);

Conducted the evaluation according to the five OECD/DAC criteria (relevance, efficiency, effectiveness, impact, and sustainability) and the EC evaluation methodology;

Drafted a comprehensive evaluation report;

Provided a set of lessons learned and recommendations that can be taken into account for future directions of the assistance in the area;

Assessed potential implementing partners capacity and interest for the management of the mission;

Assessed potential Member States agencies for the management of EUBAM next phases;

Provided assistance in drafting a Standard Fiche for the Assessment of the Request for the Delegated Agreement.

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

TA ELECTRICITY MARKET REGULATION

The overall objective of the project is the reform of the electricity market of Ukraine in line with the provisions of the Energy Community acquis.

PERIOD
2013 - 2014

CUSTOMER
EU Delegation to Ukraine

TOTAL FEE
EUR 147.750

The specific objective of this contract is to produce a Twinning Fiche and the budget for the launching of institutional Twinning to support Ukraine in the process of implementation of liberalised electricity market model in line with Ukraine's commitments in the EnCT and provide assistance to NERC in addressing the issues related to the principles of internal electricity market operation.

Project Management as consororium manager and contract management

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2011 - 2013

CUSTOMER
SIDA, Ukraine

TOTAL FEE
DKK 1.525.000

CONSULTANCY TO ACCOMPANY CORE SUPPORT FOR UKRAINIAN CIVIL SOCIETY ORGANISATIONS (A017888/HRJ)

SIDA has been providing core support to a selected number of Civil Society Organisations (CSO) working in the two sectors: (i) democratic governance and human rights, and (ii) environment and natural resources. Objective of the project was to help managing risks of providing core support to Ukrainian CSOs, and to ensure that the supported organisations have the capacity to utilize the Swedish funding in a responsible way. Based on the recommendations of the system-based audit carried out by SIDA, the project assisted in development of organisational and administrative structures of the organisations, introduced required project management tools and procedures, and assisted with project preparation, implementation and reporting.

The program provided various types of support to the following CSOs: MAMA-86; TELEKRITIKA; Razumkov Centre - Ukrainian Centre for Economic and Political Studies; GURT; Independent Association of Broadcasters (IAB); Kyiv School of Economics; ICPS; COMMITTEE OF VOTERS OF UKRAINE – CVU: KhPG; The Ukrainian Helsinki Human Rights Union (UHHRU); ISAR Yednannya; EcoMir, Crimea; Gay alliance Ukraine; Environment-People-Law (EPL). Individual assistance to organisations was provided in implementation of the audit recommendations in the fields of:

- Governance and Strategic Management;
- Financial management; and
- Operation management.

The project team have assisted the organisations via coaching, mentoring, consulting and/or other forms as deemed to be most relevant for achieving specific improvements and/or obtaining concrete results.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2010 - 2013

CUSTOMER
Metropolitan University
College

RECIPIENT
Danida

TOTAL FEE
DKK 10.440.000

UKRAINE, TA PUBLIC SECTOR REFORMS (P-074361 A011763/HRJ)

COWI is providing support to central government authorities in Kyiv in reforming management, introducing good governance provisions and institutional reforms to assist in general reform of Ukraine's government services. COWI is subconsultant to Copenhagen Metropolitan University.

COWI provides inputs on financial management and good governance.

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2009 - 2011

CUSTOMER
European Commission

RECIPIENT
UA - Ukraine The
Ministry of Emergency
Situations of Ukraine

TOTAL FEE
EUR 138.490

PROJECT COST
EUR 168.490

SUPPORT TO THE LICENSING OF THE ICRSM SUPPORTING SSE TECHNOCENTER IN REVISING THE SAR FOR LOT 3

The objective of the project was to support the End-user in satisfactorily performing the early actions required by the regulator. This entailed revisions and additions to the existing SAR ("Safety Analysis Report for ENSDF (DNR-111945-01)") and WAC ("Radioactive Waste Acceptance Criteria for Disposal in Engineered Near Surface Disposal Facility For Solid Radwaste" Revision 3, 2008).

This project was managed by COWI Belgium under the Framework Contract for Beneficiaries 2009 with the European Commission, DG AIDCO, Reference EuropeAid/127054/C/SER/multi Lot 4 Energy and Nuclear Safety and implemented by consortium partner ENCONET. (MFC4-003).

The scope of the work encompassed three tasks:

Task 1 – Preparation of Inception Report and work-plan

Task 2 –Support to the Technocentre in safety analysis for ENSDF

Task 3 – Final report

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2010 - 2011

CUSTOMER
EU Delegation to Ukraine

RECIPIENT
NAER

TOTAL FEE
EUR 116.500

PROJECT COST
EUR 162.975

SUPPORT TO THE UKRAINIAN AGENCY ON ENERGY EFFICIENCY (NAER)

The global objective of the assignment was to provide support to NAER during the implementation of the "Support to the implementation of Ukraine's energy strategy in the area of energy efficiency and renewable sources of energy" and preparation of the twinning "Improvement of National Legislation in the Sphere of Energy Efficiency and Renewable Energy and its Approximation to the Requirements of the EU Legislation".

The specific objectives of this assignment were:

- ✓ To support NAER in following up and reporting on the performance indicators related to the SBS;
- ✓ To support NAER in the preparation of the Complementary Support Programme (TA, pilot projects...) within the frame of the SBS;
- ✓ To support NAER in the preparation of a Twinning fiche.

This assignment has been implemented by COWI Belgium under the FWC Benef Lot4 (MFC4-035) together with consortium partner Exergia and included the following activities:

- 1: Gap analysis and Needs assessment
- 2: Elaboration of a Capacity Building Plan
- 3: Package to support NAER in areas related to the Action Plan and performance indicators
- 4 : Identification of relevant pilot projects and grant schemes
- 5: Support to the Budget Support Joint Monitoring Group
- 6: Preparation of a Standard Twinning fiche

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2011 - 2012

PREPARATION OF THE TWINNING FICHE FOR TWINNING PROJECT "ASSISTANCE IN DEVELOPMENT OF OPEN AND TRANSPARENT AGRICULTURAL LAND MARKET IN UKRAINE" THROUGH REVIEW OF

CUSTOMER
EU Delegation in Ukraine

RECIPIENT
SALR

TOTAL FEE
EUR 38.500

PROJECT COST
EUR 61.642

LEGISLATIVE BASE AND STRENGTHENING THE INSTITUTIONAL CAPACITY OF SALR"

The Twinning project dealt with land issues in the area of introduction and development of the land market, state land management, including lease, valuation and sale of state-owned lands in line with the best EU practices.

The goal of the Twinning project was to support in the establishment of favorable market environment in Ukraine; enhancement of investment attractiveness of the agricultural sector through inclusion of agricultural lands into market circulation and efficient management of state-owned lands.

The general objective of the Twinning project was to support Ukraine in development of the open and transparent land market in line with the best EU practices.

The expected results of the Twinning project were:

- Review of an existing legal framework concerning introduction and operation of a land market; recommendations on how bring it into compliance with the best EU practice; development of a new relevant legislative acts;
- Preparation of practical recommendations about introduction of best regulatory practices and procedures of land market operation and management of state-owned lands; preparation of relevant guidelines and manuals;
- Preparation of a proposals on how to improve the land market transparency and possible instruments (public hearings, publicity in concluding contracts about lands of agricultural purpose, etc.);
- Improvement of the professional capacity of the SALR in the sphere of land relations, in particular, in the management of state-owned land and state-owned lands valuation.

This assignment has been implemented under the FWC Benef 2009 Lot 1 led by COWI Belgium (MFC1-167). COWI Belgium was responsible for the provision of expertise in the field of land management, law drafting, rural development and institutional capacity development (2 experts, 2 MM).

The outputs expected from the experts were a Twinning Fiche that has been sent to the Member States of the European Union, the budget estimate and two mission reports. In addition to that, an analysis of the draft law "On Land Market" and development of recommendations has been established.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2011 - 2011

CUSTOMER
PJSC Slavutish Brewery

AUDIT OF COOLING PLANT AT SLAVUTICH BREWERY

COWI has been asked to carry out a cooling audit of the Slavutich brewery's cooling plants and facilities at Zaporozhye.

The services comprised:

- Data collection before the audit
- Design review and assessment of cooling plant and facilities
- Short technical audit report.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

AUDIT OF WWTP AT SLAVUTICH BREWERY

Carlberg Kiev is the owner of a big brewery in Kiev, Ukraine. The brewery shall pretreat the wastewater from the production. The WWTP include an anaerobic step, where some 50-60% of the organic pollution is transformed to biogas. The remaining pollution is

PERIOD
2011 - 2011

CUSTOMER
PJSC Slavutish Brewery

RECIPIENT
PJSC Slavutish Brewery

TOTAL FEE
EUR 106.500

treated in a biological treatment unit. The capacity of the plant was 15.000 PE, but was extended to some 30.000 PE according to new design from COWI.

COWI has been assigned to this job to make an audit of a wastewater treatment plant (WWTP) to treat the wastewater from Slavutich Brewery. The WWTP has been delivered by a German company but during two years of operation it was realised that the plant was not able to fulfil the given standards. COWI was assigned to identify reasons for the missing performance, and found several failures in construction. After the audit COWI was assigned to produce a proper design of the plant, to make tender documents for mechanical work, civil works and electrical works. COWI was also assigned to do surveillance during construction period, and surveillance in the final performance tests. COWI was assigned to make a design for an extension of the WWTP. Slavutich brewery made the RFP themselves and COWI participated in the evaluation of tenderers.

The services comprised:

- > Identification of the main reasons for lack of performance and identification of key issues for possible improvements of WWTP.
- > Design review, assessment and proper design of the WWTP
- > Assessment of the fulfilment of the contractual requirements in the contract between the contractor and the Slavutich Brewery Kiev.
- > Redesign of the WWTP, preparation of tender documents
- > Tender evaluation of tenders
- > Supervision during construction and supervision of final performance test
- > Design of an extension of the capacity to some 30.000 PE

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
1999 - 1999

CUSTOMER
Carlsberg Breweries A/S

TOTAL FEE
DKK 78.500

DUE DILIGENCE OF BUILDING IN KHARKOV

Study of an existing approximately 20.000 m² building in Kharkov, Ukraine as baseline for Carlsberg's offer to buy.

The services comprised visual review of all buildings and site as well as an assessment of the estimated costs to bring the buildings and its installations up to an acceptable level for a Carlsberg brewery.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2010 - 2013

CUSTOMER
Ministry of Foreign Affairs

RECIPIENT
Ministry of Foreign Affairs

UKRAINE - TECHNICAL ASSISTANCE TO PUBLIC SECTOR REFORM (P-074361-A-0)

The project comprised assistance to support the human resource and institutional development of key government institutions in Ukraine: The Secretariat of the Cabinet of Ministers of Ukraine (SCMU) and the Main Department of the Civil Service of Ukraine (MDCSU). The project provided capacity development to the two institutions in order to cope with legal and institutional reforms, improve overall governance and combat corruption.

The services comprised medium and short-term specialist support in various fields of public administration, training, democratization.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2010 - 2011

CUSTOMER
Municipality of Chernivtsi

TOTAL FEE
EUR 455.807

ELABORATION OF A FEASIBILITY STUDY FOR THE PROJECT WATER SUPPLY CHERNIVTSI, UKRAINE

Chernivtsi is a regional centre in the Western part of Ukraine with a population of about 250,000 inhabitants.

With the overall objective of assisting the sustainable development of water and wastewater infrastructure in Chernivtsi Municipality contributing to Ukraine meeting the EU environmental acquis, the Chernivtsi Municipality – financed by a grant from KfW - has embarked on the preparation of a feasibility study.

The feasibility study comprised three phases:

Phase 1: Data collection and assessment of the present situation. Detailed investigations into socio-economics, technical, financial, institutional, health and environmental situation. Large scale field measurements in water supply system forming input for the hydraulic modelling and identification of pressure zoning strategies. Establishment of a detailed water balance. Financial analyses of both Municipality and Water Utility.

Phase 2: Elaboration of the project concept. A concept for the future water and wastewater system was developed with emphasis on evaluations on options for future bulk water supply to the Municipality. Current sources include pumping of water for about 40 km from Dnister River. Also establishment of pressure zoning and detailed plans for combating the very high Non-Revenue-Water of about 70%.

Phase 3 Detailed formulation and design of investment packages. Descriptions, preliminary designs and detailed feasibility assessments (technical, financial and environmental) of chosen concept. Development of financial model and recommendations for tariff policy.

Rehabilitation of the following infrastructure was assessed in the feasibility study: surface and ground water intakes, water treatment plant (90,000 m³/day), transmission mains, water distribution system incl. house connections, reservoirs, pumping stations as well as the wastewater collection and treatment system. Furthermore, the need for leak detection and implementation of a SCADA system was elaborated.

COWI developed hydraulic models of the water supply system (transmission main and city distribution network) as well as technical specifications and preliminary design of metering chambers, pumping stations, water intakes and replacement of water pipes (DN 150 – 1000).

COWI's services comprised:

- > Project Management
- > Field investigations
- > Diagnostic studies of current situation
- > Concept analyses including conceptual designs
- > Hydraulic models of water supply system
- > Feasibility study including water supply and wastewater analysis and preliminary designs
- Proposal for investment programme
- Proposal for administrative set-up for water and wastewater services
- Needs analysis for technical assistance during project implementation and operation of the systems

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2009 - 2009

CUSTOMER
Danida

TOTAL FEE
DKK 590.045

APPRAISAL OF PROGRAMME DOCUMENT FOR DANISH SUPPORT TO THE RURAL PRIVATE SECTOR DEVELOPMENT PROGRAMME IN UKRAINE

Danida wished to explore the possibilities of reducing rural poverty through employment in rural areas of Ukraine through new investments in and growth of micro and SMEs.

The budget was DKK 40 million with a time frame of three years from 1 January 2010 to 31 December 2012.

The programme comprised three components:

- 1) Improvement of the business enabling environment through the European Business Association EBA
- 2) Support to rural financial services through the Ukraine Micro Lending Programme (UMLP) administered by the EBRD
- 3) Support to increased production, processing and sale of agricultural products.

An assessment of the realistic prospects of the programme in relation to its objectives, envisaged outputs, time frame, machinery for administrative, financial and M&E management, and the political, economic and social context in Ukraine. Formulation of revised programme document.

COWI GROUP
COWI A/S

COUNTRY
Belarus, Ukraine, Moldova

PERIOD
2009 - 2011

CUSTOMER
Ministry of Foreign Affairs,
Danida

TOTAL FEE
DKK 395.740

DANISH PROGRAMME AGAINST HUMAN TRAFFICKING IN CENTRAL AND EASTERN EUROPE - PHASE II

The Danish Ministry of Foreign Affairs (MFA) funds a 3-year programme (DKK 29.5 million) against human trafficking in Belarus, Ukraine, and Moldova. This programme is the second of its kind to be financed in the region and is implemented between January 2009 and December 2011. The programme operates through a mix of international organisations (IOM and OSCE) and NGOs who have solid experience with countering trafficking.

Phase II of the programme has an overall strategic framework focused on advocacy and capacity building and with limited service provision. The programme aims at achieving sustainable systems for tackling trafficking-related issues through support to National Referral Mechanisms (NRMs) in each country. The programme thus includes components addressing aspects of Prevention, Protection, and Prosecution.

Through quality assurance (QA) and monitoring, COWI ensures that programme implementation is according to the objectives, budgets, and strategies in the programme document and the agreements signed with the partners. QA related inputs are provided to the implementing partners as well as to the MFA.

The QA role involves regular dialogue with programme partners, particularly IOM Kiev (which is the programme coordinator), and includes periodic monitoring visits during which partners are visited and implementation assessed.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2004 - 2007

CUSTOMER
L.I.T.A.T.

TOTAL FEE
DKK 310.000

SEVASTOPOL BULK TERMINAL

A new coal terminal at Sevastopol, Ukraine, for cape class vessels up to 170,000 DWT.

COWI services comprised feasibility study including data collection, wave assessment using MIKE21 numerical modelling software, manouvering study, conceptual design of alternative quay structures, construction cost and time estimates, planning of future project phases.

COWI GROUP
COWI A/S

COUNTRY
Ukraine, Russia, Georgia

PERIOD
2003 - 2006

CUSTOMER
OECD, DEPA

FINANCING STRATEGIES FOR THE URBAN WATER AND SANITATION SECTOR

The objective of the project was to provide comprehensive assistance to the Ministry of Municipal Economy, the Ministry of Finance and other stakeholders through the preparation of the financing strategy and options for urban water sector development.

Detailed analysis of the financial situation of the water utilities, review of available financing, and identification of the sources of investment expenditure in relation to the water sector.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2008 - 2009

CUSTOMER
ContourGlobal

PROJECT COST
DKK 550.000

PRE-STUDY OF VYSHHOROD DISTRICT HEATING SYSTEM

ContourGlobal is currently evaluating the feasibility on buying a district heating system in the town of Vyshhorod which is a town with around 30,000 inhabitants. Vyshhorod is located along the Dnieper river upstream the national capital, Kiev. Currently the town has an outdated heat supply with three heat only boiler (HOBs) and a district heating network. ContourGlobal is interested in upgrading the system to the today's standard with the possibility of establishing a CHP running on biomass or gas.

The services comprised a pre-study of Vyshhorod district heating system and heat production facilities, including both an overall technical and an economic assessment. This includes options of establishment of new a Combined Heat and Power plant (CHP).

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2007 - 2008

CUSTOMER
European Commission -
EuropeAid

RECIPIENT
Ministry of Emergency
situation of Ukraine

TOTAL FEE
EUR 165.980

PROJECT COST
EUR 183.136

TECHNICAL ASSISTANCE TO CHERNOBYL EZ ENTITIES FOR IMPLEMENTATION AND MANAGEMENT OF EC FUNDED PROJECTS IN WASTE MANAGEMENT

The objective of the project was to provide the technical and management assistance to the beneficiary, the Ministry of Emergency Situation of Ukraine and end-user organisations in supporting the management and implementation of projects related to treatment, conditioning and storage of radioactive waste that are ongoing or are being prepared for launching/implementation, within TACIS framework, at the Chernobyl site and within the exclusion zone.

Moreover, the project provided assistance to the Ministry in preliminary identification of future activities in this field that might be funded by the Instrument for Nuclear Safety Cooperation (INSC).

The overall expected results of this project are expected to support the successful implementation of radwaste management TACIS projects Ukraine, including their timely and on-budget performance. In particular the results expected from this project encompass all assistance (within the defined frame) to the beneficiary and end-user organisations aimed to assure that the maximum benefits from the projects are achieved and to minimise any negative impact, particularly related to regulatory or implementation issues.

Finally, the expected results include the identification of the needs in the broader area of radioactive waste management upon which future projects may be planned.

This assignment has been implemented by consortium partner COWI Belgium, in association with Enconet (subconsultant, 87.5% of fee) under the EuropeAid Beneficiaries Framework Contract Lot 4 led by COWI A/S. (BE-BFC4-047)

The team provided expertise to relevant Ministries, Agencies and Organisations in Ukraine related with:

- Supporting the contract administration by assisting in the review and the development of contracting documentation and in contract follow-up;
- Supporting the management of projects, including transfer of tools and their implementation, related with project scheduling, assignment of resources and control of their utilisation, as well as performance of tasks and projects;
- Provision of support and advice concerning the development and/or the review of licensing documentation and regulatory submittals that are required within prevailing Ukraine legislation, related with ongoing (and possibly future) projects;
- Support in supervision and independent review of the installation activities that are being carried out within ongoing projects, including proposals for any corrective actions that might be needed;
- Support to the beneficiary in performing the analysis of the status and the specific needs of ongoing projects, to be used for the identification of future activities/projects that might be funded by international donors (including, where appropriate, support in completion of tender dossiers).

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2008 - 2009

CUSTOMER
European Commission

RECIPIENT
Ministry of Emergency Situations and Ministry of fuel and Energy of Ukraine

TOTAL FEE
EUR 135.000

ASSISTANCE IN SUPPORTING THE PREPARATION AND IMPLEMENTATION OF 2008 AND 2009 INSC ACTION PROGRAMMES IN THE AREA OF RADWASTE MANAGEMENT AND DECOMMISSIONING IN UKRAINE

Building upon the achievements of TACIS nuclear safety programme, the European Commission continues assistance through the Instrument for Nuclear Safety Cooperation (INSC), with four priority areas of which the safe and sustainable management of nuclear waste, decommissioning and remediation of former nuclear sites.

The objective of the project was to assist the activities of the Ukrainian-European task force for the definition of radwaste management and decommissioning future support, in preparing and implementing the 2008 and 2009 INSC Action Programmes.

More specifically, the objective of the project was to:

- Support the establishment of the Ukrainian-European task force for the definition of radwaste management and decommissioning future support;
- Provide technical, organisational and administrative support for the activities of the task force;
- Identify issues and programmatic elements that are currently relevant to the achievements of the above goals;
- Prepare the basic implementation documents i.e. PDSs, ToR and TS for selected projects and specific actions and assist in establishing the conditions for the procurement process under the INSC framework.

This project was implemented by COWI Belgium, in association with Enconet (subconsultant, 87.5 % of fee), under the Framework Contract EuropeAid/119860/C/SV/multi Lot 4 Energy and Nuclear Safety led by COWI A/S. (BE-BFC4-065)

The team of six experts provided both technical support for the activities of the task force and the preparation of documents and establishment of the conditions for the implementation of the 2008 and 2009 INSC Action Programmes in the area of radioactive waste management and decommissioning.

The scope of work focussed on radioactive waste originating from nuclear power production (i.e. NNEG Energatom's nuclear power plant), scientific, medical and

industrial activities (e.g. research reactors), as well as the Chernobyl area and the related decom-missioning and remediation activities.

Deliverables included a work plan, together with a schedule for implementation, a detailed report documenting the support provided to the task force, tender documentation, and a final report summarising the work done and outlining the main activities carried out.

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2008 - 2008

CUSTOMER
European Commission -
EuropeAid

RECIPIENT
Ministry of Emergency
situation of Ukraine

TOTAL FEE
EUR 168.605

PROJECT COST
EUR 193.605

TECHNICAL ASSISTANCE TO UKRAINIAN BENEFICIARIES AND END- USERS IN MANAGING RADWASTE AND DECOMMISSIONING PROJECTS IN THE FRAME OF TACIS AND INSC PROGRAMMES

The objective of the project was to provide the technical and management assistance to the beneficiary and end-user organisations in supporting the management and implementation of projects related to the treatment, conditioning and storage of radioactive waste as well as decommissioning of nuclear installations, which were ongoing or are being prepared for launching/implementation, within the TACIS or INSC framework, at the Chernobyl site and within the exclusion zone.

More specifically, the project provided expertise to relevant Ministries, Agencies and Organisations in Ukraine related with:

- Supporting the contract administration by assisting in the review and the development of contracting documentation (including technical specifications and terms of reference) and in contract follow-up;
- Supporting the management of projects, including transfer of tools and their implementation, related with project scheduling, assignment of resources and control of their utilisation, as well as performance of tasks and projects;
- Provision of support and advice concerning the development and/or the review of licensing documentation and regulatory submittals that were required within prevailing Ukraine legislation, related with ongoing (and possibly future) projects;
- Support in supervision and independent review of the installation activities that are being carried out within ongoing projects, including proposals for any corrective actions that might be needed;
- Supporting the beneficiary in performing the analysis of the status and the specific needs of ongoing projects, to be used for the identification of future activities/projects that might be funded by international donors (including, where appropriate, support in completion of tender dossiers);
- Supporting end-users with legal expertise in managing contractual issues in the frame of TACIS and INSC programmes.

The results of this project support the successful implementation of radioactive waste management TACIS and INSC projects in Ukraine, including their timely and on-budget performance. In particular the results from the project encompass all assistance to the beneficiary and end-user organisations aimed at assuring that the maximum benefits from the projects were achieved and at minimising any negative impact, particularly related to regulatory or implementation issues. Finally, the results included the identification of the needs in the broader area of radioactive waste management and decommissioning upon which future projects may be planned.

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PREPARATION OF THE TERMS OF REFERENCE FOR THE PROJECT "ASSISTANCE TO UKRAINE IN SETTING UP THE EASTERN EUROPE

PERIOD
2007 - 2008

CUSTOMER
EU Delegation to Ukraine

RECIPIENT
UA - Ukraine NJSC
"Naftogaz of Ukraine"

TOTAL FEE
EUR 135.000

PROJECT COST
EUR 172.206

REGIONAL CENTRE FOR METROLOGY OF GAS, OIL AND OIL PRODUCTS IN BOYARKA"

The overall objective of the project was to assist in setting up the Eastern Europe Regional Centre for Metrology of Gas, Oil and Oil Products in Boyarka.

The specific objective was to elaborate the Terms of Reference (ToR) for the project "Assistance to Ukraine in setting up the Eastern Europe Regional Centre for Metrology of Gas, Oil and Oil Products in Boyarka"

The elaborated ToR addressed the Project specific objectives as follows:

- Objective 1 was to assist in validation and certification of the Centre for Metrology of Gas in Boyarka;
- Objective 2 was to assist by carrying out the feasibility study in setting up an internationally accepted Eastern Europe Regional Centre for Metrology of Oil and Oil products and satellite monitoring;
- Objective 3 was to develop an International Training Centre for Oil and Gas Metrology Excellence, whose main function will be to transfer know-how on oil and gas measuring techniques in accordance with internationally recognised standards.

The Consultant performed the following services:

- Review documentation relevant to the scope of the assignment as well as the present situation with Gas Metrology Centre in Boyarka;
- Undertake field missions to Ukraine to discuss and specify the Project activities as well as to verify actual progress of civil works at Boyarka;
- Identify all existing and possible bottlenecks, which could hinder performance and achievement of the objectives of the future technical assistance Project;
- Specify a clear and detailed list of tasks to be undertaken in order to achieve the Project objectives as well as identify the risks and assumptions;
- On the basis of the specified tasks the Consultant recommended preliminary requirements to the personnel, office and facilities to be provided for the Project implementation;
- Prepare a draft Terms of Reference for the Project according to the standard model for the Terms of Reference as developed by Europe Aid co-ordination office, including Logical framework matrix, provide translation into Ukrainian and discuss the draft with the EC Project Manager, at the European Commission Delegation to Ukraine.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2008 - 2008

CUSTOMER
Danida

RECIPIENT
Danida

TOTAL FEE
DKK 125.000

UKRAINE CIVIL SOCIETY DEVELOPMENT

The project comprised formulation of phase 2 of the Danish-Ukraine Civil Society Development Programme, which provides support to more than 80 local NGO's and CSO's in four selected oblasts in Ukraine. The support is managed by OSCE and channelled through three national NGO's. The formulation is a follow-up to a review undertaken in early 2008 also by COWI.

The assignment comprised three phases, performed from February to November 2008.

- 1) A review of the Danish support to civil society in Ukraine 2005-2007. The programme was executed by OSCE and comprised funding of three regranting-civil society organisations who in turn provided funding to more than 80 small regional organisations in four selected regions (oblasts). The review visited an array of the projects to assess their achievements as well as the organisational structure of the programme. On this basis, it

was recommended that the programme should be extended to a new three year period. (February 2008)

2) COWI was then asked to undertake the formulation of the project, which was to be executed by OSCE with several modifications based upon the review. Extensive consultations with stakeholders and OSCE were held (June-July). However

3) Due to administrative reasons, OSCE was unable to continue the programme as preferred by Danida, and COWI undertook a reformulation with a new implementing partner, this time UNDP (October-November).

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2008 – 2008

CUSTOMER
ContourGlobal

PROJECT COST
DKK 2.700.000

PRE-FEASIBILITY STAGE II - KRAMATORSK

The project comprised technical and economic evaluation of various investment and operation options based on a mutually agreed heat market development scheme with a view to defining the long-term target for Kramatorsk CHP plant and district heating system, and preparing a business/investment plan.

The services comprised preparation of a Progress Report and of a Pre master Plan.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2007 - 2008

CUSTOMER
World Bank

TOTAL FEE
USD 126.000

AFFORDABLE DISTRICT HEATING IN UKRAINE

The overall development objective of the project is to influence policy through recommendations to local level Ukrainian authorities on options that are available to deal with the impact of the increased natural gas prices in the heating sector, leading to adoption of strategies for the promotion of building-level energy efficiency and consumption-based billing that will not have a negative impact on poor households.

The expected outcomes of the project are:

- adoption of a city-level strategy to ensure efficient and affordable DH supply, and
- improved national-level awareness of solutions to ensure efficient and affordable DH supply.

Assistance includes: Status Quo and Assessment of Impact of Gas Price Increases; Assessment of Demand Side Energy Efficiency Potential; Survey of DH consumers; Strategy Development; and Workshop and Dissemination

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2006 - 2007

CUSTOMER
The Danish School of
Public Administration

TOTAL FEE
EUR 8.700

PROJECT COST
EUR 9.600

STRATEGIC PLANNING CRIMEA

The overall objective of this UNDP financed project was to introduce principles of good governance and facilitate local and regional development in the Autonomous Republic of Crimea (ARC), Ukraine, through the establishment of a strategic and accountable planning system. COWI was responsible for the preparation of a set of recommendations on how to link local level development planning on the peninsula with Crimea-level planning and budgetary processes. It was prepared in cooperation with various public authorities in the region, including Ministry of Finance and Ministry of Economy within the ARC Government. A report titled "Towards Strategic Planning in the Autonomous Republic of Crimea" was prepared. It provides detailed information about the annual budget cycle, financial reporting and auditing and development plans at local and regional levels - and highlights the missing links between the two levels and possible way out's.

Strategic Planning, Public Administrative Reform, financial reporting, monitoring tools

COWI GROUP

COWI A/S

COUNTRY

Ukraine

PERIOD

2007 - 2007

CUSTOMER

ContourGlobal

RECIPIENTKramatorsk District
Heating Company**TOTAL FEE**

EUR 8.500

KRAMATORSK DISTRICT HEATING SYSTEM EVALUATION

ContourGlobal has in November 2006 bought the combined heat and power plant (CHP) in Kramatorsk, Ukraine. It is ContourGlobal's intention to improve the power plant, both in respect of technical facilities and in respect of the management with the objective of making the supply of power, steam and heat (for the district heating system) profitable.

COWI services comprised assistance to the investor (ContourGlobal) with an assessment of the technical condition of the existing district heating facilities and further preparation of proposals for needed investments for improving the performance of the district heating system. The services also includes development of a computer model of the district heating system so that the experienced difficulties can be illustrated and various (alternative) options for addressing the hydraulic difficulties in the system can be assessed.

COWI GROUP

COWI A/S

COUNTRY

Ukraine

PERIOD

2006 - 2006

CUSTOMEREU Delegation Kyiv,
Ukraine**PREPARATION OF TWINNING FICHE ON ROAD SAFETY**

Support the EU delegation in Kyiv and the MTCU in the preparation of an institutional Twinning on Road Freight and Passenger Transport Safety by drafting a Twinning Fiche necessary for launching an institutional Twinning on road safety.

Technical assistance in connection with preparation of an Institutional Twinning on Road Freight and Passenger Transport Safety and specifically on the preparation of a Twinning Fiche. Services included:

- Policy design - how can the Twinning support the elaboration of an integrated Traffic Safety Policy and Action Plan
- Legal and Procedural framework - how can the twinning support the assessment on what is needed of support to prepare and adopt a legal framework for road freight and passenger transport safety in line with EU Acquis and complemented by EU Member State best practices and what is needed to adopt effective implementation, enforcement and control mechanisms
- Administrative capacity - what should the twinning look at on how to support strengthening and the reorganisation, including assessment of need for National road Safety Committee, vehicle test facilities (including legal aspects) and professionalisation of staff
- Training - what should the twinning look at on what is needed on legislation, and on enforcement etc.
- Programme Building capacity - what should the twinning look at on how should the accident database be improved
- Information and Awareness - what should the twinning look at on how to establish communication with EU and how to introduce road safely campaigns

COWI GROUP

COWI A/S

COUNTRY

Ukraine

PERIOD

2006 - 2007

CUSTOMER

EBRD

YALTA VODOKANAL FEASIBILITY STUDY UPDATE

Yalta is one of Ukraine's largest tourist cities. The permanent population in Greater Yalta is about 142,000, and the annual inflow of tourists is about 300,000..

The project consists of a comprehensive update of the water and wastewater feasibility study made by COWI in 1998/2000 with the aim to re-define a bankable project to improve water supply and wastewater services in Greater Yalta, including updating environmental analysis and environmental management plan.

The project included:

RECIPIENT
Yalta Vodokanal

- A baseline study with a legal framework review, an institutional review, a technical review, a presentation of the Yalta Vodokanal's (YVK) profit and loss statements, balance sheet and cash flow statement, and a draft financial model;
- A final report, also including an assessment of the financial standing of the YVK, development of demand forecasts, a priority investment programme, an overview of cost savings expected, as well as an environmental review.

Proposed investments for Priority Investment Programme of 18,200,000 EUR

Services provided by COWI comprises:

- preparation of baseline studies
- preparation of feasibility study update report

COWI GROUP
COWI Belgium

COUNTRY
Ukraine

PERIOD
2006 - 2006

CUSTOMER
EuropeAid

RECIPIENT
Ukraine SAA

TOTAL FEE
EUR 74.000

PROJECT COST
EUR 98.610

DEVELOPMENT OF A TWINNING FICHE ON HARMONISATION WITH EU NORMS OF THE LEGISLATION AND STANDARDS OF UKRAINE IN THE FIELD OF CIVIL AVIATION

The overall objective of the Twinning project was to contribute to the harmonisation of Ukraine's legislation, procedures and enforcement mechanisms in the Civil Aviation sector with international and EU standards, which would lead to the overall upgrading of safety. The general objective of this contract was to support the EU Delegation in Kiev and the SAA (The State Administration of Ukraine for Aviation Safety Oversight) in the preparation of an institutional twinning financed under NAP 2003 and 2004.

The overall project outputs were:

- Support the SAA in the drafting of a Twinning Fiche necessary for launching an institutional Twinning of 1 million EUR. This was sent to Member States.
- A mission report, which was also sent to the Member States.
- The project experts were invited by the EC to help organise and/or participate in a seminar for the personnel of SAA on the implementation of the Twinning mechanisms.

The specific project activities included supporting the SAA in three complementary activities:

- The completion of the transposition of the JAR's (Joint Aviation Requirements) into Ukrainian Law.
- Adoption of effective implementation and enforcement mechanisms and, if need be, the introduction of institutional changes.
- The elaboration of the guidance tools necessary for a proper implementation and enforcement of the procedures, such as manuals, check-lists, databases for the collection and analysis of incidents etc.

The overall objective of the project was to contribute to the functioning of the 2nd FER (Fonds d'Entretien Routier). The project consisted of finding a more efficient solution to financing projects of the transport sector in Gabon. Protection of roads, security for the users of roads, the efficiency of roads, ensure payments to building companies and surveillance companies for the maintenance of the roads, promote modern, functional and efficient roads are the measures which must be promoted by well-functioning institutions.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

ASSISTANCE TO SCANVÆGT

Scanvægt Nordic A/S, which has its headquarters in Aarhus and is known by its high-tech processing equipment, turnkey processing lines, packing solutions, labelling systems, weighing equipment, marine weighing and service as well as related IT-systems, has

PERIOD
2006 - 2006

obtained an order for supply of a 18 m long weighbridge, incl. terminal and software, to Landfill no.5 in Kiev, Ukraine. Total procurement sum is 71,180 EUR.

CUSTOMER
Scanvægt Nordic A/S

COWI is responsible for assistance to Scanvægt in connection with:

- Contact to the client and the local authorities in Kiev
- Clarification of the technical requirement of the weighbridge
- Preparation of necessary documents
- Inspection of the site for installation of the weighbridge in connection with the delivery.

RECIPIENT
Landfill waste facility in Kiev

TOTAL FEE
DKK 60.000

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2006 - 2006

CUSTOMER
EBRD

RECIPIENT
State Road Administration of Ukraine

TOTAL FEE
DKK 210.000

PROJECT COST
DKK 210.000

KIEV-CHOP ROAD - ECONOMIC DUE DILIGENCE

The aim of this highway rehabilitation project is to promote the efficiency of transport services through the improvement of a key strategic link. The Government of Ukraine wishes to finance with EBRD and EIB funds the completion of the M06 Kiev-Chop road rehabilitation to European standards. The M06 highway forms part of Pan-European Corridors III and V connecting Ukraine with Western Europe and is the most important arterial route to the European Union. The Government considers this road link of highest national priority. The investment involves rehabilitation of the existing road between km 14 and km 441, a total distance of 427 km. The civil works will be co-financed with the EIB. The Economic Due Diligence is used by EBRD and EIB in the process of approving their loans to the Ukrainian government.

The objective of the consultancy assignment was to carry out due diligence by running an economic road investment model to estimate streams of costs and benefits, and to predict standard economic indicators.

In order to establish a firm basis of information the Consultant carried out a visit to Kiev and the project road to meet with the recipient (Ukravtodor) and representatives from EBRD and EIB.

The following results were presented in the Consultants report:

- Traffic and forecast growth;
- Estimated construction cost, broken down as appropriate by pavement, structures, drainage, environmental mitigation, and taxes;
- Forecast road maintenance and renewal costs over the next 20 years;
- Benefits, broken down as appropriate by vehicle operating cost savings, road maintenance benefits, time savings, reduction in road accidents, wider economic benefits;
- Cost-benefit analysis, including net present value (NPV) and economic internal rate of return (EIRR), and sensitivity of these to key variables.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2006 - 2006

CUSTOMER
Ministry of Foreign Affairs (DK)

REVIEW OF CIVIL SOCIETY PROGRAMME

Assess the feasibility of the existing programme in promoting democratisation, and fostering respect for human rights through support to civil society strengthening, based on obstacles met, and progress made so far.

Recommend adjustments in the design of the programme, including management, which would allow the programme to promote democratisation, foster respect for human rights through strengthening of civil society.

Assessment and Recommendations

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2005 - 2005

CUSTOMER
The Danish Environmental
Protection Agency
(DANCEE)

RECIPIENT
Donetsk and Kharkiv City
Council

TOTAL FEE
DKK 1.604.244

DONETSK AND KHARKIV SOLID WASTE MANAGEMENT IMPROVEMENT PROJECT

The project focuses on reviewing and updating existing solid waste management plans and strategies in Donetsk and Kharkiv so that they are in accordance with the new Law on Municipal Solid Waste and the new National Municipal Solid Waste Management Strategy; Preparing conditioning plans, for the two landfills serving the two cities, focussing on minimising the adverse environmental impact; and Increasing the competence and capability of staff at the municipal SWM departments to better manage future requirements and responsibilities. The project was carried out in cooperation with the local consultants.

COWI is responsible for all aspects of the project implementation, including planning and implementation of review of waste management strategies, preparation of conditioning plans, and training and capacity building.

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2005 - 2007

CUSTOMER
Danish EPA

RECIPIENT
Ministry of Environmental
Protection of Ukraine.
Ukraine Scientific
Research Institute for
Environmental Problems,
Kharkiv.

TOTAL FEE
DKK 1.499.225

PROJECT COST
DKK 2.995.825

INTEGRATED WATER RESOURCE MANAGEMENT IN THE SIVERSKY DONETS RIVER BASIN

The project purpose was to set up an environmental management system for a trans-boundary section of the Siversky Donets river basin in Eastern Ukraine and adjacent parts of Russia that could be replicated across the entire basin.

The project achieved purpose by:

- Procurement of GIS systems for data management by USRIEP and the State Committee for Water Resources (SCWR) Siverskyi Donets office, training in their use and assistance to digitising of sample data.
- Procurement and testing of basic field and laboratory equipment for water resources surveys and water quality analysis and training in its use.
- A field survey of the status of surface water, groundwater and protected areas within the trans-boundary Udy sub-basin compiled in report on "Integrated Survey of the Ecologic Condition of Water Bodies in the Udy Sub-Basin".
- A review of data for the Ukrainian part of the basin presented as "Atlas on the Water Resources and Ecology of the Siverskyi Donets Basin".
- Recommendations on adjustment of monitoring systems and other water management procedures and practices for approximation to the European Union Water Framework Directive (WFD).

The project was implemented in collaboration with the Ukrainian Scientific Research Institute of Environmental Problems (USRIEP), located in Kharkiv

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2004 - 2004

CUSTOMER
World Bank

COMMUNAL AND HOUSING SERVICE SECTOR STUDY

Advice and consultations/guidance of World Bank and its team of local consultants preparing sector background documents forming background for formulation of a municipal sector synthesis paper with emphasis on water/wastewater and heat sector development, providing the necessary data and information for WB to revitalise their engagement in the municipal sector in Ukraine. Field trips to 4 towns (Chernigiv, Korosten, Kalush, Ternopol).

RECIPIENT

World Bank

COWI GROUP

COWI A/S

COUNTRY

Ukraine

PERIOD

2004 - 2004

CUSTOMER

DANCEE

RECIPIENT

DANCEE & Government of Ukraine

PROJECT COST

DKK 1.493.134

JI IN FERTILISOR SECTOR IN UKRAINE

A significant potential for cost effective GHG reduction exists in the Ukrainian fertilizer industry. In light of this and Ukraine's recent ratification of the Kyoto protocol, the present technical assistance project has been established to facilitate Danish-Ukrainian cooperation on cost effective reduction of GHG emissions from nitric acid and adipic acid production in Ukraine. The immediate objectives of the technical assistance are to:

- Prepare four PDDs for N₂O emission reduction projects in relation to nitric acid and adipic acid production at fertilizer plants in Ukraine

- Facilitate the development of New Baseline and Monitoring Methodologies for N₂O reduction in nitric and adipic acid production

- Identify and provide a preliminary costing of priority environmental investments within the areas wastewater treatments, NO_x emission reduction and energy efficiency improvement of the enterprises where PDDs are prepared

- Perform a financial viability assessment of the enterprises where PDDs are prepared.

The services comprised:

- Mapping of all nitric acid and adipic acid plants in Ukraine, i.e. technical data on process design data and operation data

- Identification and selection of plants suitable for implementation of N₂O decomposition equipment

- Preparation of Project Idea Notes (PIN) and subsequent Project Design Documents (PDD)

- Development of New Baseline and Monitoring methodologies for N₂O decomposition

- Assessment of additional environmental investments in energy efficiency measures to be financed by the revenue from ERU sales

- Financial viability assessment.

COWI GROUP

COWI A/S

COUNTRY

Ukraine

PERIOD

2003 - 2005

CUSTOMER

DANCEE

RECIPIENT

Ministry of the Environment and Natural Resources of Ukraine

PROJECT COST

DKK 4.999.513

CONTRACT FOR ASSISTANCE UKRAINIAN AUTHORITIES

The immediate objectives of the assignment are: Institutional system for management of waste sites in Ukraine reviewed and strengthened; Waste sites registered and ranked with respect to risks to human health and the environment; Cost-effective investigation-, remediation- and monitoring activities have been demonstrated; and Existing legislation is reviewed with respect to the management of waste sites and revisions are proposed.

COWI GROUP

COWI A/S

UKRAINE NATIONAL SOLID WASTE MANAGEMENT STRATEGY

The project comprises the preparation of a National Solid Waste Management Strategy for Ukraine. The strategy will: establish vision/guiding principles/objectives/targets for

COUNTRY Ukraine	development of the solid waste management system; provide a policy framework for solid waste management development and local/regional decision making; provide policy instruments to support and foster change towards sustainable waste management; give general provisions and establish course of action regarding development of technical systems, institutional/organisational set-up and financing of solid waste management; give general provisions regarding public awareness and capacity building; provide indicators and a framework for monitoring of development; provide a framework for implementation of landfill gas projects under the JI mechanism.
PERIOD 2003 - 2008	
CUSTOMER The Danish Environmental Protection Agency	
RECIPIENT Ukrainian State Committee on Housing and Municipal Economy	COWI is responsible for all aspects of the project implementation. The project contains four main components:
TOTAL FEE DKK 2.885.305	<ul style="list-style-type: none"> - Description and analysis of the existing situation; - Establishment of objectives/targets, identification and evaluation of different development scenarios including technical, environmental, institutional, financial, legislative development and public awareness development; - Formulation of the National SWM Strategy; - Formulation of framework for implementation of the Strategy on a local/regional level.

COWI GROUP
COWI A/S

DEVELOPMENT OF INVESTMENT AND FINANCING MECHANISMS FOR UKRAINIAN WATER SECTOR

COUNTRY Ukraine	As part of the implementation of the Ukrainian National Water Sector Strategy and Action Plan (carried out by COWI during a separate contract (2000-2002)), the Ukrainian State Committee for Housing and Municipal Services (Derzhzhytlokomungosp) requested for Danish EPA support in the Municipal Sector Reform.
PERIOD 2003 - 2004	
CUSTOMER DEPA, DANCEE	The project comprised identification and development of investment policies and financing mechanisms for the municipal sector, with the water sector taken as an example.
RECIPIENT DEPA, DANCEE	The project idea originates from the fact that tariffs alone cannot ensure a full cost recovery including rehabilitation investments of the water sector infrastructure and all sources of financing are required.
TOTAL FEE DKK 1.499.762	<p>Four major study components:</p> <ul style="list-style-type: none"> (i) Study of international experience within investment and financing mechanisms (ii) Study of investment and financing mechanisms and management of priority rehabilitation investments, including assessments and recommendations of roles and responsibilities at national, regional and local level (including water utility level) and assessment of the optimal possible use of envisaged State Budgets for a National Rehabilitation Programme. Study of revolving funds, privileged investment schemes, tax retention schemes, guarantees, etc. (iii) Detailing implementation of selected mechanisms for implementation (iv) Finally, ad-hoc assistance to the State Committee in their reform and modernisation of the Ukrainian water sector with a large emphasis on legal aspects. <p>COWI lead consultant providing the vast majority of inputs assisted by selected local and international experts, and being key responsible for the project</p> <p>COWI responsible for:</p> <ul style="list-style-type: none"> - Project management - Water sector engineering - Financial assessment

- Legal aspects

COWI GROUP
COWI A/S

STRENGTHENING OF ENVIRONMENTAL FUNDS IN THE UKRAINE AT REGIONAL LEVEL

COUNTRY
Ukraine

The project aimed at enhancing environmental financing in the Ukraine by way of strengthening the system of environmental funds. Recognising that it was not appropriate to have numerous environmental funds operating in the Ukraine, as was the situation during the project period (which has been a common practice), the project identified a number of particular promising funds at regional level (4-7 funds) and included these in a comprehensive training programme to improve their project management and organisational capacities. Moreover, the project assisted the Ukrainian authorities in preparing 1-2 investment projects which were to be co-financed by international sponsors and the Ukrainian environmental funds. Finally, a concluding Strategy Paper, addressing the development of the environmental fund system in Ukraine, was prepared. One of the main outputs was a comprehensive set of Project Cycle Guidelines for the Donetsk Oblast Environmental Fund.

PERIOD
2000 - 2002

CUSTOMER
Danish Environmental Protection Agency, DANCEE

RECIPIENT
DANCEE

PROJECT FEE
DKK 1.923.653

COWI GROUP
COWI A/S

ELIMINATION OF RISKS RELATED TO STOCKPILED OBSOLETE PESTICIDES IN UKRAINE

COUNTRY
Ukraine

Implementation of demonstration projects for physical handling, transportation and interim storage of obsolete pesticide stockpiles.

PERIOD
1999 - 2004

The services comprise:

CUSTOMER
The Danish Environmental Protection Agency, DANCEE

- Preparation of National Plan for Obsolete Pesticide Handling

RECIPIENT
Ministry of Environment and Natural Resources of Ukraine

- NGO-prepared national plan
- Preparation of report on 3 pilot projects (destruction in cement kiln or rocket burner, repacking)
- Training in Pesticide Management, Business plan development, use of GIS, PR Management, English Courses, Seminar for 2 persons from each oblast on obsolete pesticides.

PROJECT FEE
USD 1.120.000

- Collection of obsolete pesticides in pilot oblast including import of drums, safety equipment and collection on local farms and transportation to store. Reconstruction of storage for obsolete pesticides

- Training of collection teams in all oblasts

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COWI A/S

IDENTIFICATION OF JOINT IMPLEMENTATION AND CDM PROJECTS, DEVELOPMENT OF PROJECT DESIGN DOCUMENTS AND BASELINE STUDIES

COUNTRY
Ukraine & Moldova

The project concerns the identification cost effective Joint Implementation (JI) projects in Ukraine and Clean Development Mechanism (CDM) projects in Moldova according to the principles embedded in the Kyoto Protocol. The JI/CDM project identification and preparation has been carried out in following sectors:

PERIOD
2003 - 2003

CUSTOMER
The Danish Environmental Protection Agency (DANCEE)

- Landfills: Methane gas utilisation
- Coal mines: Methane gas utilisation

RECIPIENT
Moldova Ministry of Ecology Construction

- Fertilizer plants: Decomposition of nitrous oxide (N₂O), energy efficiency and CHP.
- Water and district heating supply: energy efficiency.

and Territorial
Development

TOTAL FEE
EUR 480.000

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COUNTRY
Ukraine

PERIOD
2003 - 2006

CUSTOMER
Lviv City Communal
Entreprise
"Lvivvodokanal"

RECIPIENT
Lviv City Communal
Entreprise
"Lvivvodokanal"

TOTAL FEE
EUR 1.600.000

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2003 - 2004

CUSTOMER
Ministry of Foreign Affairs

RECIPIENT
Lviv Oblast

Furthermore, Project Design Documents (PDD), Baseline Studies (BS) and Monitoring Plan (MP) are prepared for selected projects.

The services comprised JI/CDM project identification and preparation in the following sectors: landfill gas utilisation, coal mine methane utilisation, fertilizer plant nitrous oxide (NOx) emission reduction, energy efficiency in water and district heating supply. Screening of sectors for JI and CDM projects. Prepare a report on each sector including an estimate of the energy saving potential and the resulting CHG emission reduction target in the sector. Prepare Project Design Documents (PDD), Baseline Studies (BS) and Monitoring Plan (MP) for selected projects.

LVIV VODOKANAL MANAGEMENT AND OPERATIONS IMPROVEMENT ADVISOR

Lviv City Communal Enterprise "Lvivvodokanal" is undertaking a programme of investments to increase the administrative, commercial, financial and technical performance of its management and operations.

The Management and Operations Improvement Advisor role is to assist the Lviv Vodokanal in the planning, design and implementation of a comprehensive programme of institutional strengthening and capacity building in its technical, commercial, and financial management and operations.

STWI together with COWI AS are working in conjunction with Lviv Vodokanal to develop and implement specific and well-defined set of organisational and corporate management, financial management and technical reforms aimed at improving utility governance, strategic management, physical system operations and financial performance of Lviv Vodokanal.

- Modernise the management and operations of LVK in order to improve the service to customers
- Identify least-cost priority investments to improve the reliability and efficiency of the LVK's water supply system
- Identify and implement a maintenance and operation plan
- Modernise and improve the efficiency of the LVK's commercial systems and operations and financial performance
- Modernise and improve financial management
- Undertake an integrated programme of training for all staff to improve performance and efficiency
- Address water quality and leakage issues

DEVELOPMENT OF REGIONAL ECONOMY LVIV OBLAST

Project aims to develop new regional development strategy for Lviv Oblast using the border region status of the region as an asset. The project is divided into 4 operational phases, focusing on; training top civil servants in strategy development; developing strategy; training civil servants in project development; building capacity of local centre of excellence in cross-border cooperation.

Project management. Training in strategy development and project management. Process consulting in establishing strategy.

PROJECT FEE
DKK 1.181.000

COWI GROUP
COWI A/S

COUNTRY
Ukraine

PERIOD
2002 - 2002

CUSTOMER
The Danish Environmental
Protection Agency (DEPA)

RECIPIENT
State Committee of
Ukraine for Energy
Conservation

PROJECT FEE
DKK 378.000

IMPLEMENTATION OF INDUSTRIAL SYMBIOSIS, INCEPTION PHASE

The philosophy introduced in the project consists of optimal opportunities for a co-operation between industrial companies, supply companies and the citizens on the matters of energy and the environment. Industrial symbiosis was a generally recognised method used to improve energy and environmental conditions in industrial areas. Industrial symbiosis aims at the mutual use of other companies' waste products, such as waste heat, wastewater, production waste, filter materials etc.

The services comprised training in Ukraine and Denmark, dissemination activities, technical project support, general project management and establishment of a task force in the two host towns.

COWI GROUP
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COUNTRY
Ukraine

PERIOD
2002 - 2003

CUSTOMER
The Danish Environmental
Protection Agency (DEPA)

RECIPIENT
State Committee of
Ukraine for Energy
Conservation

PROJECT FEE
DKK 19.630.000

IMPLEMENTATION OF INDUSTRIAL SYMBIOSIS IN UKRAINE

The main objective of the project is to increase the energy efficiency by reducing the amount of energy wasted in two areas in the Ukraine, via the towns of Komsomolske and Cherkassy.

This is to be achieved by implementing industrial symbiosis as a principle for developing the host cities. The minimisation of wasted energy would be a principle for this development, and thus for the future investments in the towns. The method is transferred from Kalundborg, Denmark, where no major investment takes place without its impact on the present symbiosis being controlled, so as to increase the efficiency of the symbiosis.

The services comprised:

- Development of an overall policy for developing industrial symbiosis in Komsomolske and Cherkassy.
- Plans for reducing the environmental strain from energy production and other productions and a policy for the realisation of these plans.
- Dissemination of the activities and the results to other Ukrainian cities using IT. (Updated newsletters on the Internet with links to project reports).
- Training of local consultant in assisting the task forces and helping cities in implementing industrial symbiosis.

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COUNTRY
Ukraine

PERIOD
2002 - 2003

CUSTOMER
The Danish Environment
Protection Agency (DEPA)

JI PREPARATION COMPLETION OF THE COMBINED-CYCLE HEAT AND POWER PLANT AT SAKI, CRIMEA

The project aims at assisting the Ukrainian energy sector in connection with the completion of the new combined cycle CHP plant. The present project in Saki is a continuation of a series of projects undertaken by DPC A/S in Ukraine. The overall project concerns the reconstruction of an existing plant by integrating a new small scale CC unit in the existing plant. The plant is rated at 18 MW and is the first of this kind to be installed in Ukraine. It will serve as a demonstration plant from which experience will be gathered prior to the decision of implementing a full-scale plant in the size of 70 MW. This project aims specifically at investigating the possibility for applying Joint Implementation as a

RECIPIENT
State Committee of
Ukraine for Energy
Conservation

PROJECT FEE
DKK 305.000

means to improve the project's financial viability and sustainability and to pave the way for its implementation.

The services comprised an overview of the ongoing construction project, verification of the Ukrainian interest for applying the JI mechanism at the 18 MW plant, identification of Ukrainian project participants and to serve as liaison to Ukrainian stakeholders

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COUNTRY
Ukraine

PERIOD
2002 - 2002

CUSTOMER
Dneprovagonremstroy JS
Company

PROJECT FEE
USD 25.000

PRE-FEASIBILITY ANALYSIS OF CO-GENERATION AT DNEPROVAGONREMSTROY

The long term objective was to establish reliable utility facilities at the production plant of Dneprovagonremstroy in terms of heat sources and electricity in the most economic and viable way. The objective of presenting pre-feasibility and feasibility study is to assess whether the proposed combined heat and power (CHP) plant implementation is technical and financial viable. The feasibility study will include all major technical as well as financial aspects of establishing a CHP plant to cover the factory's energy demand. From the received data for electricity demand the CHP plant is expected to be in the size of 2-4 MWelectricity. With a superior review of the present energy demand in the factory and the consultants experience from other CHP project, a first valuation of the project is made. The purpose is to decide whether the project is real and worth developing.

The services comprised collection of data, analysis and description of new plant, feasibility analysis and presentation.

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COUNTRY
Ukraine

PERIOD
2002 - 2002

CUSTOMER
Danida

PROJECT FEE
DKK 314.448

UKRAINE, STRATEGIC ANALYSIS OF ENVIRONMENT-RELATED CHALLENGES

The objective of the project is to assist the Ukraine in fulfilling the standards set by international conventions within the environmental sector placing particular emphasis on water, water discharge and waste and energy. The project involved the preparation of a thematic, strategic analysis identifying key problem areas. The analysis highlighted the challenges facing the Ukraine in meeting the standards of international environmental and health conventions and those relating to approximation of EU standards.

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COUNTRY
Ukraine

PERIOD
2002 - 2002

CUSTOMER
Ministry of Foreign Affairs,
Danida

TOTAL FEE
DKK 80.370

PREPARATORY SURVEY OF OPTIONS FOR DANISH DEMOCRACY SUPPORT IN THE UKRAINE

The Danish government wished to focus its contribution to democratisation towards Eastern Europe in order to soften the transition phase for new EU member states with that of their eastern neighbours. The purpose of the survey was to establish an overview of on-going and planned activities, and identify relevant key stakeholders within the field of human rights and legislature and administration.

Overview of on-going and planned activities as well as identification of relevant key stakeholders.

COWI GROUP
COWI A/S

ASSISTANCE FOR KIEV 2003 REPORTING

The objective of the project is to support Russia, Ukraine, Moldova and Belarus in contributing to and participating in the next pan-European state-of-the-environment

COUNTRY
Russian Federation,
Belarus, Moldova, Ukraine

PERIOD
2002 - 2002

CUSTOMER
The European
Environment Agency

PROJECT FEE
DKK 657.000

report, which is to be issued before the Kiev 2003 conference of environment ministers. The project assists the four countries in collecting, processing and compiling the most recent national data needed for the Kiev report. Specifically, the project will support the National Contact Points (EEA-subordinates) of the four countries in the data collection, data analyses and review as well as in producing inputs to the report.

Project management, data collection, data management, data analyses and review, drafting reports.

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COUNTRY
Ukraine

PERIOD
2001 - 2004

CUSTOMER
Danish Cooperation for
Environment in Eastern
Europe

RECIPIENT
State Committee on
Housing and Municipal
Economy

TOTAL FEE
EUR 600.000

NATIONAL WATER SECTOR STRATEGY AND ACTION PLAN

The State Committee for Housing and Municipal Services of Ukraine (Derzhzhytlokomungosp) has over the past years carried out strategic work for the water and wastewater sector. In 2001, DEPA agreed to finance a Technical Assistance for the preparation of a National Water Sector Strategy and Action Plan.

Due to limited detailed knowledge of the present situation at national level, the Technical Assistance first carried out a comprehensive diagnostic study of the Ukrainian Water Sector forming the background for a series of discussions identifying the key issues of the sector and obstacles for development, which finally were addressed in the strategy. The strategy process was very intense and iterative with several seminars and workshops and a throughout ownership of the work with the Recipient. The Strategy took into consideration other parallel initiatives such as the National Water Conservation Strategy (carried out by COWI as a separate project) and the USAid funded Tariff Reform Study.

The project comprised three main phases:

Existing Water Supply and Sanitation Situation Phase. Detailed diagnostic studies of the sector providing data collection (at 27 territorial administration bodies) and assessment of the current technical, financial, legal, institutional and policy framework aspects; all reported in a National Water Sector Profile.

Strategic Issues Analyses Phase. First a detailed sector problem analyses was made identifying a range of key issues to be addressed in the Strategy. At the same time a Sector Vision was formulated. Detailed assessment of each of the key issues, hereunder: (i) Future service levels and corresponding investment levels, (ii) Water conservation and energy conservation measures, (iii) Identification of relevant and appropriate organisational models, hereunder taking due consideration to options for private sector participation in service delivery, (iv) Application of a detailed Financial Model developed by COWI on another assignment: Development of Environmental Financing Strategies in NIS, (v) Operations management and management information systems, (vi) Regulation, (vii) Public participation, and (viii) EU approximation. Reported in a series of notes, presentations and in a Strategic Issues Report - Consultation Paper.

Strategy and Action Plan Phase. Based on discussions, seminars and workshops both within the Recipient and with national stakeholders, the actual strategy and action plan was made and reported in the Strategy and Action Plan Report - White Paper. Subsequent to the issuance of the White Paper, the Consultant assisted Derzhzhytlokomungosp in obtaining national approvals and dissemination of the strategy.

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COUNTRY
Ukraine

NATIONAL ENV. FINANCING STRATEG, UKRAINE

The objective of the project is to provide support to the Ministry of Municipal Economy, Ministry of Environmental Protection, Ministry of Economy and Ministry of Finance in Ukraine. Specifically, the assignment comprises preparation of the national environmental

PERIOD
2000 - 2002

CUSTOMER
Dancee

RECIPIENT
Ministry of Natural
Protection, Ukraine

PROJECT COST
DKK 1.100.000

financing strategy in the urban sanitation sector. The project concept is based on application of the computerised FEASIBLE model. The project is part of the project framework "Assistance in the Preparations for the Almaty Conference", which covers support to the OECD EAP Task Force and DANCEE in their preparation for the conference of Environment and Finance Ministers in Almaty in October 2000. To prepare a strategy for the financing of environmental investments needed to achieve priority selected environmental policy objectives in Ukraine.

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COUNTRY
Ukraine

PERIOD
2001 - 2001

CUSTOMER
Danish Environmental
Protection Agency

RECIPIENT
Ministry of Ecology and
Natural Resources

PROJECT COST
DKK 365.000

DANCEE COUNTRY PROGRAMMING FOR UKRAINE, NRM & BIODIVERSITY

Formulation for DANCEE of a Country Programme for Ukraine within the Natural Resources Management & Biodiversity Conservation sector, with identification and prioritisation of pipeline projects. Fact-finding and participatory programme prioritisation in Ukraine. The team undertook a SWOT analysis of institutional and natural resource issues as a basis for preparing an overall strategic framework for the prioritisation of projects within the country programme. Actors at central and local government level were consulted regarding key constraints and priorities.

Planning of project, preparation of programming mission, Team Leader function on mission, preparation of draft and final Country Programme.

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COUNTRY
Russia, Georgia,
Kazakhstan, Moldova
and Ukraine

PERIOD
1999 - 2004

CUSTOMER
Danish Environmental
Protection Agency

RECIPIENT
Ministries of Environment
and Finance in the
countries

TOTAL FEE
EUR 4.000.000

NATIONAL AND REGIONAL ENVIRONMENTAL FINANCING STRATEGIES IN THE COMMONWEALTH OF INDEPENDENT STATES

COWI has been involved in establishing environmental financing strategies at national and regional levels in a number of countries throughout the CIS and CEE. The financing strategies were developed in an iterative process in a dialogue with the finance, environmental and other relevant authorities in the countries and regions covered, which include Georgia, Moldova, Kazakhstan and the Ukraine, as well as the Kaliningrad, Pskov and Novgorod Oblasts within the Russian Federation.

The purpose of the financing strategies was to determine a realistic, agreed and affordable service level and to demonstrate how environmental expenditure can be financed. Environmental financing strategies filled a gap between sector policies that identify and analyse problems and set general long-term objectives, on the one hand, and feasibility studies, public budgeting and investment planning, on the other hand. They provided a framework for systematic costing of environmental targets and for aggregating the consequences for liquidity and household affordability of a large number of individual investment projects.

A computerised decision support tool, FEASIBLE, has been developed. In order to use it, current environmental infrastructure and possible service targets had to be described in quantitative terms. The actual and potential financing from the public budget, user charges and financial institutions had also to be specified. FEASIBLE quantified the resulting gap between the demand for expenditure (to invest in, operate and maintain infrastructure) and the supply of available funds. FEASIBLE was used in a dialogue with policy makers to assess the consequences for the gap of alternative policies. The first version of FEASIBLE covers the water and wastewater sectors only, but it has subsequently been extended under a new project to also include municipal solid waste management.

- Costing of water, wastewater and municipal solid waste investments
- Cost functions for water supply, wastewater treatment and waste collection/disposal/recycling
- Systematic costing of environmental targets
- Asset evaluation of municipal infrastructure facilities
- Household affordability and willingness to pay for municipal services
- Public expenditure analysis

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COUNTRY
Ukraine

PERIOD
1999 - 2003

CUSTOMER
EBRD

TOTAL FEE
EUR 360.000

SEVASTOPOL WATER AND WASTEWATER SERVICES

Assistance in analysing the relevant options for private sector involvement in the management and operation of the Sevastopol Water and Wastewater Company with the aim of achieving operational and financial performance improvements. The project should subsequently assist in preparing a detailed design of a bankable project concept based on such private sector involvement.