

## INDEPENDENT MEMBER OF THE SUPERVISORY BOARD OF MOE "MYKOLAIVVODOKANAL"



**ANDRII**

**HAIDUTSKYI**

Doctor of Economics, holds a Master's degree in International Economic Relations (Taras Shevchenko National University of Kyiv) and an MBA with a focus on strategy and corporate governance (KDI School, South Korea). Brings over 20 years of experience in macroeconomics, banking, investment, public administration, and the corporate sector.

He served as Chair of the Supervisory Board of the Ukrainian Sea Ports Authority, Deputy Head of the State Property Fund of Ukraine, a board member of a commercial bank, and Acting Chair of the Supervisory Board of JSC Kominbank. In the private sector, he has worked in consulting, M&A, and business transformation. He has experience in implementing corporate governance standards (including OECD), executing investment projects in cooperation with donors, IFIs, and international companies (EBRD, IFC, USAID, Deloitte, EY, PwC, among others).

Andrii is also engaged in academic and teaching activities, author of five books and over 150 publications on investment, banking, migration, and remittances.

Fluent in English.



Education and professional training	<div></div>	25
Management experience and business skills	<div></div>	23
Sectoral expertise	<div></div>	24
Integrity and professional reputation	<div></div>	23

Total score

**95**

\*Based on the results of the evaluation by the Selection Committee for Independent Members

### Key Competencies:

- Corporate governance and strategic planning.
- Investment project development and implementation.
- Business transformation, privatization, and PPPs.
- Crisis management and structural reform.
- Cooperation with international donors, IFIs, and advisors.
- Building effective governance structures (supervisory boards, committees).
- Deep understanding of macroeconomics and financial markets.
- Implementation of ESG, compliance, and audit standards.

## INDEPENDENT MEMBER OF THE SUPERVISORY BOARD OF MOE "MYKOLAIVVODOKANAL"



**ANDRII**

**YEFIMOV**

Master of Banking with more than 20 years of professional experience in finance, risk management, and corporate governance.

Since 2022, he has served as Head of the Department for Financial Oversight of Strategic Assets at TAS Group, responsible for strategic supervision of financial companies, budgeting, financial performance management, analytics, and shareholder reporting. He has extensive experience serving on supervisory boards of financial institutions including JSC Tascombank, JSC IC TAS, JSC SG TAS, and LLC ULF-Finance.

Previously, he led TAS Group's Risk Management Department, overseeing provisioning policies, credit risk management, IFRS 9 implementation, bond issuance support, and integration of new assets. He has deep expertise in financial analysis, corporate banking, and engagement with international auditors.

His earlier career included credit risk management roles in top Ukrainian banks such as Ukrsibbank (BNP Paribas Group), PUMB, Universal Bank, and UniCredit Bank. He has experience in business process optimization, team building, management reporting, and cooperation with donors and international partners.



Education and professional training	<div><div></div></div>	21
Management experience and business skills	<div><div></div></div>	18
Sectoral expertise	<div><div></div></div>	24
Integrity and professional reputation	<div><div></div></div>	21

Total score

**84**

\*Based on the results of the evaluation by the Selection Committee for Independent Members

### Key Competencies:

- Corporate governance and strategic financial planning.
- Finance, risk, and budget management.
- Supervisory board experience and institutional investor relations.
- Engagement with auditors and regulatory bodies.
- Policy development and IFRS implementation.
- Operational and crisis management.
- Team building and mentoring.
- Shareholder reporting and analytics.

Fluent in English.

## INDEPENDENT MEMBER OF THE SUPERVISORY BOARD OF MOE "MYKOLAIVVODOKANAL"



**SERHII**

**SHKLIAR**

Doctor of Law, specialist in International Law (Institute of International Relations, Taras Shevchenko National University of Kyiv) and Enterprise Economics (Odesa State Economic University). Over 20 years of professional experience in law, public administration, advocacy, and corporate consulting.

He served for three years as Deputy Minister of Justice of Ukraine, responsible for the Enforcement Service, state representation in international courts, legal expertise, and coordination with government bodies and international partners.

Since 2018, he has been a founding partner of Arzinger law firm, heading the practices of antitrust law, dispute resolution, and government relations. He is also a senior lecturer at the Kyiv-Mohyla Academy and a leading researcher at the Research Institute of Public Law. He has significant experience in legislative work, interagency working groups, GR communications, and reform implementation.

Mr Shkliar also has a strong background in legal advisory, advocacy, negotiation with foreign partners, investment support, and cooperation with international organisations and professional associations such as the EU, Council of Europe, ABA, IBA, and the Ukrainian Bar Association.

Recognized in numerous national and international rankings as one of Ukraine's leading lawyers.



Education and professional training **25**

Management experience and business skills **21**

Sectoral expertise **21**

Integrity and professional reputation **21**

Total score

**88**

\*Based on the results of the evaluation by the Selection Committee for Independent Members

### Key Competencies:

- Antitrust and competition law.
- Dispute resolution and enforcement.
- Government relations and advocacy.
- Legislative drafting and legal expertise.
- Representation in state and international bodies.
- Investment support and legal due diligence.
- Reform implementation and legal process management.

Fluent in English and German.

## MEMBER OF THE SUPERVISORY BOARD OF MOE "MYKOLAIVVODOKANAL" (CITY REPRESENTATIVE)



**BJØRN KAARE**

**JENSEN**

A recognised European expert in water resources management with nearly 40 years of professional and executive experience. Mr Jensen has deep expertise in project leadership, institutional development, innovation, and environmental policy at local, national, and international levels.

He has served as Programme Director at Deloitte Touche Tohmatsu, International Projects Director at Orbicon, and Deputy Director General of the Geological Survey of Denmark and Greenland (GEUS), where he now acts as Chief Advisor. He currently chairs the governing board of the Water4All Partnership – the largest European initiative on water security, with 90 partners and a €450 million budget (2022–2030). He also served as President of the European Water Association (EWA), Chair of the Danish Water Forum, and Danish National Expert in the EU Horizon 2020 Programme Committee.

Mr Jensen has led or coordinated more than 50 international projects across Europe, Asia, Africa, and Latin America (for the EU, Danida, UNEP, ADB and others). He is the author of over 65 scientific publications. In recognition of his international contributions to promoting Danish water expertise, he was awarded the Knight of the Order of Dannebrog.

### Key competencies:

- Development of water and environmental policies.
- International expertise in the water sector.
- Strategic planning and innovation management.
- Public-private partnership implementation.
- Institutional capacity building and knowledge management.
- Membership and leadership of supervisory boards.

Fluent in Danish and English. Has intermediate knowledge of French and German.

## MEMBER OF THE SUPERVISORY BOARD OF MOE "MYKOLAIVVODOKANAL" (CITY REPRESENTATIVE)



**HANNA**

**MONTAVON**

An international lawyer with expertise in water infrastructure, public-private partnerships, and municipal development law. Ms Montavon has over 17 years of professional experience in legal consulting, project management, and policy reform advocacy across Eastern Europe and Sub-Saharan Africa.

Since 2018, she has led the development of the Mykolaiv Water Hub – a platform uniting municipalities, utilities, academia, and the private sector to transform southern Ukraine into a regional leader in water-related innovation. The Hub implements projects such as Girls in STEM, HUB RE:construction, and Water&Energy Fab Lab.

Previously, she worked as a tender agent for KfW-financed projects in the fields of water supply and energy efficiency. She has in-depth expertise in tariff policy, restructuring of municipal utilities, attracting investments, risk management, and tender documentation preparation.

### Key competencies:

- Municipal infrastructure and investment attraction.
- Legal aspects of public-private partnerships.
- Project management in the water sector.
- Facilitation, negotiation, legal expertise.
- Advocacy and cooperation with international donors.

Fluent in Ukrainian, German and English.  
Has basic knowledge of French.