



PUBLIC ADMINISTRATION REFORM

Strategy for Public Administration Reform in Ukraine
2020 Implementation Report

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ABBREVIATIONS

ASC	Administrative services centre
CEB	Central executive body
CMU	Cabinet of Ministers of Ukraine
DG	Director General
EU	European Union
HRM	Human resource management
HRMIS	Human resource management information system
NACS	National Agency on Civil Service
OECD	Organization for Economic Cooperation and Development
PAR	Public administration reform
RSP	Reform staff positions
SCMU	Secretariat of the Cabinet of Ministers of Ukraine
SIGMA	Support for Improvement in Governance and Management Programme, joint initiative of the EU and OECD

INTRODUCTION

The public administration reform is being implemented in line with the Strategy for Public Administration Reform (hereinafter – PAR Strategy)¹ adopted in June 2016 and updated at the end of 2018 based on SIGMA/OECD recommendations derived from Baseline Measurement of Public Administration in Ukraine.

The SIGMA Principles of Public Administration have been underpinning the PAR Strategy since its adoption in 2016. They are not just technical benchmarks as each has specific goal and objectives to be achieved in order to modernize public administration and align it with the European requirements. Accountable and streamlined public administration is an essential pre-condition for Ukraine’s European integration, which is vital for building a strong European democratic state.

All areas of the PAR Strategy and respective objectives are closely intertwined and enhance one another. For example, sound government decision-making requires skilled civil servants and effective coordination between various bodies of public administration; likewise, citizen-oriented services are not feasible without effective business processes in the back-office. Stakeholder engagement in policy development cannot take place in a system that is not transparent, open and accountable.

In the area “Policy development and coordination”, the reform is aimed at introducing modern procedures, tools and methods of policy analysis and strategic planning together with the capacity building and development of corporate culture. The ultimate goal is to engage various groups of society in planning and implementation of policies that foster inclusive development, social justice, preservation of resources, European integration and addressing of other objectives identified at political level. The PAR Strategy is grounded in the belief that robust policies and legal certainty have direct impact on citizens’ lives and competitiveness of the economy. The following results were achieved in 2020:

The Government’s Rules of Procedure were amended in 2020 to ensure alignment with SIGMA/OECD recommendations. The updated Rules of Procedure establish a clearer framework for interaction within central government throughout the policy cycle.

Among the key tasks of the PAR Strategy are reorganization of ministries, establishment of directorates on policy development and strategic planning, and transparent merit-based civil service recruitment. As of today, more than 80 directorates have been created and more than 900 highly qualified civil servants have been recruited.

Activities defined in the PAR Strategy and implemented as part of the reform have started to show tangible results. Professionals selected to fill in positions in newly created directorates in ministries prepared more than 70 policy documents (reform strategies and concepts in various sectors) and more than 100 draft laws. They include, inter alia, such important documents as the National Transport Strategy 2030, Concept for the Development of Ukrainian E-Infrastructures 2030 with corresponding Implementation Plan, Strategy for the Development of Innovation 2030, Strategy for the Development of Industrial Complex of Ukraine 2030, draft National Strategy to Reduce Gender Pay Gap, Concept for the Reform of Occupational Safety Management in Ukraine with corresponding Implementation Plan, Concept for the Development of Artificial Intelligence in Ukraine, Concept for the

¹ CMU Ordinance No. 474 of June 24, 2016 “Some Issues of Public Administration Reform in Ukraine”.

Development of SmartCity in Ukraine 2030, Concept for Civil Service Salary Reform, initiatives for the development of a comprehensive strategy for de-occupation of Crimea, State Strategy of Regional Development for 2021-2027.

In the area “Service delivery”, the reform focuses on immediate, tangible improvements in the service delivery quality for citizens and business. Millions of citizens receive administrative services annually, and their customer experience in the process significantly influences their attitude and trust to the state. The main ambitions in this area are to ensure transparency and predictability of public administration procedures, offer open government data, reduce bureaucracy, and deliver services in the most user-friendly and accessible manner. High-quality and accessible services have the potential not only to improve the image of the state in the eyes of citizens, but also to contribute to anti-corruption efforts by eliminating possibilities for corruption. The following results were achieved in 2020:

The draft Law on Administrative Procedure was approved by Parliament in the first reading. The draft Law establishes principles they should be taken as guidance by civil servants at all levels to ensure proper functioning of the new system of administrative procedures. It is intended to offer common transparent rules of interaction between the state, on the one hand, and citizens and business, on the other hand, in the context of public administration functions, and to regulate safeguarding of rights and legitimate interests of individuals and legal entities in the course of seeking remedies within public administration. It establishes, inter alia, the right of a person to be heard before adoption of a decision that may affect them, the right to access one’s case file, and the obligation of administrative authorities to justify their decisions.

Digitalization of administrative services aims to ensure online access to more than 120 administrative services. Currently, the state portal of administrative services provides access to 33 services, and the efforts to digitalize services are ongoing. The problem is low popularity of electronic services.

The TREMBITA system that enables interoperability and automated data sharing between IT systems was put into operation to build effective interaction between providers of administrative services.

Development of administrative services centres as a network and expansion of their offer is moving forward. The most recent upgrade is availability of an integrated service combining first-time issuance of a Ukrainian passport and issuance of tax ID. The work on integration of social services in the administrative services centres is underway.

In the area “Civil service and human resource management”, the reform is aimed at ensuring that public administration bodies have highly qualified staff capable to support Ministers in effective policy making. The state is a major employer in the country and therefore should be capable to recruit the best talent willing to serve the society. To this end, the state wants to become an attractive employer, making the best use of modern human resource management tools. It requires, first of all, building of a service-oriented culture in public administration. The following results were achieved in 2020:

The Cabinet of Ministers adopted Ordinance No. 1414 of 11 November 2020 “On preparation and implementation of a pilot project implementing the civil service salary system based on job classification”. The efforts undertaken in 2020 will help install a transparent and fair salary system in civil service in 2021-2022.

The human resource management information system (HRMIS) was implemented in central executive bodies. It will provide comprehensive, credible real-time information about the situation in civil service and also may serve as a basis for policy development in the area of civil service in future.

The recruitment procedure was updated and now includes social distancing requirements under the pandemic-related measures. It is crucial because in April 2020 competitions to civil service positions were suspended as part of measures to fight the outbreak of COVID-19. The updated procedure will open way for competitions with social distancing precautions as soon as the legal framework for recruitment is updated.

In the area “Accountability”, the reform focuses on building organizational structures and internal business processes that would foster effective governance and most efficient use of resources. It means that the state apparatus will perform only those functions that could not be better delivered by the market, and that it will take place at the right managerial level. In this context, ministries should focus on policy development, delegating policy implementation and state property management to subordinated institutions or local self-governments. The following results were achieved in 2020:

Legislation critical for the performance of the executive branch was updated through amendments to the Law on Civil Service, Law on the Cabinet of Ministers of Ukraine, Law on Central Executive Bodies as well as other acts of legislation to relieve the Government of non-essential functions.

Policy implementation functions defined as non-essential for ministries continued to be gradually transferred, in line with the Concept of optimization of central government system. This process was launched and is progressing in the Ministry of Social Policy, Ministry of Culture and Information Policy, Ministry of Education and Science, and Ministry of Health as corresponding functions are being transferred to the existing or newly established executive agencies (State Social Service, State Agency for Art and Arts Education, State Service on Education Quality, National Health Service).

Further steps were taken to decentralize management in the central government system, in particular to reduce the load on state secretaries by allowing them to delegate certain responsibilities to the lower level.

86 directorates were established to enhance the policy-making and strategic planning capacity of ministries. Now the priority is to build the policy development capacity in these directorates. More than 900 reform staff were appointed in directorates through transparent merit-based recruitment and with transparent remuneration conditions. At the same time, the directorates are not fully staffed, and the work is underway.

In 2020, extensive cooperation with the European Union and SIGMA/OECD continued to support public administration reform in Ukraine. This close collaboration not only helps Ukraine in gradual approximation to the European Principles of Public Administration but also involves corresponding budget support according to the progress achieved in PAR implementation. The European Union and SIGMA/OECD continue to be partners in furthering the implementation of public administration reform in Ukraine.

At the same time, the last year also had certain challenges. Early in March 2020, a new Government took office which was followed by certain structural changes: several ministries and agencies were reorganized. It influenced such processes as establishment of directorates and institutional capacity building.

However, by far the biggest challenge for the civil service reform in Ukraine has been the outbreak COVID-19 (acute respiratory disease caused by coronavirus SARS-CoV-2) and related restrictions. Thus, by amending the Law on Civil Service, Parliament suspended competitions to civil service positions and introduced direct appointments for the period of pandemic-related measures.

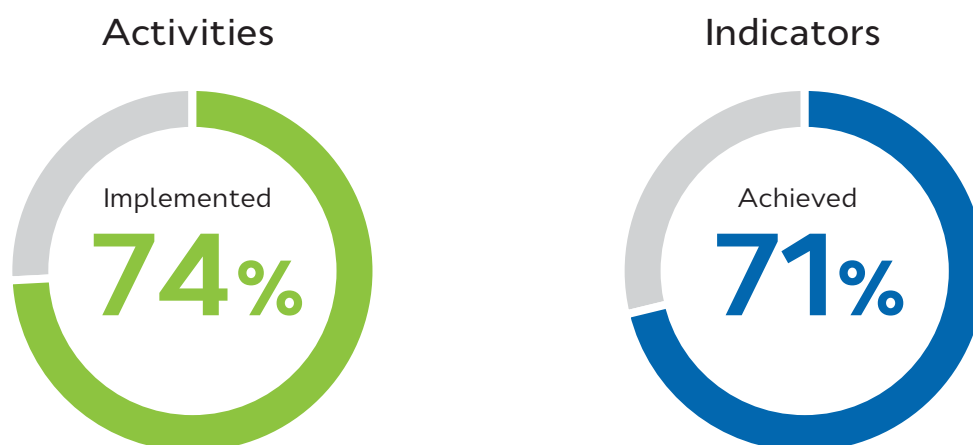
Despite the difficulties, the plans to move forward with PAR are quite ambitious, and elaboration of a new PAR Strategy for the upcoming period has been launched. In the autumn of 2020, broad discussion of a vision and key objectives of a new PAR Strategy started, engaging as many participants from all stakeholders as possible. This discussion was still underway at the time of the report.

PAR has remained and will remain among the Government's top priorities.

1. OVERVIEW OF PROGRESS IN IMPLEMENTATION OF THE STRATEGY FOR PUBLIC ADMINISTRATION REFORM

The PAR Strategy contains 21 performance indicators and 69 actions, of which as of today 51 actions have been implemented (74%). In 2020, 28 actions were envisaged, with 25 fully implemented (89%) and the rest are in progress. The consolidated analysis of implementation of all actions in 2020 is presented in Annex 1.

The progress towards envisaged results is measured by 21 performance indicators, of which for 2020 full achievement has been recognized for 15 indicators (71%) and 6 indicators have not been achieved. Achievement status of PAR Strategy indicators is presented in Annex 2.



PAR COORDINATION

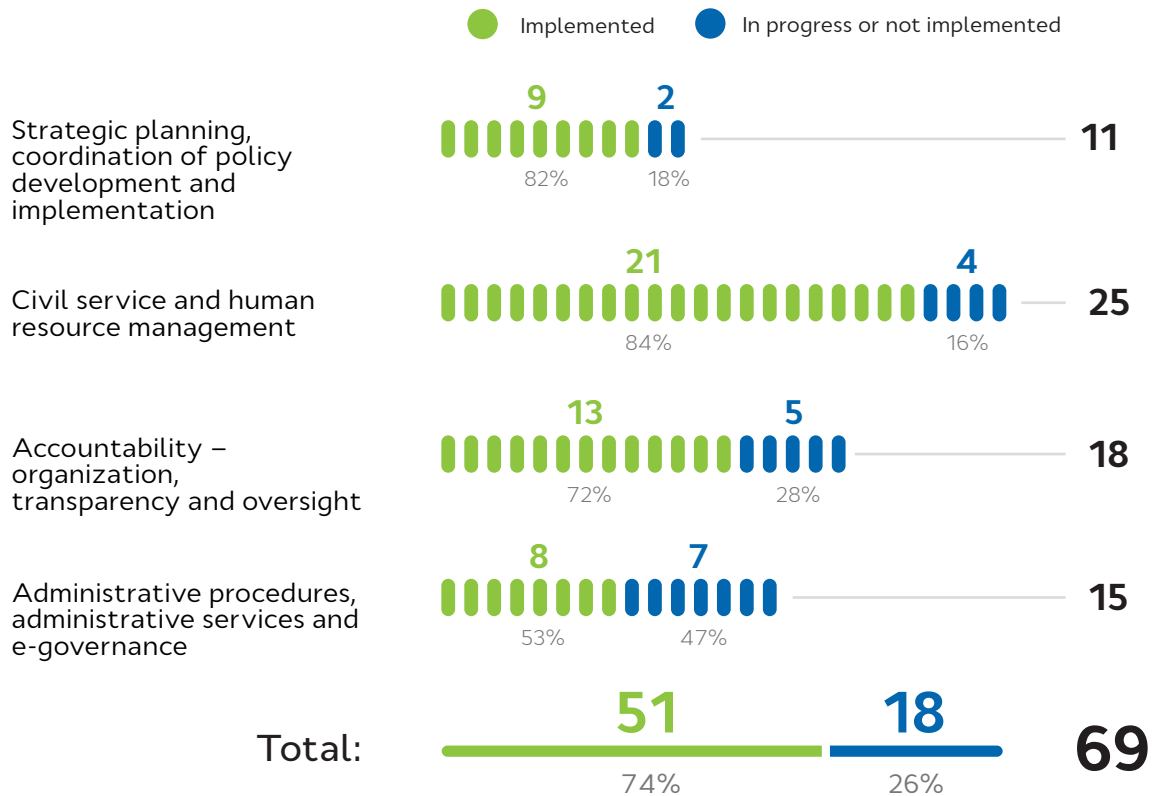
The overall high-level coordination of implementation of the PAR Strategy is carried out by the Coordinating Council for Public Administration Reform² (hereinafter – the PAR Coordinating Council). It is composed of representatives of the executive authorities, Verkhovna Rada of Ukraine, Office of the President of Ukraine, and civil society, thus ensuring effective coordination and promoting openness and transparency in PAR implementation. International partners and other stakeholder are invited to participate in the meetings.

From the time of its formal establishment, the PAR Coordinating Council has conducted 22 meetings, with 6 meetings taking place in 2020. During these meetings, the PAR Coordinating Council reviewed the PAR implementation progress, structures of ministries, policy goals and concepts, discussed the proposed concept of civil service job classification and salary reform, and addresses a range of other issued.

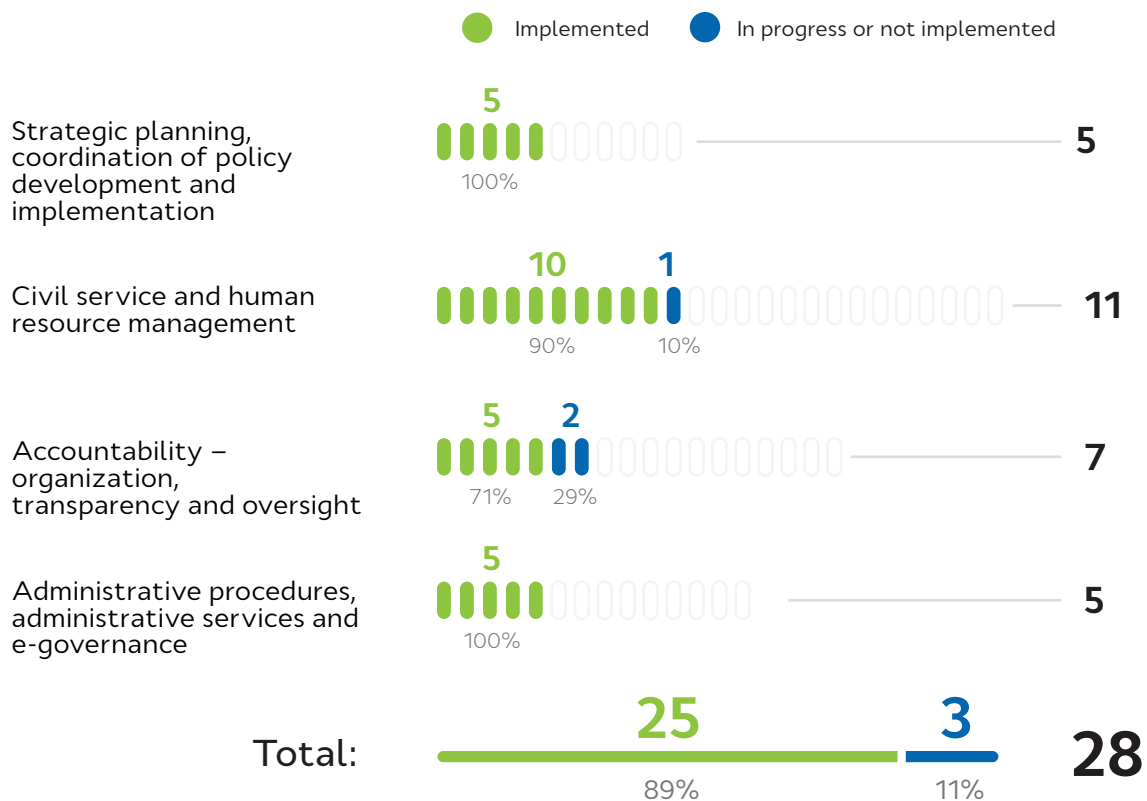
In addition, as part of the Financing Agreement to support the public administration reform, regular meetings to discuss the reform progress and status are held in the format of EU-Ukraine Strategic Dialogue. In 2020, two such meetings were convened during which the reform implementation progress, successes and challenges were discussed with the European side. The dialogue leads to common understanding of the state of play and comprehensive support to the reform. A crucial resource for PAR is expertise provided by the EU4PAR project.

² The PAR Coordinating Council was established by CMU Resolution No. 335 of May 18, 2016 “On Coordinating Council for Public Administration Reform”.

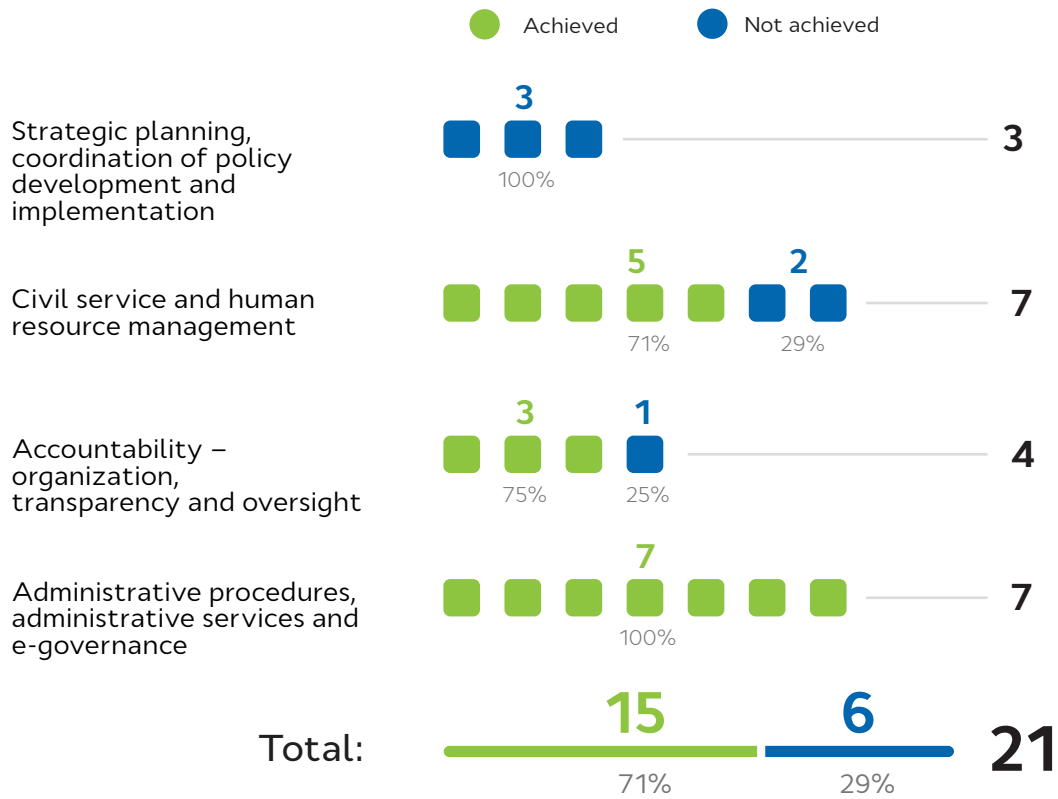
Overview – Implementation of all PAR Strategy actions



Overview – Implementation of PAR Strategy actions with deadlines by 31.12.2020



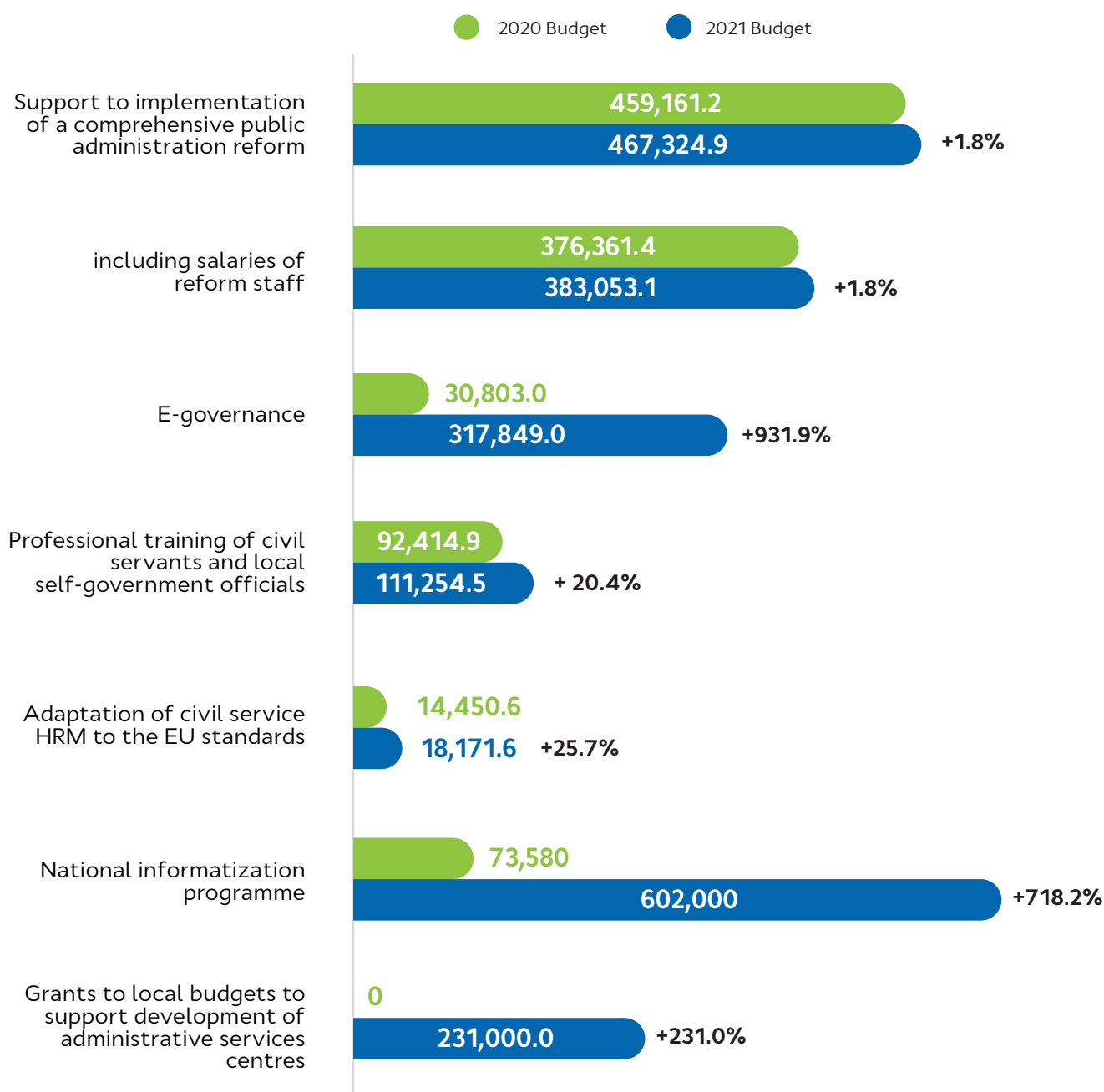
Overview – Achievement of PAR Strategy performance indicators as of 31.12.2020



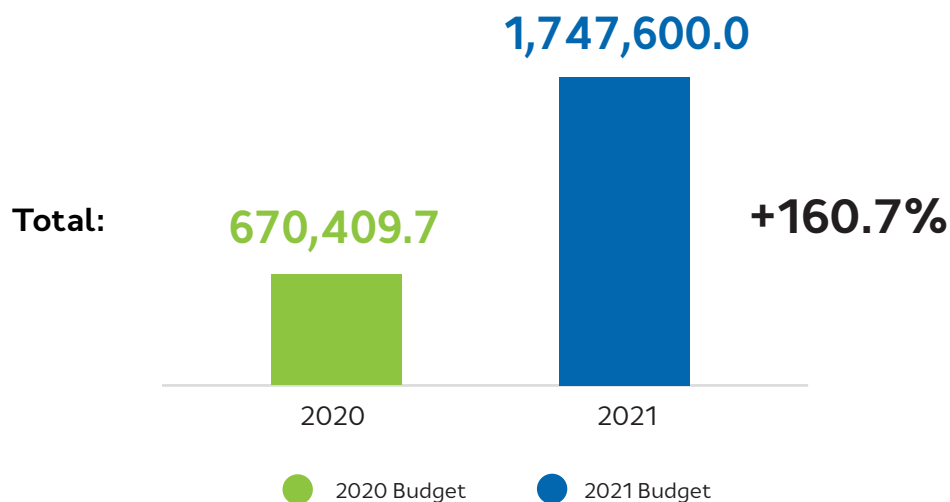
2. FINANCING OF THE STRATEGY FOR PUBLIC ADMINISTRATION REFORM

As in the previous years, in 2020 the PAR Strategy was financed from the national budget and international technical assistance. The largest share of financing was provided through the budget programme “Support to implementation of a comprehensive public administration reform”.

Financing of the Strategy
for Public Administration Reform
(thousand UAH)



Financing of the Strategy for Public Administration Reform (thousand UAH)



The Law “On the State Budget of Ukraine for 2020” allocated UAH 459,161,200 to the budget programme “Support to implementation of a comprehensive public administration reform”.

In 2020, in agreement with the Budget Committee of the Verkhovna Rada, UAH 458,610,500 was disbursed from this programme for labour costs, based on Cabinet of Ministers’ Ordinance No. 223-p³ of 11 March 2020 and Resolutions No. 590⁴ of 15 July 2020, No. 864⁵ 23 September 2020, No. 1212⁶ 9 December 2020 and No. 1249⁷ of 16 December 2020.

Apart from a separate budget programme for PAR, the 2020 national budget included a number of other programmes contributing to the achievement of PAR objectives, such as “E-governance”, “Professional training of civil servants and local self-government officials”, “Adaptation of civil service HRM to the EU standards”, “National informatization programme” as well as government grants to local budgets for the development of administrative services centres.

³ CMU Ordinance No. 223-p of 11 March 2020 <https://zakon.rada.gov.ua/laws/show/223-2020-%D1%80>

⁴ CMU Resolution No. 590 of 15 July 2020 <https://zakon.rada.gov.ua/laws/show/590-2020-%D0%BF>

⁵ CMU Resolution No. 864 of 23 September 2020 <https://zakon.rada.gov.ua/laws/show/864-2020-%D0%BF>

⁶ CMU Resolution No. 1212 of 9 December 2020 <https://zakon.rada.gov.ua/laws/show/1212-2020-%D0%BF>

⁷ CMU Resolution No. 1249 of 16 December 2020 <https://zakon.rada.gov.ua/laws/show/1249-2020-%D0%BF>

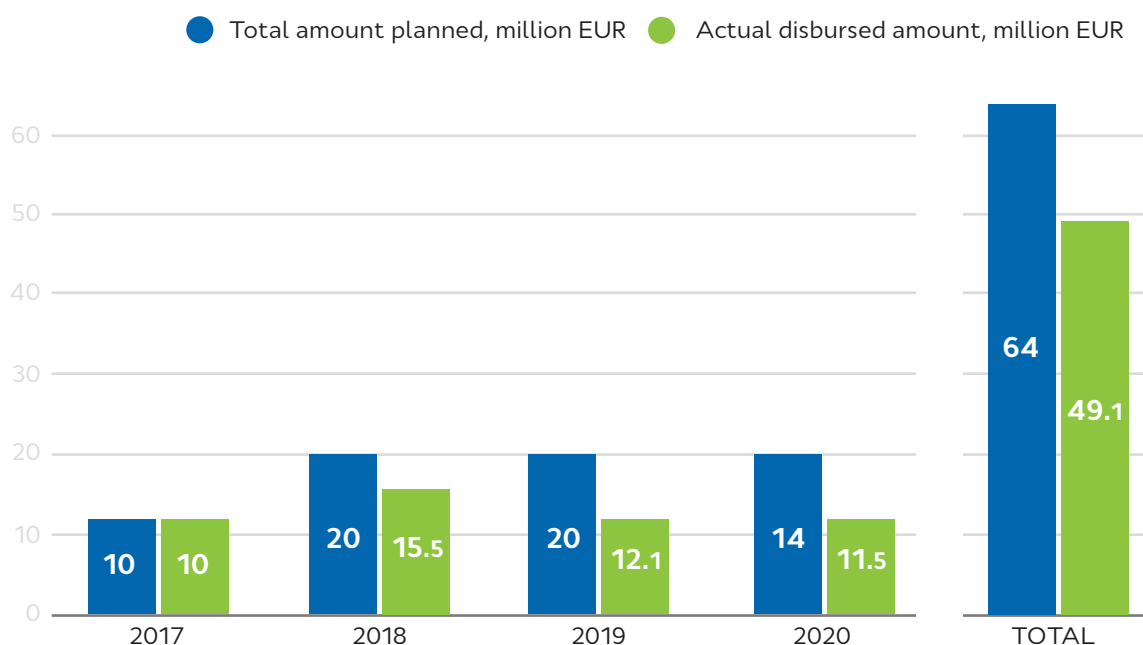
EU BUDGET SUPPORT

According to the Financing Agreement signed between the European Commission and Government of Ukraine in 2016 for the programme “Support to a Comprehensive Reform of Public Administration in Ukraine” (ENI/2016/039-569)⁸ (hereinafter – the Financing Agreement), the European Union provides budget support to Ukrainian Government. The EU funding is channelled directly to the national budget and is not earmarked as PAR support. The amount of PAR financing from the national budget is determined annually within the regular budget cycle.

The Financing Agreement stipulates fixed and variable tranches. The annual fixed component amounts to 5 million EUR, whereas the amount of variable component hinges on the achievement of indicators defined in the Financing Agreement for a particular year. The release of tranches and their size are determined on the basis of the EU evaluation of the implementation report prepared by the Ukrainian side.

In 2020, the achievement of Financing Agreement indicators for 2019 allowed the release of EUR 11.5 million, in addition to EUR 37.6 million received in previous years under the Financing Agreement. Thus, over the four years, the Ukrainian budget received EUR 49.1 million under the budget support programme. This amount will further increase in 2021 after the disbursement of a tranche determined by achievement of Financing Agreement indicators for 2020. The exact amount will be defined on the basis of joint evaluation of PAR progress by the EU and Ukraine.

EU budget support by years, million EUR



⁸ Financing Agreement of December 19, 2016: https://zakon.rada.gov.ua/laws/show/984_002-16

3. PAR STRATEGY IMPLEMENTATION PROGRESS

3.1. STRATEGIC PLANNING, COORDINATION OF POLICY DEVELOPMENT AND IMPLEMENTATION

The centrepiece of good governance is government's capacity to plan its activity in such a way as to be able to achieve the set goals with limited available resources while acting in a predictable and consistent manner. Decisions adopted by the government, including those related to draft legislation, should be well thought through, driven by hard evidence and consulted with relevant stakeholders.

Well-informed and coordinated government decisions require certain pre-requisites, including clarity regarding the range and typology of planning documents as well as ability of civil servants to effectively engage in policy development and ensure high quality of drafts. Coordination of policy-making process and effective quality assurance procedures are also important contributors to the efficiency of government decisions.

The PAR Strategy recognizes that currently the existing procedural, methodological, institutional and human resource pre-conditions necessary for high quality decision-making are not sufficient and can be improved. This is evidenced by a relatively low level of Government's input in the legislative activity of law-makers – only 30% of laws adopted by Parliament are those based on Government proposals versus 70% and more in Europe. More than 50% of activities stipulated by government action plans are not delivered on time and the adopted legislation, in the opinion of business sector, is of suboptimal quality.

In order to address these problems, the main objectives in this area include:

- Strengthening the planning capacity regarding activity of the Cabinet of Ministers;
- Defining a list of planning documents;
- Adopting a methodology for elaboration of planning documents;
- Aligning decisions with national budget capacity in medium-term perspective;
- Enhancing performance in the area of e-governance;
- Ensuring proper public and stakeholder consultations in the policy-making cycle.

In 2020, the following achievements were made in this area:

With a view to increasing Government's capacity for strategic planning and policy development, the draft Law "On amendments to some legislative acts of Ukraine to relieve the Cabinet of Ministers of non-essential competences" was prepared, approved by the Cabinet of Ministers and submitted to Parliament. It envisages changes in 30 legislative acts concerning transfer of 54 competences of departmental and technical nature, assigning them to central executive bodies according to their respective portfolios.

With a view to improving quality and effectiveness of government decisions and aligning legal drafting procedures with the European good practice and SIGMA/OECD Principles of Public Administration, the Cabinet of Ministers approved changes in the Government's Rules of Procedure by Resolution No. 1285 of 16 December 2020.

IMPLEMENTATION OF ACTIONS PLANNED FOR 2020

For 2020, the PAR Strategy Implementation Plan envisaged 5 actions in this area, all of which have been implemented.

In the reporting year, the central focus was on elaboration and updating of methodologies necessary to implement changes introduced in the Government's Rules of Procedure and training of civil servants in ministries on their application (as per items 4, 5 and 6 of the Implementation Plan). Methodologies for drafting the forecast of impacts on stakeholders and on stakeholder consultations were developed and implemented. Also, the Ministry of Finance approved a methodology for budget impact assessment that would allow civil servants to deliver better estimates of budget costs with regard to proposed drafts and thus inform the decision-makers. Secretariat of the Cabinet of Ministers conducted a series of workshops in late 2019 – early 2020 on the new procedures and forecast of impacts for ministries and Secretariat's internal staff. In total, 549 civil servants were trained in coordination with the Ministry of Finance and the EU4PAR project.

In line with the adopted amendments to the Government's Rules of Procedure, the Ministry of Justice, Ministry of Economy, Ministry of Finance, Ministry of Digital Transformation and Secretariat of the Cabinet of Ministers issued orders to approve the report forms for legal acts review (checklists), thus implementing item 7 of the Implementation Plan.

The new version of the Rules of Procedure was approved by Resolution of the Cabinet of Ministers No. 168 of 26 February 2020 with the effective date of 1 January 2021. However, some new provisions did not appear to be feasible, in particular due to the specificity of the previous Government's modalities related to the adopted principles of planning. Therefore, the Government decided to abolish Resolution No. 168 and amend the existing version of the Rules of Procedure (Resolution of the Cabinet of Ministers No. 1285 of 16 December 2020).

Currently, the work is underway to further improve the Rules of Procedure with particular focus on better strategic planning of Government's activity.

As stipulated by item 9 of the Implementation Plan, an IT system for planning and management of the legal drafting process was created and introduced. On proposal of the Ministry of Digital Transformation, the Cabinet of Ministers adopted Resolution No. 1087 of 28 October 2020 "On amendments to Resolutions of the Cabinet of Ministers of Ukraine No. 950 of 18 July 2007 and No. 55 of 17 January 2018", thus creating a legal framework for conversion of legal drafting performed by the executive in the electronic form. If an act of the Cabinet of Ministers is prepared in the electronic form, its processing and consultations are conducted through the module of the system of electronic interaction between executive bodies. The author uploads a draft and accompanying materials required by the Rules of Procedure to the module, and stakeholders provide their opinion and feedback using the module.

ACHIEVEMENT OF INDICATORS

The PAR Strategy defines three indicators to measure the progress towards more effective planning of the decision-making process, thus enabling to evaluate quality of adopted strategies, implementation rate and availability of reporting.

Share of implemented actions in the Government's Annual Action Plan

This indicator enables to assess whether the Government's planning is realistic and whether ministries and other CEBs have systems, procedures and capacity in place to ensure on-track delivery of planned tasks.

In 2020, the target for this indicator was set at 50%.

The 2020 Plan of Government Priority Actions, approved by Ordinance of the Cabinet of Ministers No. 1133 of 9 September 2020, contains 681 steps. By 31 December 2020, 251 steps had been completed, which means the implementation rate was 37%. 128 steps had not even commenced, making up 18.8%. In 2019, the implementation rate was 24%.

The share of implemented activities has increased compared to the previous year but is still not high enough to reach the target. Such implementation rate indicates that there is a need to design methodologies to improve planning and implementation of government plans. This will be addressed, inter alia, by updating the Rules of Procedure to improve the strategic planning process. (Currently, the draft amendments are being finalized before its consideration by the Government). It also indicates that it is necessary to finalize reorganization of ministries (establishment of policy directorates) and continue their capacity building to enhance the policy planning and policy analysis capabilities.

Share of strategies with annual reporting on implementation

This indicator is intended to assess whether there is monitoring and reporting on implementation of adopted documents, including strategies. Annual reporting provides evidence that a strategy not only exists as a formal document but is also actively tracked. It also reveals the sort of accountability culture in public administration.

In 2020, the target for this indicator was set at 40%.

This indicator suggests that there is a need to revise and possibly abolish strategies that are no longer relevant, since the vast majority of strategies do not involve reporting. This approach is envisaged in the updated Rules of Procedure. The findings also highlight the need to further improve procedures and enhance the accountability culture.

There was no tracking of the number of public reports on implementation of various strategies, in the absence of a clear requirement. Since 1 January 2015, in total 59 strategies have been adopted by different governments. Also, following the established practice, ministries develop implementation plans but do not publish annual reports on implementation of strategies.

Share of strategies adopted in the current year that meet the established requirements

This indicator establishes formal compliance of adopted strategies against the established quality criteria. The idea is that there is a direct link between higher compliance and better quality of planning.

In 2020, the target for this indicator was set at 50%.

In 2020, the Cabinet of Ministers adopted 6 strategies, 10 concept papers and 7 concepts for state target programmes. With regard to their formal compliance, it should be noted that today's legislation does not provide common requirements for strategies adopted by the Cabinet of Ministers (with the exception of the state programme of regional development), there also no clear requirements for strategies enacted by Decrees of the President of Ukraine.

In 2020, requirements for the development and monitoring of programme documents of the Cabinet of Ministers, including strategies, were set out in draft Resolution amending the Government's Rules of Procedure and repealing Resolutions of the Cabinet of Ministers No. 168 of 26 February 2020 and No. 363 of 13 May 2020. However, these changes were excluded from the final draft due to the need of further elaboration, and the Secretariat was requested to continue this work.

Thus, at present it is not possible to assess compliance of strategies against the established requirements, since there are no such requirements in place. In principle, this indicator will be relevant after the issue is resolved, and additional time should also be allowed for the revision of current drafts and training of involved staff.

3.2. CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT

Creation of professional civil service is crucial as it forms the backbone of effective public administration. Making the human resource management in civil service more aligned with SIGMA Principles of Public Administration is one of priority objectives of public administration reform.

The main problems in functioning of civil service and human resource management in civil service in Ukraine continue to include absence of a full-fledged automated information system enabling prompt data collection on HRM; low motivation and responsibility for performance outcomes among civil servants; still imperfect competitive recruitment procedure for civil service positions. Since the majority of CEBs do not use modern HRM and professional training tools, there is lack of adequate expertise regarding civil service recruitment. Finally, improvement of the salary system, job classification and career development opportunities in civil service remain to be the pressing issues of today.

KEY ACHIEVEMENTS:

- The Government adopted a concept for civil service salary reform. Civil service job classification has been designed and its pilot implementation has been launched before the full-fledged rollout in 2021-2022.
- The merit-based recruitment procedure was updated and now allows competitions with observance of social distancing requirements.
- The vacancy portal career.gov.ua has been expanded to include civil service positions in category A as well as categories B and C in ministries, with improved functionality and integration with other recruitment websites.
- A study of organizational culture in civil service was conducted.

The goal of the PAR Strategy in this area is to build professional, integral, politically neutral and citizen-oriented civil service.

The key focus of the PAR Strategy in the area of civil service and HRM is on:

- Achieving a more effective and transparent civil service through automation of processes and HRM systems using state-of-the-art information and communication technology;
- Introducing and maintaining a civil service recruitment system based on Principles of Public Administration that is transparent, compatible with best practices and secures recruitment of most professional, competent and motivated people;
- Rolling out a modern, holistic, agile and flexible system of professional training of civil servants with well-developed infrastructure and proper resourcing, oriented towards building of competencies and professional training needs of civil servants;
- Providing civil servants with adequate work conditions, including competitive, transparent and understandable remuneration system;
- Nurturing organizational culture in civil service based on such values as achievement of results, ownership, innovation, and open communication.

IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan stipulated 11 actions for 2020, of which 10 have been implemented.





As per item 14 of the Implementation Plan, in 2020 the Ukrainian School of Government (USG) provided training on HRMIS for 20 employees of CEBs, with online courses available for all users of HRMIS.

As per item 19 of the Implementation Plan, training was conducted for members of selection commissions on assessment tools for professional competencies, organized by NACS. All in all, 941 persons received such training in 2020.

As per item 20 of the Implementation Plan, in 2020 staffing of directorates in ministries continued; however, the lockdown measures introduced in March halted the ongoing competitions and announcement of new competitions for reform staff positions. Moreover, in 2020 some ministries were reorganized by splitting into several ministries, and one new ministry was established, without allocating financing for salaries of new reform staff in the national budget. Therefore, the implementation of this action will continue in 2021.

As of 31 December 2020, directorates and general departments employed 890 reform staff in categories B and C: 62 director generals, 23 deputy director generals, 217 heads of expert groups, and 588 government experts.

Number of staff employed as reform staff in categories B and C as of 31 December 2020

	 DGs	 Deputy DGs	 Heads of expert groups	 Government experts	TOTAL:
Ministry of Economy	4	3	19	69	95
Ministry of Energy	6	0	21	60	87
Ministry of Infrastructure	5	3	17	62	87
Ministry of Culture and Information Policy	3	1	16	53	73
Ministry of Health	5	1	15	46	67
Ministry of Education	4	1	12	50	67
Ministry of Communities and Territories	0	0	28	36	64
Ministry of Social Policy	1	1	11	38	51
Ministry of Finance	6	0	11	33	50
Ministry of Digital Transformation	3	5	14	23	45
Ministry of Justice	2	0	9	28	39
Ministry of Internal Affairs	1	0	5	32	38
Ministry of Veteran Affairs	5	0	12	19	36
Ministry of Reintegration	4	0	7	17	28
Ministry of Foreign Affairs	2	2	6	10	20
Ministry of Defence	2	1	7	4	14
Secretariat of the Cabinet of Ministers	5	1	4	3	13
National Agency on Civil Service	1	0	3	4	8
Office of the President of Ukraine	3	4	0	1	8
TOTAL:	62	23	217	588	890

Together with RSPs in category A, namely state secretaries in ministries, top management of the Office of the President of Ukraine, Secretariat of the Cabinet of Ministers and NACS, in total 921 persons were employed in reform staff positions as of 31 December 2020.

As per item 22 of the Implementation Plan, NACS was running an online resource for RSP candidates “New Civil Service – Key Insights in Simple Terms” on the web-platform “Community of Practice for Sustainable Development” (<http://udl.despro.org.ua/>), that included provisions of answers through the hotline forum and publication of relevant updates for candidates.

As per item 24 of the Implementation Plan, 94 senior civil servants (in category A) completed in-service training under the programme “Leadership and HRM Technologies” at the Ukrainian School of Governance.

As per item 27 of the Implementation Plan, the fact-finding phase was completed to prepare and propose a civil service job classification and professional competence requirements. A model job classification and related legal acts were drafted, namely the Cabinet of Ministers’ Ordinance No. 1414 of 11 November 2020 “On preparation and implementation of a pilot project implementing the civil service salary system based on job classification”; Methodology for civil service job classification (Order of NACS No. 187-20 of 30 September 2020, registered with the Ministry of Justice as of 7 December 2020 No. 1219/35502); Catalogue of typical civil service jobs and criteria for classification Order of NACS No. 246-20 of 18 December 2020, submitted for registration with the Ministry of Justice as on 18 December 2020). These proposals were reviewed by the PAR Coordinating Council on 21 September 2020.

As per item 29 of the Implementation Plan, an organizational culture survey among civil servants was completed on 11 October 2020. The survey “Civil service in Ukraine: Your own perspective” involved over 33,000 respondents from all over Ukraine – over 29,000 of civil servants at local level and more than 2,000 of civil servants in CEBs. The analytical report on 2020 survey was prepared and published on the NACS website⁹.

In 2020, as per items 30, 31 and 32 of the Implementation Plan, a range of training activities were carried out at the Ukrainian School of Governance, National Academy of Public Administration (NAPA), Regional Institutes of NAPA, centres of re-training and in-service training of employees of public authorities, local self-governments, state-owned enterprises, institutions and organizations:

- under the broad programme “Human resource management in public administration” – 5,990 civil servants in category B were trained, including 3,923 from CEBs and 2,067 from local executive bodies;
- to enhance knowledge and competencies in modern HRM approaches – 867 heads and staff of HRM units were trained, including 476 in category B positions and 391 in category C positions;
- under the broad programme “Performance appraisal of civil servants based on key performance indicators” – 472 civil servants in category B were trained.

⁹ Analytical Report on organizational culture based on civil service survey <https://nads.gov.ua/storage/app/sites/5/2020-nads.pdf>

As envisaged in item 36 of the Implementation Plan and required by para. 23 of the Regulation on the system of professional training of civil servants, heads, first deputy heads and deputy heads of local state administrations, local self-government officials and local council members enacted by the Cabinet of Ministers' Resolution No. 106 of 6 February 2019, the list of priority areas / topics for in-service training was published on the NACS website: <https://bit.ly/2ZpSbbH>.

ACHIEVEMENT OF INDICATORS

In this area, the PAR Strategy envisages 7 performance indicators to measure implementation progress regarding HRMIS, modern HRM practices, improvement of merit-based recruitment in civil service, and ensuring sustainability and predictability of civil servants' salaries. In 2020, 2 performance indicators were not achieved.

Share of central executive bodies connected to Module 1 of HRMIS

In 2020, the target value of this indicator was set at 50%. As of the end of 2020, 18 institutions joined HRMIS, which is 23%, namely:

- State Service for Control of Drugs and Narcotic Substances
- Ministry of Energy
- Ministry of Reintegration
- Ministry of Foreign Affairs
- Ministry of Environmental Protection and Natural Resources
- Ministry of Infrastructure
- Ministry of Culture and Information Policy
- Ministry of Youth and Sport
- Ministry of Education
- Ministry of Health
- Ministry of Communities and Territories
- Ministry of Social Policy
- Ministry of Veteran Affairs
- Ministry of Finance
- Ministry of Digital Transformation
- Ministry of Justice
- National Agency on Civil Service
- State Property Fund

Share of competitions for civil service positions in ministry's apparatus for which testing is conducted centrally at the Assessment Centre established by NACS

This performance indicator is considered to be achieved. The target value, envisaged for 2020 as 50%, at the end of the year reached 100%.

6,095 vacancies (competitions) were announced in the period from 1 January to 3 March 2020 on career.gov.ua (without those that had been withdrawn).

Share of existing civil service vacancies announced through career.gov.ua

The target value set at the level of 75% was achieved, having reached 100% by the end of 2020. According to the Competitive Recruitment Procedure enacted by the Cabinet of Ministers' Resolution No. 246 of 25 March 2016, all civil service competition announcements are published on the Unified Portal of Civil Service Vacancies (career.gov.ua).

26,086 vacancies (direct appointments) were announced on career.gov.ua in 2020 (without those that had been withdrawn). In the period from 1 January to 3 March 2020 6,095 vacancies (competitions) were announced on career.gov.ua (without those that had been withdrawn).

Share of civil servants in category A who have been employed in civil service for at least one year and completed at least one training course under the leadership programme for civil servants

This performance indicator, with the target of 50%, was achieved: 52% of civil servants in category A positions have completed in-service training under the programme "Leadership and HRM Technologies" at the Ukrainian School of Governance.

According to the headcount report as of 31 December 2020, 180 persons were holding category A positions.

Share of fixed pay component in the overall institutional wage bill (base salary and other mandatory payments)

This performance indicator, with the target of 60%, was achieved. According to the assessment made by the Centre for Economic Strategy based on data provided by NACS¹⁰, by the end of the year it measured at 60%. Also, in May 2020 the Government approved the Concept of civil service salary reform¹¹ with the accompanying implementation plan.

The intended changes in the system and approaches to the regulation of civil service salaries are to increase competitiveness, transparency, predictability and fairness of remuneration, and to make the system compatible with the international standards, including those defined by OECD/SIGMA. The new civil service salary model envisages:

- a single approach to calculation of salaries, increasing the share of fix pay (< 70%) and reducing the share of variable pay (> 30%);

¹⁰ Civil Service Salary Reform – the Way Forward, Centre for Economic Strategy, May 2019.
https://ces.org.ua/wp-content/uploads/2019/05/public-wages_note_final.pdf

¹¹ CMU Ordinance No. 622-p of 27 May 2020 <https://zakon.rada.gov.ua/laws/show/622-2020-%D1%80#Text>

- linking of base salary with job classification on the basis of job value (scope, level of complexity and responsibility), thus removing the need for additional division of public administration bodies into levels.

To enable implementation of the civil service salary reform and receive consolidated data about actual spending on civil service salaries in 2020, NACS has launched collection of data in 2021 by units, positions, estimates and planned financing. Currently, the data collection, processing and analysis are underway to enable necessary calculation.

Share of heads of HRM units who successfully completed training on performance appraisal methodology

The target value for 2020 was set at 50% (cumulative target), by the end of the year it reached 60%. In 2019-2020, 7,820 heads and employees of HRM units (4,075 civil servants in category B and 3,744 civil servants in category C) received training at the Ukrainian School of Governance, National Academy of Public Administration (NAPA), Regional Institutes of NAPA, and regional in-service training centres.

Average number of participants in civil service competitions

The target value for 2020 was defined as 7 candidates per competition. The actual rate by the end of the year was 2 persons.

In the period from 1 January to 3 March 2020 6,095 vacancies (competitions) were announced on career.gov.ua.

The number of candidates allowed to proceed with the competition was 10,818.

Achievement of the set target appeared to be impossible due to the COVID-19 outbreak and introduction of respective protective measures. Thus, by amending the Law on Civil Service, Parliament suspended competitions to civil service positions and introduced direct appointments for the period of pandemic-related measures.

3.3. ACCOUNTABILITY – ORGANIZATION, TRANSPARENCY, OVERSIGHT

Accountable and streamlined public administration is a necessary pre-condition for building trust to the state and ensuring adequate quality of public services. The PAR Strategy defines the following objectives in the area of accountability:

- introduce clear division of powers, functions and responsibilities among executive bodies, create effective accountability lines and interaction;
- improve internal organization of executive bodies, ensuring streamlined design and capacity to perform entrusted functions;
- provide free and user-friendly access to information about executive bodies and their activity.

Since the very adoption of the PAR Strategy, efforts to reform central government institutions have been focused primarily on measures aimed to increase ministries' institutional capacity for policy making and relieve them of non-essential functions.

Although the existing legislation defines ministries as leading policy-making institutions, in practice there has been an established tradition of managerial activity, meaning that the ministerial work has been dominated by delivery of assignments rather than policy initiation. This state of affairs clouded the ministries' focus on identification, anticipation and prevention of problems in society and put constraints on the country's reforms, since successful reform efforts are directly associated with effective activity and performance of ministries.

KEY ACHIEVEMENTS

- Requirements for the structure of ministry's apparatus aimed to separate policy development, policy implementation and support functions was approved. 86 directorates were established in ministries.
- Legislation critical for the performance of the executive branch was updated through amendments to the Law on Civil Service, Law on the Cabinet of Ministers of Ukraine, Law on Central Executive Bodies as well as other acts of legislation to relieve the Government of non-essential functions.

IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan envisages 7 activities for 2020, of which 5 have been implemented and 2 are in the process of implementation.

As per item 42 of the Implementation Plan, Secretariat of the Cabinet of Ministers conducted an in-depth analysis of the support functions in CEBs and provided corresponding conclusions and recommendations. According to the conclusions, further steps towards centralization of functions are supported in the area of HRM (implementation of HRMIS, centralized competition procedures via career.gov.ua), handling of citizens' petitions, documentation flow, accounting and financial reporting, public procurement.

The Cabinet of Ministers adopted Resolution No. 1034 of 11 December 2019 to address some issues of public administration reform, establishing common requirements for the organizational structure that apply to all ministries. It defines three major blocks in the ministry's apparatus: policy directorates and directorates for strategic planning and European integration, secretariat as block of units tasked with typical support functions, and units tasked with other functions. It ensured delivery of item 43 of the Implementation Plan concerning requirements for the structure of ministry's apparatus.

As per item 44 of the Implementation Plan, ministries were supposed to align their regulations organizational structures of apparatus with the target model defined by the Concept of optimization of central government system and Cabinet of Ministers' Resolution No. 1034 of 11 December 2019. However, the lockdown measures introduced in March halted the ongoing competitions and announcement of new competitions for reform staff positions in directorates.

As of 31 December 2020, 86 directorates had been established in 16 out of 20 ministries. In 4 ministries directorates had not been established due to reorganization / creation of new ministries in 2020 and absence of financing for new reform staff salaries in the national budget for these ministries.

Functional reviews of CEBs, as per item 45 of the Implementation Plan, were conducted based on guidelines developed by the Centre for Adaptation of Civil Service to the EU Standards (NACS) in cooperation with Secretariat of the Cabinet of Ministers, the EU4PAR project and Reform Delivery Office. As of 31 December 2020, functional reviews had been conducted in 21 CEBs.

As per item 48 of the Implementation Plan, envisaging a review of functions and competencies of Secretariat of the Cabinet of Ministers in light of generally accepted practices in EU and OECD countries, corresponding amendments to the Government's Rules of Procedure were drafted and ultimately adopted (by Cabinet of Ministers' Resolution No. 1285 of 16 December 2020). The amendments opened the possibility for Secretariat to draft legal acts, enhanced its role in planning of Government activity and subsequent reporting as well as coordination of European integration, and introduced weekly meetings of state secretaries led by State Secretary of the Cabinet.

According to the Cabinet of Ministers' Resolution No. 493 of 12 June 2019 amending some Resolutions of the Cabinet of Ministers concerning the functioning of official websites of central government bodies, namely Resolution No. 3 of 4 January 2002 "On Procedure for online publication of information about activity of executive bodies", ministries and agencies are taking actions to bring their websites in line with common requirements, as stipulated by item 53 of the Implementation Plan. As of now, 23 websites of central executive bodies have been aligned with these requirements.

On 3 March 2021, the Cabinet of Ministers adopted Resolution amending Resolutions No. 835 of 21 October 2015 and No. 867 of 30 November 2016 to harmonize the national legal framework on public information access in the form of open data with the European framework and introduce best practices in policy development and implementation in the field of open data. Thus, it ensured delivery of item 54 of the Implementation Plan.

ACHIEVEMENT OF INDICATORS

In this area, performance indicators are intended to reflect the progress in building an effective system of accountability and interaction among CEBs, with clearly defined and assigned competencies, functions and responsibilities, streamlined structure of apparatus enabling effective performance of functions, with free access of information about executive bodies and their activity presented in easy-to-understand language and user-friendly form. The PAR Strategy establishes 4 performance indicators in the area of accountability, of which 3 indicators were achieved.

Share of central executive bodies for which corresponding Member of the Cabinet of Ministers approved performance indicators for the upcoming year

In 2020, the target value for this indicator was set at 30%, and the rate of achievement is 50%.

The indicator was assessed by reviewing annual CEB plans for 2020. Upon SCMU request, responses were obtained and analysed from 48 CEBs. Upon the request of Secretariat of the Cabinet of Ministers, analysis was conducted for 42 plans that have to be approved according to the established procedure.

The analysis of available CEB plans revealed that, out of 42 institutions, 27 had plans of activity approved by corresponding Member of the Cabinet of Ministers according to the established procedure, 15 institutions had elaborated plans that, however, had not been approved by Minister for certain reasons.

The analysis also revealed that performance indicators were set in 21 plans. Thus, the share of CEBs for which corresponding Member of the Cabinet of Ministers approved performance indicators for the upcoming year is 50%.

Even though this indicator is formally achieved, the analysis of available CEB plans revealed a number of problems:

- Not all CEBs have annual work plans, although the Budget Code requires this kind of planning from all budget users.
- There is no common approach to drawing up plans of activity; the available plans are different both in content and structure.
- There is no common approach to setting performance indicators; some plans contain only activities without performance indicators.

In view of these findings, it is necessary to establish common approaches to drawing up plans of activity and to setting specific, measurable, achievable, relevant and time-bound objectives and performance indicators for executive bodies that are steered and coordinated through corresponding Members of the Cabinet of Ministers.

Share of central executive bodies that have published annual reports on achieved results

In 2020, the target value for this indicator was set at 20%, and the rate of achievement by the end of the year was 42%.

Secretariat of the Cabinet of Ministers analysed the situation with publication of reports on CEBs activity. The analysis revealed that as of the end of January, among 20 ministries and 57 other CEBs 58 institutions had published their reports for the preceding year on official websites, and other institutions were finalizing their reports and were publishing them as soon as they were completed.

Share of ministries where the structure of apparatus is compliant with common requirements

In 2020, the target value for this indicator was set at 50%, and the rate of achievement by the end of the year was 80%. The indicator was assessed by reviewing the structure and staffing plans of ministries for compliance with the established requirements¹². It is stipulated that all ministries should establish policy directorates to perform tasks related to ensuring of policy development in one or several areas of competency, coordination and monitoring of policy implementation, policy analysis and stakeholder impact assessment. The apparatus should also include a directorate for strategic planning and European integration to perform tasks related to strategic planning of activity and planning of ministry's budget, European integration, coordination of ministry's implementation of international commitments, and coordination of policy development in ministry's areas of competency.

The situation with establishment of directorates in ministries

	Number of established directorates
Ministry of Economy	15
Ministry of Energy	9
Ministry of Infrastructure	8
Ministry of Culture and Information Policy	7
Ministry of Health	6
Ministry of Education	6
Ministry of Communities and Territories	5
Ministry of Social Policy	5
Ministry of Finance	5
Ministry of Digital Transformation	4
Ministry of Justice	4
Ministry of Internal Affairs	4
Ministry of Veteran Affairs	3
Ministry of Reintegration	2
Ministry of Foreign Affairs	2
Ministry of Defence	1
TOTAL:	86

¹² CMU Resolution No. 179 of 12 March 2005 "On organization of the structure of apparatus in central executive bodies, their territorial units and local state administrations" (amended by CMU Resolution 1034 of 11 December 2019).

The analysis of the structure and staffing plans of 20 ministries that functioned as of 31 December 2020 revealed actual compliance in 16 ministries.

As of 31 December 2020, in 4 ministries directorates had not been established due to changes in the Government throughout 2020. Moreover, no financing for new reform staff salaries in these ministries was allocated in the national budget.

Share of ministries and other central executive bodies with websites meeting common standards

In 2020, the target value for this indicator was set at 50%, but it was not achieved.

The amended Resolution of the Cabinet of Ministers No. 3 of 4 January 2002¹³ stipulated changes in the Procedure for online publication of information about activity of executive bodies and designated the Ministry of Digital Transformation to be the lead institution for the development of guidelines for the design and modernization of official government websites (portals) and web-resources linked with the activity of the executive branch (design system of Ukrainian government websites).

As of 31 January 2021, 23 CEBs updated their official websites in compliance with the above Procedure, which means the implementation rate is 30%.

3.4. ADMINISTRATIVE PROCEDURES, ADMINISTRATIVE SERVICES AND E-GOVERNANCE

There are ongoing efforts to improve administrative services and other administrative procedures as part of the PAR Strategy, but still some services remain to be suboptimal and have not been made user-friendly.

As of today, the Law on Administrative Procedure that should set the rules for interaction of the state vis-à-vis citizens and business in the context of public administration functions has not been enacted. Administrative services are not equally accessible, since some frequently claims services are provided by administrative services centres (ASCs) located in oblast centres. Finally, there is still observed inefficiency and duplication in gathering, keeping and sharing of data contained in national registries, there is still no real-time data exchange, and the existing registries reveal problems with completeness and quality of data.

In this area, the PAR Strategy aims to create conditions under which both natural and legal persons would receive accessible administrative services of good quality, using procedures that are convenient for them.

Improvement of administrative services is being tackled through the following measures:

- Implementation of general administrative procedure with basic safeguards;
- Better quality and accessibility of administrative services, including organization of service delivery through ASCs and decentralization of services;

¹³ CMU Resolution No. 493 of 12 June 2019 "On amending some Resolutions of the Cabinet of Ministers of Ukraine concerning functioning of officials websites of central executive bodies".

- Systematic reduction of administrative burden on citizens and legal entities;
- Optimization and better performance of executive bodies through implementation of electronic inter-agency interaction and electronic documentation flow;
- Delivery of administrative services in electronic form.

KEY ACHIEVEMENTS:

- 70 government IT systems have been registered in TREMBITA system; data sharing has been launched between 28 registries.
- The Law on Administrative Procedure was approved in the first reading.
- The network of ASCs has been expanded to 876 centres (as of 1 January 2021).
- The process of services decentralization has been launched by setting up ASCs at local self-governments and abolishment of ASCs under rayon administrations.

IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan establishes 5 activities within implementation deadline in 2020, all of which were actually implemented.

As per item 58 of the Implementation Plan, 70 government institutions and organizations were connected to TREMBITA, the system of electronic interaction of government information resources. 36 government IT systems have been registered in the operational environment of TREMBITA. Currently transactions are exchanged between 28 registers; 136 electronic interactions are put in place (for example, to enable e-Baby, ID14, e-Residence and other electronic services); over 70 million data exchanges have been processed through TREMBITA system.

Analysis of compliance of ASCs with established requirements was conducted throughout 2020 (as per item 60 of the Implementation Plan). As of 1 January 2021, outlets providing access to administrative services included 876 ASCs, 59 local branches, 356 remote workplaces of ASC administrators, and 15 mobile ASCs (local self-governments established 508 ASCs, 56 local branches, 356 remote workplaces; rayon administrations established 368 ASCs and 3 local branches).

It should be noted that the Law on Administrative Services was amended by Parliament on 3 November 2020 to facilitate optimization of ASC network: starting from 2022, ASCs will be run only by local self-governments. Therefore, now ASCs established earlier by rayon administrations are being transferred from rayons to local self-governments. Furthermore, as required by this Law, government acts are being prepared to define indicators for monitoring of administrative services quality and territorial accessibility of ASCs.

As per item 62 of the Implementation Plan, monitoring of survey findings was carried out of conducted by independent think-tanks on user satisfaction with quality of administrative services. Thus, a survey of service users in 30 major cities revealed that 90% of respondents gave positive evaluation of the work of ASCs. It demonstrated high appreciation of such aspects as friendliness (96%) and level of employees' competence (91%)¹⁴. Another survey¹⁵ revealed that 82% of immediate users were satisfied with services they received at ASCs, and just above 10% were not satisfied.

As per item 63 of the Implementation Plan, in 2020 the Ministry of Digital Transformation organized and conducted 38 webinars for ASCs staff. Representatives of other CEBs and experts in diverse fields were invited to participate. Attendance statistics for these activities shows more than 61,000 viewing sessions.

Local state administrations reported delivery of more than 240 training and awareness raising activities for 3,780 participants on improvement of quality of administrative services and the work of ASCs. The main topics included transformation of ASCs; implementation and operationalization of the "Social Community" software; organization of welfare front-offices in communities; conflict-management in service organizations; implementation of e-Baby; inter-municipal cooperation in service delivery; inclusion and universal design; serving different groups of customers, etc.

In total, 1,703 activities were organized by ASCs to improve quality of administrative services and the work of ASCs, attended by 4,171 participants.

In addition, 6,188 ASC employees participated in activities organized to improve quality of administrative services and the work of ASCs by the U-LEAD project, oblast centres for re-training and in-service training of public employees, the E-Governance for Accountability and Participation Programme (EGAP), Association of Cities of Ukraine, All-Ukrainian Association of ASCs and UNDP.

In order to create a system for electronic contracting in public administration, as stipulated by item 69 of the Implementation Plan, the Ministry of Digital Transformation designed initial business requirements for such system. A tender has been announced to contract a software developer and an expert to prepare terms of reference. Preliminary technological solution for electronic contracting has been determined, together with the MVP format for piloting. Initial arrangements with the State Treasury have been agreed upon with regard to piloting. Currently, legal analysis of legislation is being conducted to identify legal limitations for the project, to be followed by amendment proposals.

ACHIEVEMENT OF INDICATORS

The PAR Strategy establishes 7 performance indicators to measure progress towards introduction of common rules of administrative procedure, interaction between government electronic systems, better performance of administrative services centres, simplification of procedures for administrative services and increased number of services available electronically.

¹⁴ Evaluation of ASCs performance in 30 Ukrainian cities, <https://cutt.ly/qlgLoTK>

¹⁵ Quality of administrative services in Ukraine, <https://cutt.ly/LlgLros>

Submission of the draft Law on Administrative Procedure to Verkhovna Rada and facilitation of its passing

The draft Law on Administrative Procedure was submitted by the Government to Verkhovna Rada again on 14 May 2020 (registered under number 3475), and on 2 September 2020 it was passed in the first reading. In view of the paramount importance of its subject matter for proper functioning of the new system of administrative procedures as external managerial activity of executive bodies and local self-governments, their officials and other entities empowered by law to perform public administration functions related to the protection of rights and legitimate interests of natural and legal persons in relations with public authorities, a decision was taken on 16 September 2020 to create a working groups of the Verkhovna Rada Committee on Organization of State Power, Local Self-Government, Regional and Urban Development, to review and prepare the draft Law on Administrative Procedure for the second reading.

Number of government databases registered in the National Registry of Government Electronic Information Resources

In 2020, the target value for this indicator was 40 registries, so this performance indicator is considered to be achieved. According to the Ministry of Digital Transformation, 56 government registries held by central and local executive bodies had been registered in the National Registry of Government Electronic Information Resources as of 1 January 2021. Among them, 11 government registries are those included in the list of priority government IT systems approved by the Cabinet of Ministers' Resolution No. 606 of 8 September 2016.

Number of registered government IT systems connected to the system of electronic interaction

In 2020, the target value for this indicator was 20 IT systems, so this performance indicator is considered to be achieved. As of 1 January 2020, 70 contracts had been signed with government bodies to provide connection to the electronic interaction system TREMBITA. 35 government IT systems were registered in the operational environment of TREMBITA, including 13 systems contained in the list of priority government IT systems for implementation of electronic interaction approved by the Cabinet of Ministers' Resolution No. 606 of 8 September 2016 "Some issues of electronic interaction between government information systems".

Data sharing between IT systems (registries) of public administration bodies takes place via secure messaging gateway and designed web-services and web-clients. In the reporting year of 2020, exchange of transactions takes place with 29 IT systems (registries), with over 80 million data exchanges processed through TREMBITA.

Share of administrative services centres that provide mandatory administrative services

In 2020, the target value for this indicator was 80%.

The Law amending some legislative acts of Ukraine facilitate optimization of the network and functioning of ASCs and improvement of access to administrative services provided in the electronic form that came into force on 29 November 2020 enacted the revised part 4 of Article 12 of the Law on Administrative Services, establishing that the Cabinet of Ministers approves a list of administrative services provided by executive bodies and administrative services provided by local self-governments as delegated functions that are mandatory to be offered through ASCs. At present, necessary secondary legislation is being prepared to enable implementation of this Law, including the requirement concerning the above-mentioned list of administrative services.

As of beginning of 2020, 89% of ASCs provide 50 and more services included in the list of mandatory services. The reference point is a list of 260 services that should be provided depending on functional capabilities of centres. The list was prepared by the Ministry of Economy together with the All-Ukrainian Association of ASCs, although it is not officially approved. Upon request of Secretariat of the Cabinet of Ministers, data on delivery of these services was provided by local self-governments and rayon state administrations through oblast administrations.

Thus, this performance indicator is considered to be achieved.

Share of users satisfied with quality of administrative services provided through administrative services centres

In 2020, the target value for this indicator was 70%. A survey of service users in 30 major cities revealed that 90% of respondents gave positive evaluation of the work of ASCs. Another survey revealed that 82% of immediate users were satisfied with services they received at ASCs, and just above 10% were not satisfied.

Thus, this performance indicator is considered to be achieved.

Number of simplified procedures for delivery of administrative services

In 2020, the target value for this indicator was 15.

As of 31 December 2020, 15 procedures for delivery of administrative services were simplified, namely:

1. Issuance of driver's license
2. State registration of land plot.
3. State registration of ownership title for immovable property.
4. State registration (re-registration) of vehicles.

5. Traffic clearance for vehicles with weight and dimensions exceeding maximum allowable norms.
- 6, 7. Issuance of Ukrainian passport (as ID-card) and Ukrainian travel passport (hereinafter – passports).
8. Issuance of taxpayer card and entering of taxpayer number to Ukrainian passport from the State Registry of Individual Taxpayers.
- 9, 10. Administrative services in the area of state architecture and construction oversight, including registration of declaration of operational readiness.
- 11, 12. State registration of birth and granting of childbirth allowance.
13. Place of residence / stay registration (cancellation of registration), also applicable for a newborn child.
14. Issuance of certificate of family composition.
15. State registration of legal entities, citizens' associations without legal personality and natural persons – entrepreneurs.

Number of electronic services with high impact on citizens and business implemented at levels III-IV (according to EGD UN Methodology)

In 2020, the target value for this indicator was 120.

According to information provided by the Ministry of Digital Transformation, 120 electronic services had been implemented, of which 46 had been implemented at level III and 74 – at level IV. So, the target is achieved.

Use of e-Baby service ('single window' for administrative services related to birth)

A comprehensive e-Baby service has been available in-person since 2 January 2020 and was also launched as online service on 3 October 2020. On the whole, a user can claim up to 9 services: 1) state registration of birth; 2) determination of child's origin; 3) place of residence registration; 4) granting of child birth allowance; 5) granting of child benefit for children in families with many children; 6) entering data about a child to the registry of patients maintained in the centralized e-Health system; 7) registration in the state registry of individual taxpayers; 8) determination of Ukrainian citizenship of a newborn child; 9) entering data about a newborn child to the Unified State Demographic Registry with assignment of a unique entry code.

The e-Baby service is available at a healthcare facility where a child was born, civil registration office, or ASC according to child's place of birth or place of registration of parents. The service can also be requested online through DIIA Portal.

Birth certificate can be received no later than on the following working day:

- at a healthcare facility where a child was born, civil registration office, or ASC where the application was filed;
- at a civil registration office that registered birth, if application was submitted online through DIIA Portal;
- by registered mail sent to applicants' address.

In the period from 02.01.2020 to 31.12.2020, 47,329 applications were submitted for e-Baby service in-person.

Number of applications requesting 5 and more services: 29,945, of which about 29,146 were successfully processed.

Number of applications requesting 7 and more services: 8,357, of which about 8,021 were successfully processed.

In the period from 3.10.2020 to 31.12.2020, 3,350 applications were submitted for e-Baby service online.

Number of applications requesting 5 and more services: 2,097, of which about 1,803 were successfully processed.

Number of applications requesting 7 and more services: 968, of which about 748 were successfully processed.

4. THE WAY FORWARD

Ukraine's aspiration and commitment to European and Euro-Atlantic integration is enshrined in the Constitution, which emphasizes the importance of implementation of the European Principles of Public Administration. At the same time, the country is facing new challenges presented by the pandemic and economic decline. The capacity to act efficiently in the face of crisis and achieve goals with minimum available resources are the new indicators for the effectiveness of public administration reform. It requires better capacity, better procedures and better digitalization.

The system of public administration in Ukraine is still quite imperfect. Procedures of establishment and termination of central government bodies are unjustifiably lengthy and time-consuming. Selection and appointment of heads of public bodies (civil service positions) could take months due to the lack of succession pool. Ministries are over-burdened with non-essential functions, restraining their capability to produce strategic vision, rapidly respond to challenges and offer effective government solutions.

In 2021, it is planned to update the PAR Strategy and related Implementation Plan drawing on the achieved progress and taking into account challenges faced by the country. Achievement of objectives set by the updated PAR Strategy will largely depend on successful reform of ministries and strengthening of their policy-making capacity. Below is the vision of priorities for the updated PAR Strategy.

STRATEGIC PLANNING, COORDINATION OF POLICY DEVELOPMENT AND IMPLEMENTATION

- Improve the strategic planning process.
- Prepare all necessary methodologies for the implementation of provisions of the Government's Rules of Procedure.
- Increase the capacity of centre-of-government institutions (Secretariat of the Cabinet of Ministers, Ministry of Finance, Ministry of Justice) to ensure quality of government decisions.

CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT

- Further develop legislation in the area of civil service, in particular by drafting necessary amendments to the Law on Civil Service in line with SIGMA principles.
- Introduce modern, effective merit-based recruitment, especially for senior civil service posts.
- Introduce transparent and fair remuneration system based on job classification.
- Roll out HRMIS in executive bodies.
- Introduce new approaches to professional development of civil servants.

- Build a single database for succession pool accessible to all central executive bodies.
- Foster transformation of civil service organizational culture.

ACCOUNTABILITY – ORGANIZATION, TRANSPARENCY, OVERSIGHT

- Complete reorganization of ministries in line with the requirements set forth in Cabinet of Ministers' Resolution No. 1034 of 11.12.2019.
- Conduct functional reviews of CEBs, ensure clear distribution of functions and responsibilities, relieve ministries of non-essential functions via decentralization and/or transfer of functions to other CEBs.
- Introduce amendments to the Law on Central Executive Bodies and the Law on the Cabinet of Ministers of Ukraine (to improve organization of activity of Government and CEBs, including revision of a mechanism for CEBs steering and coordination through ministers and strengthen of ministries' role in policy development).
- Further develop electronic documentation flow and bring CEB websites in compliance with common requirements.

ADMINISTRATIVE PROCEDURES, ADMINISTRATIVE SERVICES AND E-GOVERNANCE

- Adopt and implement the Law on Administrative Procedure.
- Decentralize competences to local self-governments (in particular delivery of administrative services related to welfare, civil registration; vehicle registration; issuance of driver's license).
- Bring services closer to citizens and improve their quality; transfer administrative services centres under rayon state administrations to local self-governments.
- Expand the offer of electronic services; improve the Unified State Portal of Electronic Services.
- Increase the number of registries (IT systems) held by executive bodies and local self-governments that are connected to the system of electronic interaction of government information resources TREMBITA.

ANNEXES

ANNEX 1. DELIVERY OF PAR STRATEGY IMPLEMENTATION PLAN IN 2020

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
STRATEGIC PLANNING, COORDINATION OF POLICY DEVELOPMENT AND IMPLEMENTATION				
<i>Improving procedure for preparation of documents in the areas of public policy and strategic planning</i>				
1. Define a system of national strategic planning documents	MinEconomy MinFinance MinJustice SCMU	Draft law approved by CMU and submitted to Verkhovna Rada	QI 2019	In progress The Ministry of Economy developed draft Laws “On National Strategic Planning” and “On Amendments to the Budget Code of Ukraine” and submitted drafts to CMU. Due to change of Government, drafts were returned to the lead developer to be introduced again for Government’s consideration and further submission to Verkhovna Rada.
2. Develop and submit to CMU a draft CMU resolution amending Government’s Rules of Procedure to enhance strategic planning, policy development and coordination	Minister of CMU SCMU MinEconomy MinJustice	CMU Resolution adopted	QIII 2019	Implemented Cabinet of Ministers adopted Resolution No. 168 of 26 February 2020 “On Amendments to the Government’s Rules of Procedure”; in line with adopted changes, a full-fledged policy-making process is being introduced in Ukraine.
3. Approve methodologies on drafting national strategic planning documents (defined by the law)	MinEconomy SCMU	Methodologies approved	QIII 2019	Implemented SCMU drafted and Government approved amendments to the Rules of Procedure, followed by a series of workshops on the new Rules of Procedure and preparation of forecast of impacts for ministries and SCMU.
4. Carry out information campaign on adopted amendments to the Government’s Rules of Procedure to enhance strategic planning, policy development and coordination	Minister of CMU SCMU	Information materials designed and circulated; training conducted	QII 2019 – QII 2020	Implemented Early in 2020, SCMU conducted a series of workshops on the new Rules of Procedure and preparation of forecast of impacts for ministries and SCMU. The training was delivered to more than 200 participants who acquired skills in preparation of forecast of impacts and other novelties of the Rules of Procedure studying real-life cases. Due to lockdown measures, further training was halted.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
5. Design or update methodologies instrumental for implementation of adopted amendments to the Government's Rules of Procedure	Minister of CMU SCMU MinEconomy MinFinance MinJustice	Methodologies reviewed by PAR Coordinating Council	QII 2020	Implemented Methodology for stakeholder impact assessment and Methodology for stakeholder consultations were designed and implemented. The Ministry of Finance also approved a methodology for assessment of budget impact (costing) of draft legal acts.
6. Conduct training of civil servants in ministries on application of designed methodologies instrumental for implementation of adopted amendments to the Government's Rules of Procedure (incl. impact assessment, drafting of policy documents, legal drafting, etc.)	NACS	At least 500 civil servants trained	QIV 2020	Implemented In January and February 2020, SCMU conducted a series of workshops on preparation of forecast of impacts for ministries and SCMU. The training was delivered to more than 200 participants who acquired skills in preparation of forecast of impacts and other novelties of the Rules of Procedure studying real-life cases. Due to lockdown measures, further training was halted.
7. Prepare proposals for amending legal acts in order to align them with requirements of the Government's Rules of Procedure	Ministries (according to competency)	Legal acts adopted	QIII 2020	Implemented In line with the adopted amendments to the Government's Rules of Procedure, the Ministry of Justice, Ministry of Economy, Ministry of Digital Transformation and SCMU approved forms of conclusions (checklists) for the review of legal acts.
8. Enhance capacity of SCMU and ministries to comply with requirements of the Government's Rules of Procedure	SCMU Ministries	Report on needs assessment concerning enhancement of capacity to comply with requirements of the Government's	QI 2021	In progress

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
9. Create and implement an information system to facilitate planning and management of legal drafting	MinDigital (E-Gov Agency) SCMU	Rules of Procedure and implement action plans reviewed by PAR Coordinating Council System implemented	QIV 2020	<p>Implemented</p> <p>The Cabinet of Ministers adopted Resolution No. 1087 of 28 October 2020 “On amendments to Resolutions of the Cabinet of Ministers of Ukraine No. 950 of 18 July 2007 and No. 55 of 17 January 2018”, thus creating a legal framework for conversion of legal drafting performed by the executive in the electronic form. If an act of the Cabinet of Ministers is prepared in the electronic form, its processing and consultations are conducted through the module of the system of electronic interaction between executive bodies. The author uploads a draft and accompanying materials required by the Rules of Procedure to the module, and stakeholders provide their opinion and feedback using the module. Information about results of consultation process is accessible for all stakeholder institutions involved in the process.</p>
10. Implement an electronic system to monitor achievement of PAR Strategy performance indicators for 2019-2021	Minister of CMU SCMU E-Gov Agency	Electronic system implemented	QIV 2019	<p>Implemented</p> <p>The system for monitoring of achievement of PAR Strategy performance indicators for 2019-2021 is implemented based on Share Point.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<i>Enhancing strategic coordination within e-governance development</i>				
11. Ensure concentration of competencies in the area of e-governance	MinDigital (E-Gov Agency)	Government institution (centre of competencies) established and its functioning ensured	QIV 2019	Implemented The Ministry of Digital Transformation established the Unified State Portal of E-Services DIIA and state enterprise DIIA that operates in the areas of creation, development, support, administration, ensuring functioning, facilitation, modernization, upgrading and technical support for electronic information resources (registries, automated information system, databases), development of e-governance, e-commerce and e-business, information society, digital skills, e-services, electronic trust services and services related to e-identification, support to provision of administrative services, technical and technological support to functions of central authentication body.

CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT

Automation of processes / HRM systems on the basis of modern ICT, enhancing effectiveness and transparency of civil service

12. Design modules for human resource management information system in civil service (HRMIS)	NACS MinFinance MinSocial SCMU	3 modules designed and rolled out	QIV 2019	In progress As of the end of 2020, 18 institutions had been connected to HRMIS, which makes 23%.
13. Connect ministries and other CEBs to human resource management information system in civil service (HRMIS)	NACS other CEBs SCMU	HRMIS is used by ministries and other CEBs	QI 2021	In progress NACS together with SCMU carry out measures to connect all CEBs.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
14. Conduct training for HRM units and accounting units of CEBs on application of HRMIS	NACS other CEBs	Training conducted	QIV 2019 – QIII 2021	Implemented in reporting period In 2020, Ukrainian School of Government provided training on application of HRMIS for 20 civil servants from CEBs.

Aligning civil service recruitment with European standards of good administration and best practices

15. Develop and submit to CMU according to the established procedure draft Law amending the Law on Civil Service concerning improvement of admission, employment and termination of civil service and civil servants' salaries, and amending appointment and dismissal procedure for heads and deputy heads of CEBs	NACS MinSocial MinEconomy MinFinance SCMU	Draft law approved by CMU and submitted to Verkhovna Rada	QII 2019	Implemented The Law of Ukraine No. 117-IX of 19 September 2019 amending some Laws of Ukraine to facilitate the 're-set of power' was adopted. The law improved the procedure for admission to civil service by simplifying submission of information to participate in a competition (online application instead of submission of hard documents); opened up the possibility to conclude contracts for fix-term works and for limited number of staff; determined a mechanism for transfer of senior civil servants and possibility of delegation by heads of civil service; optimized the structure of pay and stipulated that the Cabinet of Ministers shall define the procedure for forming the payroll fund in public authorities (to apply common approaches to planning and distribution of relevant expenditures from the national budget).
16. Develop and submit to CMU a draft resolution on introduction of testing as a stage of competitive recruitment to civil service positions in ministries and other CEBs at the centre for assessment and professional training established by NACS	NACS MinEconomy MinFinance MinJustice	CMU Resolution adopted	QII 2019	Implemented CMU Resolution No. 888 adopted on 28 October 2019 amending the Procedure for Competitive Recruitment in Civil Service.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
17. Introduce testing as a stage of competitive recruitment to civil service positions in ministries and other CEBs at the centre for assessment and professional training established by NACS	NACS other CEBs	Testing introduced	QIV 2019	Implemented With the adoption of CMU Resolution No. 888 of 28 October 2019, testing has been introduced as a stage of competitive recruitment to civil service positions in ministries and other CEBs at the centre for assessment and professional training established by NACS. In 2019, about 22,000 candidates to civil service positions in categories A, B and C took tests at the Assessment Centre.
18. Introduce posting of announcement about competitive recruitment to civil service positions on the unified vacancies portal career.gov.ua	NACS	Posting of announcements introduced	QIII 2019	Implemented Posting of announcements introduced according to CMU Resolution No. 888 of 28 October 2019 amending the Procedure for Competitive Recruitment in Civil Service.
19. Conduct training for members of selection commissions on tools to assess professional competencies	NACS	At least 200 civil servants trained	QI 2019 – QIV 2021	Implemented in reporting period In 2020, 941 members of selection commissions received training on tools to assess professional competencies at National Academy of Public Administration (NAPA), Kyiv city centre of re-training and in-service training of employees of public authorities, local self-governments, state-owned enterprises, institutions and organizations, and Chernihiv regional in-service training centre.
20. Conduct RSP competitions to complete staffing of directorates, general departments, Government Office for European and Euro-Atlantic Integration	MinAgro MinEnergy MinInfrastructure MinCulture MinHealth MinEducation MinRegion MinSocial MinFinance	Competitions conducted; staffing completed	QIV 2019	In progress Because of pandemic-related restrictions and lockdown, in March 2020 the ongoing competitions and announcement of new competitions for RSPs in ministries were cancelled. Moreover, in 2020 some ministries were reorganized by splitting into several ministries, and one new ministry was established, without allocating financing for salaries of new reform staff in the national budget. As of 31 December 2020, directorates and general departments employed 890 reform staff in categories B and C: 62 DGs, 23 deputy

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
	MinJustice NACS E-Gov Agency SCMU			DGs, 217 heads of expert groups, and 5883 government experts. Together with RSPs in category A, namely state secretaries in ministries, top management of the Office of the President of Ukraine, Secretariat of the Cabinet of Ministers and NACS, in total 921 persons were employed in reform staff positions as of 31 December 2020.
21. Improve provisions of RSP Concept approved by CMU Ordinance No. 905 of November 11, 2016	NACS	RSP Concept amended	QIV 2019	Implemented RSP Concept was amended by Resolution No. 1034 of 11 December 2019 "On some issues of public administration reform".
22. Carry out information campaign on RSP recruitment	NACS	Annual reach-out to 100,000 persons through social networks	QI 2019 – QIV 2021	Implemented in reporting period Administrative support is provided to online resource for RSP candidates "New Civil Service – Key Insights in Simple Terms" on the web-platform "Community of Practice for Sustainable Development" (http://udl.despro.org.ua/), that included provisions of answers through the hotline forum and publication of relevant updates for candidates.

Modernization of the system of professional development of civil servants

23. Design and approve a methodology for assessment of needs in professional training of civil servants based on professional competencies assessment	NACS	Methodology approved	QIII 2019	Implemented NACS issued Order No. 188-19 of 15 October 2019 on approval of Methodology for professional training needs assessment for civil servants, heads, first deputy heads and deputy heads of local state administration, and local self-government officials, registered with the Ministry of Justice on 13 November 2019 No. 1157/34128.
24. Introduce professional training of civil servants in category A to develop leadership competencies	NACS	At least 75% of civil servants trained	QII 2019 – QIV 2021	Implemented in reporting period 94 senior civil servants in category A positions completed in-service training under the programme "Leadership and HRM Technologies" at the Ukrainian School of Governance.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<i>Ensuring proper working conditions for civil servants, in particular by creating competitive, transparent and understandable salary system</i>				
25. Prepare proposals on civil servants' salary reform	MinSocial MinFinance MinEconomy NACS SCMU	Proposals reviewed by PAR Coordinating Council	QII 2019	Implemented Draft concept of civil servants' salary reform was presented at the meeting of PAR Coordinating Council on 20.06.2019. The Ministry of Social Policy prepared the draft Law "On amendments to some laws of Ukraine to regulate civil servants' salaries" and presented for consideration by PAR Coordinating Council.
26. Draft legal acts on civil servants' salary reform	MinSocial MinFinance MinEconomy NACS SCMU	Draft legal acts designed and submitted to CMU	QIII 2019	Implemented The scheme of base salaries in civil service by salary groups with consideration of institutional jurisdiction in 2019 was approved by CMU Resolution No. 102 of 6 February 2019 "On amendments to some Resolutions of the Cabinet of Ministers regulating salary structure of employees of public authorities, courts and institutions within the justice sector in 2019"
27. Carry out research and prepare proposals on civil service job classification and professional competency requirements	NACS MinSocial MinFinance SCMU	Proposals reviewed by PAR Coordinating Council	QIV 2020	Implemented Proposals were reviewed by PAR Coordinating Council on 21 September 2020. A model job classification and related legal acts were drafted, namely the Cabinet of Ministers' Ordinance No. 1414 of 11 November 2020 "On preparation and implementation of a pilot project implementing the civil service salary system based on job classification"; Methodology for civil service job classification (Order of NACS No. 187-20 of 30 September 2020, registered with the Ministry of Justice as of 7 December 2020 No. 1219/35502); Catalogue of typical civil service jobs and criteria for classification Order of NACS No. 246-20 of 18 December 2020, submitted for registration with the Ministry of Justice as on 18 December 2020).

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
28. Provide access to aggregate data from HRMIS on civil servants' salaries by position categories through website	NACS SCMU	Access to aggregate data provided through website	QIII 2021	In progress
29. Conduct civil servants' survey on organizational culture	NACS SCMU	Survey conducted	Annually, starting from 2019	Implemented in reporting period An organizational culture survey among civil servants was completed on 11 October 2020. The survey "Civil service in Ukraine: Your own perspective" involved over 33,000 respondents from all over Ukraine – over 29,000 of civil servants at local level and more than 2,000 of civil servants in CEBs. The analytical report on 2020 survey was prepared and published on the NACS website.
30. Conduct professional training of civil servants in category B under the broad programme "Human resource management in public administration".	NACS other CEBs	At least 50% of civil servants trained	QI 2019 – QIV 2021	Implemented in reporting period In 2020, training activities under the broad programme "Human resource management in public administration" were carried out at the Ukrainian School of Governance, National Academy of Public Administration (NAPA), Dnipropetrovsk, Lviv and Odesa Regional Institutes of NAPA, and 13 in-service training centres for 6,494 civil servants in category B, including 4,097 from central government bodies and 2,382 from local executive bodies.
31. Carry out regular training of heads and staff of HRM units in public authorities to enhance knowledge and competencies in modern HRM approaches	NACS other CEBs	At least 80% of civil servants trained	QI 2019 – QIV 2021	Implemented in reporting period In 2020, training activities were carried out at the Ukrainian School of Governance, National Academy of Public Administration (NAPA), Dnipropetrovsk, and Odesa Regional Institutes of NAPA, and 13 in-service training centres for 7,820 heads and staff of HRM units were trained, including 4,075 in category B positions and 3,744 in category C positions.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
32. Carry out training for civil servants in HRM units in public authorities and civil servants in category B under the broad programme "Performance appraisal of civil servants based on key performance indicators"	CEBs	At least 50% of civil servants trained	QI 2019 – QIV 2021	Implemented in reporting period In 2020, 4,160 civil servants in category B received in-service training under the broad programme "Performance appraisal of civil servants based on key performance indicators".
33. Prepare a draft concept of civil service culture	NACS SCMU	Draft concept reviewed by PAR Coordinating Council	QIV 2019	Implemented 4 workshops on civil service culture were conducted for HRM units from local state administrations covering 24 oblasts, including strategic sessions "Corporate Foresight". Outputs of strategic sessions were reviewed and presented at the meeting of HRM Council at NACS. Draft concept of civil service culture has been developed.
34. Prepare and submit to CMU a draft CMU Resolution on the system of professional training	NACS SCMU	CMU Resolution adopted	QI 2019	Implemented Resolution of the Cabinet of Ministers of Ukraine No. 106 of 6 February 2020 "On approval of Regulation on the system of professional training of civil servants, heads, first deputy heads and deputy heads of local state administrations, local self-government officials and local council members" was adopted.
35. Prepare and submit to CMU proposals on legislative amendments to expand the list of professional training providers	NACS	Proposals prepared and submitted to CMU	QIV 2019	Implemented Proposals on legislative amendments to expand the list of professional training providers prepared and submitted to CMU.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
36. Prepare a list of priority topics and create a professional training catalogue for civil servants	NACS	List and catalogue public on NACS website	QI 2020	Implemented As required by para. 23 of the Regulation on the system of professional training of civil servants, heads, first deputy heads and deputy heads of local state administrations, local self-government officials and local council members enacted by the Cabinet of Ministers' Resolution No. 106 of 6 February 2019, the list of priority areas / topics for in-service training was published on the NACS website: https://bit.ly/2ZpSbbH .

ACCOUNTABILITY – ORGANIZATION, TRANSPARENCY, OVERSIGHT

Creating effective system of accountability and interaction of CEBs

37. Prepare and submit to CMU according to the established procedure a draft law amending the Laws on Central Executive Bodies and on the Cabinet of Ministers of Ukraine	Minister of CMU MinJustice NACS SCMU	Draft law approved by CMU and submitted to Verkhovna Rada	QIII 2019	In progress Draft laws have been prepared; review by stakeholders is underway. Throughout the year, drafts were discussed during meetings of PAR Coordinating Council.
38. Amend the Typical Procedure for civil servants' performance appraisal approved by CMU Resolution No. 640 of August 23, 2017, on establishment of key performance indicators for heads of CEBs with consideration of institutional achievement of pre-defined outcomes in respective policy areas	NACS SCMU	CMU Resolution adopted	QI 2019	Implemented Resolution of the Cabinet of Ministers of Ukraine No. 591 of July 10, 2019 was adopted amending Resolution of the Cabinet of Ministers of Ukraine No. 640 of August 23, 2017 and repealing Resolution of the Cabinet of Ministers of Ukraine No. 1047 of December 20, 2017.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
39. Prepare proposals to improve the procedure of planning of CEBs work	MinEconomy MinFinance	Proposals reviewed by PAR Coordinating Council	QIII 2019	<p>Implemented</p> <p>Amendments to the Government's Rules of Procedure were drafted by SCMU and ultimately adopted (by Cabinet of Ministers' Resolution No. 1285 of 16 December 2020). The amendments opened the possibility for Secretariat to draft legal acts, enhanced its role in planning of Government activity and subsequent reporting as well as coordination of European integration, and introduced weekly meetings of state secretaries led by State Secretary of the Cabinet.</p>
40. Implement the system of electronic documentation flow in CEBs and integrate it with the system of electronic interaction between government bodies	MinDigital (E-Gov Agency) other CEBs	System of electronic documentation flow implemented in 5 CEBs and integrated with the system of electronic interaction between government bodies	QIV 2019	<p>Implemented</p> <p>According to CMU Ordinance No. 455 of June 26, 2019, under the National Informatization Programme the following allocations were provided to CEBs:</p> <ul style="list-style-type: none"> - For implementation of electronic documentation flow: to State Fishery Agency, State Ecological Inspection, State Inspection of Energy Oversight, State Service for Drugs and Narcotics Control, State Energy Efficiency Agency, Secretariat of Verkhovna Rada Commissioner on Human Rights; - For modernization of electronic documentation flow: to State Agency for Exclusion Zone, Ministry of Infrastructure, Ministry of Health, National Health Service, State Architecture and Construction Inspection, State Financial Monitoring Service. <p>All these CEBs have been connected to the system of electronic interaction between government bodies.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<i>Ensuring clear allocation of areas of responsibility, functions and tasks of ministries and other CEBs</i>				
41. Prepare and submit to CMU according to the established procedure draft legal acts to free ministries from non-essential functions, such as delivery of administrative services, state property management, control and oversight	Ministries	Legal acts adopted by CMU	Q1 2021	<p>Implemented</p> <p>The draft Law “On amendments to some legislative acts of Ukraine to relieve the Cabinet of Ministers of non-essential competences” was approved by the Cabinet of Ministers and submitted to Parliament. It envisages changes in 30 legislative acts concerning transfer of 54 competences of departmental and technical nature, assigning them to central executive bodies according to their respective portfolios.</p>
42. Prepare proposals on centralization of support functions of CEBs, such as documentation management, accounting and reporting, IT, logistics and general affairs, government procurement	SCMU MinFinance MinJustice MinEconomy MinDigital (E-Gov Agency) NACS Ukrainian Archives State Audit Service other CEBs (according to competency)	Proposals reviewed by PAR Coordinating Council	QIV 2020	<p>Implemented</p> <p>Secretariat of the Cabinet of Ministers conducted a detailed analysis of support functions within the central government planned to be centralized. The following conclusions have been offered:</p> <ul style="list-style-type: none"> - Centralized handling of citizens’ petitions: It is proposed to continue with further steps such as creation and implementation of a single database of petitions for CEBs and a single system of their handling, single registration number for petitions, unified analytical data on review outcomes containing all information about petitions and their review, enabling to systemize data and identify problematic issues. - Centralized functions supporting documentation flow: CMU Resolution No. 55 of 17 January 2018 regulated the electronic form of document life cycle; CMU Resolution No. 1087 of 28 October 2020 amended Resolutions No. 950 of 18 July 2007 and No. 55 of 17 January 2018 introducing the initial centralization of one of the aspects of documentation flow, namely drafting of legal acts of executive bodies (currently the consultations stage is being piloted).

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>Further steps towards centralization are supported.</p> <ul style="list-style-type: none"> - Accounting and reporting: CMU Ordinance No. 437 of 20 June 2018 approved an action plan for modernization of the public sector accounting and financial reporting system for the period up to 2025, containing activities aimed to improve the accounting system, including the legal framework. The Ministry of Finance supports phased centralization, unification and digitalization of CEBs activity as regards accounting offices through implementation of pilot projects in selected ministries. - Centralized public procurement: The Cabinet of Ministers adopted Resolution No. 1216 of 27 December 2018 on specific arrangements for the establishment and activity of centralized procurement organizations; Ordinance No. 846 of 25 September 2019 on designating the government institution “Professional Procurement” as centralized procurement organization (with mandatory delegation of part of executive bodies’ procurement to the centralized procurement organization and a list of goods that must be procured through centralized procurement organization), Ordinance No. 1405 of 11 November 2020 on designating the government company “Medical Procurement of Ukraine” as centralized procurement organization. It is proposed to continue following the roadmap of the Strategy of Public Procurement Reform. - HRM: Commission on Senior Civil Service was established to conduct competitions for civil service positions in category A; recruitment is centralized through the Unified Portal of Civil Service Vacancies and there is centralized testing for RSPs. HRMIS deployment was launched, and it currently supports 11 modules for automation of some HR records management functions. It is proposed to ensure that HRMIS is deployed in all institutions that have civil service positions. Centralization of other support functions in the context of PAR is not considered to be reasonable or feasible within the current legal framework.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<i>Improving structure of apparatus of CEBs to ensure effective performance of functions</i>				
43. Prepare and submit to CMU according to the established procedure a draft resolution defining requirements for the structure of ministry's apparatus	NACS Ministries SCMU	CMU Resolution adopted	QI 2020	Implemented CMU Resolution No. 1034 of 11 December 2019 "On some issues of public administration reform" was adopted to define common requirements for the structure of ministry's apparatus.
44. Align regulations on ministries and organizational structure of their apparatus with the target model defined in the Concept of Optimization of Central Government approved by CMU Ordinance No. 1013 of December 27, 2017	Ministries	Regulations and structure amended	QII 2020	In progress The lockdown measures introduced in March 2020 halted the ongoing competitions and announcement of new competitions for reform staff positions in ministries. As of 31 December 2020, 86 directorates had been established in 16 out of 20 ministries. In 4 ministries directorates had not been established due to reorganization / creation of new ministries in 2020 and absence of financing for new reform staff salaries in the national budget for these ministries.
45. Carry out functional reviews of CEBs (other than ministries)	CEBs (other than ministries) SCMU	Reports reviewed by PAR Coordinating Council	QIV 2020	In progress Functional reviews of CEBs were conducted based on guidelines developed by the Centre for Adaptation of Civil Service to the EU Standards (NACS) in cooperation with Secretariat of the Cabinet of Ministers, the EU4PAR project and Reform Delivery Office. As of 31 December 2020, functional reviews had been conducted in 21 CEBs.
46. Align regulations on CEBs (other than ministries) and organizational structure	CEBs (other than ministries)	Regulations and structure amended	QII 2021	In progress

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
of their apparatus with the target model defined in the Concept of Optimization of Central Government approved by CMU Ordinance No. 1013 of December 27, 2017				
47. Carry out functional review of SCMU with regard of analytical, legal, organizational and technical support of the work of the cabinet of Ministers of Ukraine	Minister of CMU SCMU	Report reviewed by PAR Coordinating Council	QI 2020	<p>Implemented</p> <p>Amendments to the Government’s Rules of Procedure were drafted by SCMU and ultimately adopted (by Cabinet of Ministers’ Resolution No. 1285 of 16 December 2020). The amendments opened the possibility for Secretariat to draft legal acts, enhanced its role in planning of Government activity and subsequent reporting as well as coordination of European integration, and introduced weekly meetings of state secretaries led by State Secretary of the Cabinet.</p>
48. Revisit functions and responsibilities of SCMU taking into account practices of EU Member State and OECD countries	Minister of CMU SCMU	Proposal on functions and responsibilities of SCMU reviewed by PAR Coordinating Council	QIII 2020	<p>Implemented</p> <p>Amendments to the Government’s Rules of Procedure were drafted by SCMU and ultimately adopted (by Cabinet of Ministers’ Resolution No. 1285 of 16 December 2020). The amendments opened the possibility for Secretariat to draft legal acts, enhanced its role in planning of Government activity and subsequent reporting as well as coordination of European integration, and introduced weekly meetings of state secretaries led by State Secretary of the Cabinet.</p>
49. Consider the expediency of introduction of a mechanism for delegation of powers of ministers and heads of other CEBs to heads of respective structural units	NACS SCMU MinJustice	Proposals reviewed by PAR Coordinating Council	QIII 2019	<p>Implemented</p> <p>Proposals were prepared for review at the meeting of PAR Coordinating Council on 18 November 2019. CMU Resolution No. 1041 was adopted on 11 December 2019 “On approval of delegation of some powers of head of civil service in central executive body”.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
50. Design and approve methodology for optimization and analysis of core business processes in CEBs (managerial decision-making, organization of handling citizens' petitions, etc.)	Minister of CMU SCMU CEBs	Methodology approved by PAR Coordinating Council and published on CMU website; CEBs report to SCMU about results of analysis of core business processes	QII 2019	Implemented Methodology for optimization and analysis of core business processes was approved by PAR Coordinating Council at the meeting of 20 June 2019. Training is being conducted for CEB staff.

Ensuring free and user-friendly access to information about executive bodies and their activity

51. Define CEB responsible for policy development and implementation in the area of information access	MinInform State Committee on TV and Radio Broadcasting	CMU Resolution adopted	QII 2019	In progress By decision of the Government Committee on Policy Development of 11 January 2020, the draft CMU Resolution "Some issues of policy development and implementation in the area of public information access" submitted by the State Committee on TV and Radio Broadcasting was returned to the developer.
52. Prepare and submit to CMU common requirements for official websites of CEBs	MinDigital (E-Gov Agency)	CMU Resolution adopted	QII 2019	Implemented CMU Resolution No. 493 was prepared and adopted on 12 June 2019 "On amending some resolutions of the Cabinet of Ministers of Ukraine concerning functioning of officials websites of central executive bodies".
53. Adjust CEB websites to comply with common requirements	Ministries other CEBs SCMU	CEB websites comply with common requirements	QIII 2019 – QIII 2021	Implemented in reporting period Ministries and agencies are taking actions to bring their websites in line with common requirements, as stipulated by the Cabinet of Ministers' Resolution No. 493 of 12 June 2019 amending some Resolutions of the Cabinet of Ministers concerning the functioning of official websites of central government bodies, namely Resolution

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
54. Study the processes and prepare proposals on optimization and ensuring of access to public information in electronic form	Specially authorized CEB on information access MinDigital (E-Gov Agency)	Proposals reviewed by PAR Coordinating Council	QII 2020	<p>No. 3 of 4 January 2002 “On Procedure for online publication of information about activity of executive bodies”. As of 31 December 2020, 30% of websites of CEBs have been aligned with these requirements.</p> <p>Implemented On 3 March 2021, the Cabinet of Ministers adopted Resolution amending Resolutions No. 835 of 21 October 2015 and No. 867 of 30 November 2016 to harmonize the national legal framework on public information access in the form of open data with the European framework and introduce best practices in policy development and implementation in the field of open data.</p>

ADMINISTRATIVE PROCEDURES, ADMINISTRATIVE SERVICES AND E-GOVERNANCE

Introduction of rules of general administrative procedure, providing basic safeguards for natural and legal persons

55. Submit to Verkhovna Rada and facilitate passing of the Law on Administrative Procedure	MinJustice	Support provided to passing of the Law on Administrative Procedure in Verkhovna Rada	throughout 2019	<p>Implemented The draft Law on Administrative Procedure was submitted by the Government to Verkhovna Rada again on 14 May 2020 (registered under number 3475), and on 2 September 2020 it was passed in the first reading. In view of the paramount importance of its subject matter for proper functioning of the new system of administrative procedures as external managerial activity of executive bodies and local self-governments, their officials and other entities empowered by law to perform public administration functions related to the protection of rights and legitimate interests of natural and legal persons in relations with public authorities, a decision was taken on 16 September 2020 to create a working groups of the Verkhovna Rada Committee on Organization of State Power, Local Self-Government, Regional and Urban Development, to review and prepare the draft Law on Administrative Procedure for the second reading.</p>
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ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
56. Design a plan for organization of drafting of legal acts instrumental for implementation of the Law on Administrative Procedure	MinJustice other CEBs	Plan approved by CMU	within one month after passing of the Law	In progress

Ensuring effective interaction between administrative service providers

57. Register key government registries in the National Registry of Government Electronic Information Resources	MinDigital (E-Gov Agency) other CEBs	70 registries registered	QIII 2021	In progress 56 government registries held by central and local executive bodies are registered in the National Registry of Government Electronic Information Resources.
58. Connect government IT systems to the system of electronic interaction	MinDigital (E-Gov Agency) MinAgro MinInterior	IT systems connected	QII 2019 – QIII 2021	Implemented in reporting period 70 government institutions and organizations were connected to TREMBITA, the system of electronic interaction of government information resources. 36 government IT systems have been registered in the operational environment of TREMBITA. Currently transactions are exchanged between 28 registers; 136 electronic interactions are put in place (for example, to enable e-Baby, ID14, e-Residence and other electronic services); over 70 million data exchanges have been processed through TREMBITA system.
59. Establish requirements for administrative services centres and list of services depending on the founder of administrative services centres	MinEconomy SCMU	MinEconomy provided recommendations on requirements for administrative services centres and list of services depending on the founder of	QII 2019	Implemented CMU Resolution No. 714 of 14 August 2019 “On amendments to Resolutions of the Cabinet of Ministers of Ukraine No. 118 of 20 February 2013 and No. 588 of 1 August 2013” amended Indicative Regulation on administrative services centre and Indicative Operational Procedures for administrative services centres, e.g., to ensure accessibility for people with disabilities and other low mobility groups and setting up space for leaving baby carriages. It also

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
60. Conduct analysis of compliance of administrative services centres with adopted recommendations	MinDigital SCMU	administrative services centres Analytical report reviewed by PAR Coordinating Council	on quarterly basis	<p>established specificity of operations of local branches of such centres and administrators working at remote workstations.</p> <p>The Ministry of Economy, in collaboration with the All-Ukrainian Association of ASCs, prepared recommendations on requirements for administrative services centres and list of services that should be provided through administrative services centres depending on their functional capacity and discussed these recommendations with oblast state administrations. Elaborated recommendations on how to define requirements for administrative services centres and list of services to be provided through such centres have been provided to the Ministry of Digital Transformation and the Ministry of Regional Development.</p> <p>Implemented in reporting period</p> <p>As of 1 January 2021, outlets providing access to administrative services included 876 ASCs, 59 local branches, 356 remote workplaces of ASC administrators, and 15 mobile ASCs (local self-governments established 508 ASCs, 56 local branches, 356 remote workplaces; rayon administrations established 368 ASCs and 3 local branches).</p> <p>The Law on Administrative Services was amended by Parliament on 3 November 2020 to facilitate optimization of ASC network: starting from 2022, ASCs will be run only by local self-governments. Therefore, now ASCs established earlier by rayon administrations are being transferred from rayons to local self-governments. Furthermore, as required by this Law, government acts are being prepared to define indicators for monitoring of administrative services quality and territorial accessibility of ASCs.</p>
61. Provide administrative services centres with equipment for issuance of passports, driver's license cards and vehicle registration cards.	MinEconomy local state administrations local self-governments (by consent)	Equipment purchased and installed in administrative services centres to ensure respective administrative services	QIV 2019	<p>In progress</p> <p>In order to provide financing for the Ministry to carry out necessary procurement activities, the following documents were adopted:</p> <ul style="list-style-type: none"> - CMU Ordinance No. 486 of 05.07.2019 "On transfer of budget allocations stipulated for the General Affairs Department of SCMU in 2019 to support implementation of comprehensive public

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
62. Carry out user satisfaction survey regarding quality of administrative services received through administrative services centres	MinEconomy local state administrations local self-governments (by consent)	Analytical report reviewed by PAR Coordinating Council	QII 2019 – QI 2020	<p>administration reform to the Ministry of Economic Development and Trade”;</p> <p>- CMU Resolution No. 866 of 09.10.2019 “On approval of Procedure for use of funding stipulated in the state budget for measures to provide administrative services centres with equipment for issuance of passports, driver’s license cards and vehicle registration cards”.</p> <p>In order to procure necessary equipment, open tender was announced on 19.11.2019 with publication in English (European procedure) for procurement of equipment for administrative services centres, since the value of expected procurement exceeds the threshold established in part one of Article 10 of the Law on Public Procurement. This procedure requires a period for submission of tender offers which is twice as longer compared with the regular procedure – 30 days instead of regular 15 days.</p> <p>Taking into consideration a longer period of submission as well as time needed for re-qualification, auction, qualification, appeal and contract signing, and also the fact that the system of electronic tenders automatically sets timelines, and information received from suppliers about 90-day delivery with pre-payments, it appeared impossible to finish procurement of equipment by the end of 2019.</p> <p>Today, the possibility of making respective allocations in 2020 or in subsequent years is being considered.</p> <p>Implemented</p> <p>Monitoring of survey findings was carried out of conducted by independent think-tanks on user satisfaction with quality of administrative services. Thus, a survey of service users in 30 major cities revealed that 90% of respondents gave positive evaluation of the work of ASCs. It demonstrated high appreciation of such aspects as friendliness (96%) and level of employees’ competence (91%). Another survey revealed that 82% of immediate users were satisfied with services they received at ASCs, and just above 10% were not satisfied.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
63. Carry out training and awareness raising activities (workshops, seminars, conferences) on improvement of quality of administrative services and the work of centres providing such services	MinDigital local state administrations local self-governments (by consent)	Training and awareness raising activities carried out	QI 2019 – QIV 2021	<p>Implemented in reporting period</p> <p>38 webinars were organized and delivered for ASCs staff. Representatives of other CEBs and experts in diverse fields were invited to participate. Attendance statistics for these activities shows more than 61,000 viewing sessions.</p> <p>Local state administrations reported delivery of more than 240 training and awareness raising activities for 3,780 participants on improvement of quality of administrative services and the work of ASCs. The main topics included transformation of ASCs; implementation and operationalization of the “Social Community” software; organization of welfare front-offices in communities; conflict-management in service organizations; implementation of e-Baby; inter-municipal cooperation in service delivery; inclusion and universal design; serving different groups of customers, etc.</p> <p>In total, 1,703 activities were organized by ASCs to improve quality of administrative services and the work of ASCs, attended by 4,171 participants.</p> <p>The relevant topics for discussion included: establishment of ASCs in amalgamated communities, decision-making with regard to regulations, operational procedures, list of services and work arrangements; public management and administration, collaboration between authorities and community; communication, interaction and handling of conflicts that may arise in service delivery; better quality of administrative services, systems for making appointments and advantages of local community registries; use of mobile cases for local-self-governments; delivery of migration, pension and land services, administrative services related to welfare through ASCs. etc.</p> <p>In addition, 6,188 ASC employees participated in activities organized to improve quality of administrative services and the work of ASCs by the U-LEAD project, oblast centres for re-training and in-service training of public employees, the E-Governance for Accountability and Participation Programme (EGAP), Association of Cities of Ukraine, All-Ukrainian Association of ASCs and UNDP. The following issues</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
64. Develop and submit to the CMU a draft law transferring land registration powers to local self-governments	MinAgro State Geo Cadastre	Draft law approved by CMU and submitted to Verkhovna Rada	QIII 2019	were discussed: delivery of administrative services through ASCs to community residents; lessons learnt from interaction between state registrars in delivery of administrative services in 2020; relevant changes in Ukrainian legislation, problematic issues in the area of administrative services, etc. Not implemented
65. Develop and submit to the CMU a draft law transferring powers of vehicle registration and driver's license issuance to local self-governments	MinInterior	Draft law approved by CMU and submitted to Verkhovna Rada	QIII 2019	Not implemented
66. Simplify procedures for delivery of 15 most frequently claimed administrative services, in particular related to birth of a child	Ministries other CEBs	Services optimized according to proposals prepared by MinDigital	QIII 2021	In progress As of 31 December 2020, procedures were simplified for a number of most frequently claimed services: 1) CMU Resolution No. 701 of 22 July 2020 opened the possibility for electronic submission of application requesting place of residence registration (simultaneously with cancellation of previous place of residence registration) and cancellation of place of residence registration for a child under 14. Parents of more than 6 million children can receive this service electronically. 2) CMU Resolution of 28 December 2020 that launched piloting of electronic place of residence registration and cancellation of place of residence registration opened the possibility for electronic submission of application requesting place of residence registration

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>(simultaneously with cancellation of previous place of residence registration) and cancellation of place of residence registration. More than 34.7 million persons can use this service electronically.</p> <p>3) In order to reduce administrative burden by abolishing the requirement to submit certificates confirming family composition as non-compliant with legislation, to ensure the rights of citizens under the Law on Administrative Services, and as required by Decree of the President of Ukraine No. 647 of 4 September 2019 “On some measures ensuring quality public services” and optimization of public services delivery, a number of legal acts were drafted and submitted for consideration of the Cabinet of Ministers.</p> <p>The following acts were adopted by the Cabinet of Ministers:</p> <ul style="list-style-type: none"> - CMU Resolution No. 1127 of 18 November 2020, amending para. 5 of CMU Resolution No. 94 of 16 February 1994; - CMU Resolution No. 1131 of 18 November 2020, amending regulations enacted by CMU Resolutions No. 1081 of 3 August 2006 and No. 728 of 2 September 2015; - Draft decree of the President of Ukraine amending para. 20 of Regulation on Military Service by rank-and-file personnel (sailors), sergeants and major- sergeants of the Armed Forces of Ukraine; - CMU Resolution No. 1136 of 18 November 2020, amending para. 5 of Regulation on one-time allowance in the event of loss of life, injury or disability of enlisted personnel and disability of a person dismissed from service in the State Special Communications and Data Protection Service; - CMU Resolution No. 1140 of 18 November 2020, amending para. 5 of Regulation on monetary compensation to enlisted personnel of civil defence for rent (lease) of housing, defining conditions and size of payments; - CMU Resolution No. 1135 of 18 November 2020, amending para. 9 of Procedure for extension of stay, and extension or reduction of

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>temporary stay of foreigners and stateless persons on the territory of Ukraine;</p> <p>- CMU Resolution No. 1142 of 18 November 2020, amending Regulation on granting and payment of one-time allowance in the event of death, disability or partial loss of capacity to work without certified disability for military personnel and reservists called for military drills or service in military reserve.</p> <p>4) An important step is operationalization of the new Unified State Registry of legal entities, natural persons – entrepreneurs and citizens’ associations that took place from 5 to 16 August 2020. Upgrading of technical capabilities of government registries is an essential pre-condition for fighting asset-grabbing in state registries and effective protection of individual property rights and corporate rights of business.</p> <p>Online registration of natural persons – entrepreneurs was launched on 21 September 2020, with updated application forms for registration, change of data or termination of business on the Unified Portal of Electronic Services DIIA.</p> <p>5) On 5 October 2020, the service of registration of LLC on the basis of the model statutes and transition to the model statutes was launched on the Unified State Portal.</p> <p>6) On 9 December 2020, Resolution was adopted on granting one-time relief assistance to ensured individuals related to enhanced pandemic-related restrictions through the Unified Portal of Electronic Services, including the mobile application DIIA.</p> <p>7) CMU Resolution No. 509 of 1 October 2014 on record-keeping of internally displaced persons, amended by CMU Resolution No. 910 of 16 September 2020 amending Procedure for issuance of certificate of IDP registration, introduced electronic certificate and sharing of electronic certificate of IDP registration through the mobile application DIIA.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>8) On 1 July 2020, Government adopted Resolution No. 559 on implementation of the pilot project to roll out of the first line of the unified state electronic system in the area of construction developed by the Ministry of Digital Transformation in cooperation with the Ministry of Communities and Territories. Piloting was planned for the period from 6 July to 30 November 2020. The Ministry of Digital Transformation provided a detailed report to SCMU on identification and description of steps for optimization of administrative services procedures with information about most significant activities implemented as of 2020.</p> <p>9) CMU Resolution No. 509 of 1 October 2014 on record-keeping of internally displaced persons, amended by CMU Resolution No. 910 of 16 September 2020 amending Procedure for issuance of certificate of IDP registration, introduced electronic certificate and sharing of electronic certificate of IDP registration through the mobile application DIIA.</p>

Ensuring that natural and legal persons have convenient access to administrative services in electronic form

67. Connect web-portals (websites) of electronic services of government bodies to the integrated e-identification system	MinDigital (E-Gov Agency) MinSocial MinEducation MinHealth MinJustice MinEnergy MinInfrastructure MinCulture MinFinance MinAgro MinRegion	Web-portals connected to a common e-identification system	QIV 2019	<p>Implemented</p> <p>According to recent data, 66 institutions charged with public administration functions were connected to the integrated e-identification system (e-ID), also for the purpose of integration of their own web-portals (official websites) for delivery of electronic services:</p> <ol style="list-style-type: none"> 1) IT Department of the Office of the President of Ukraine 2) General Affairs Department of the Apparatus of Verkhovna Rada 3) Central Election Commission 4) National Anti-Corruption Bureau 5) State Investigations Bureau 6) Main Service Centre of the Ministry of Internal Affairs
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ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<ul style="list-style-type: none"> 7) Ministry of Energy 8) Ministry of Youth and Sport 9) Ministry of Digital Transformation 10) Ministry of Internal Affairs 11) Ministry of Environmental Protection and Natural Resources 12) Ministry of Foreign Affairs 13) Ministry of Culture and Information Policy (testing) 14) Ministry of Communities and Territories 15) Ministry of Social Policy 16) Ministry of Finance 17) State Tax Service 18) National Health Service 19) State Customs Service (testing) 20) State Aviation Service 21) State Archives Service 22) State Service on Transport Safety 23) State Service on Food Safety and Consumer Protection 24) State Service on Geodesy, Cartography and Cadastre 25) State Service on Drugs and Narcotics Control 26) State Emergency Service 27) State Financial Monitoring Service 28) State Export Control Service (testing) 29) Department of Customs IT and Statistics of State Customs Service 30) State Border Guard Service (testing) 31) State Agency of Water Resources 32) State Fishery Agency 33) State Agency for Exclusion Zone 34) National Agency on Civil Service (testing) 35) National Agency on Corruption Prevention 36) Agency for Development of Stock Exchange Market Infrastructure

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				37) State Environmental Inspection 38) State Property Fund 39) National Commission on Securities and Stack Exchange Market 40) National Commission on Financial Services Regulation 41) Pension Fund 42) Dnipropetrovsk oblast state administration 43) Zaporizhzhia oblast state administration 44) Kharkiv oblast state administration 45) Kharkiv city council 46) Balta city council, Odesa oblast 47) Land department of the executive body of Kyiv city council 48) Administrative services department of Odesa city council 49) Zaporizhzhia city council 50) Slavuta city council 51) Ternivka city council 52) Executive committee of Novohrad-Volynskiy city council 53) Executive committee of Kramatorsk city council 54) Executive committee of Mariupol city council 55) Executive committee of Kremenchug city council, Poltava oblast 56) Poltava city council 57) Rivne city council 58) Welfare department of Brovary rayon state administration 59) Krasnopil village council 60) Executive Committee of Lesky village council 61) Tiachiv city council 62) Zolotnyky village council 63) Parking inspection of Dnipro city council 64) Bezdryk village council 65) Development department of Lviv city council 66) Administrative services department of Romny city council (testing)

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
68. Implement electronic services	MinDigital (E-Gov Agency) MinEconomy other CEBs	Services implemented as per indicators of the PAR Strategy up to 2021	QIV 2021	<p>In progress</p> <p>In 2020, reengineering of 31 priority services was implemented:</p> <ol style="list-style-type: none"> 1) state registration of birth (as part of comprehensive e-Baby service); 2) registration in the state registry of individual taxpayers (as part of comprehensive e-Baby service); 3) place of residence registration for newborn child (as part of comprehensive e-Baby service); 4) granting of child birth allowance (as part of comprehensive e-Baby service); 5) entering data about a newborn child to the Unified State Demographic Registry with assignment of a unique entry code (as part of comprehensive e-Baby service); 6) entering data about a child to the registry of patients maintained in the centralized e-Health system (as part of comprehensive e-Baby service); 7) determination of child's origin (parenthood) (as part of comprehensive e-Baby service); 8) issuance of ID card for parents and children in families with many children (as part of comprehensive e-Baby service); 9) determination of Ukrainian citizenship of a newborn child (as part of comprehensive e-Baby service) 10) granting of child benefit for children in families with many children (as part of comprehensive e-Baby service); 11) granting of 'baby care package' as one time in-kind assistance according to place of residence/stay of recipient (as part of comprehensive e-Baby service); 12) granting of monetary compensation equally the cost of 'baby care package' as one time assistance (as part of comprehensive e-Baby service). 13) registration of natural persons – entrepreneurs; 14) data change in registration of natural persons – entrepreneurs;

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>15) closing of natural persons – entrepreneurs; 16) registration of unemployment; 17) granting of unemployment benefit; 18) registration of LLC on the basis of the model statutes; 19) transition of LLC to the model statutes; 20) notification of the start of preparatory works; 21) notification of the start of construction works on the basis of construction passport; 22) notification of the start of construction works CC1; 23) declaration of readiness for operationalization of the site built according to construction passport; 24) place of residence registration for a child; 25) viewing and payment of fines for violation of traffic rules; 26) viewing and payment of liabilities under enforcement proceedings; 27) place of residence registration / change of registration in electronic form for persons under 14; 28) place of residence registration / change of registration in electronic form for persons aged 14 and above. 29) exclusion of requirement to submit certificate on family composition from some legal acts; 30) electronic certificate of IDP registration.</p> <p>Currently, the work is underway to implement e-services related to construction, in line with CMU Resolution No. 559 of 1 July 2020 on implementation of the pilot project to roll out of the first line of the unified state electronic system in the area of construction. Services have been launched for registration of the following services: notification of the start of preparatory works; notification of the start of construction works on the basis of construction passport; notification of the start of construction works classified as CC1; declaration of readiness for operationalization of the site built according to construction passport.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
69. Create a system for drafting and signing of electronic contracts in government bodies	MinDigital (E-Gov Agency)	System created	QII 2019 – QIV 2021	<p>In progress</p> <p>Initial business requirements for the electronic contracting system were designed. A tender has been announced to contract a software developer and an expert to prepare terms of reference. Preliminary technological solution for electronic contracting has been determined, together with the MVP format for piloting. Initial arrangements with the State Treasury have been agreed upon with regard to piloting. Currently, legal analysis of legislation is being conducted to identify legal limitations for the project, to be followed by amendment proposals.</p>

ANNEX 2. ACHIEVEMENT OF PAR STRATEGY INDICATORS IN 2020

Performance indicator	Baseline	Target to be achieved by the end of 2020	Actual value as of 31.12.2020
Strategic planning, coordination of policy development and implementation			
Share of implemented actions in the Government's Annual Action Plan, %	40	55	37
Share of strategies adopted in the current year that meet the established requirements, %	not defined	50	not defined
Share of strategies with annual reporting on implementation, %	not defined	40	not defined
Civil service and human resource management			
Share of central executive bodies connected to Module 1 of HRMIS, %	0	50	23
Share of competitions for civil service positions in ministry's apparatus for which testing is conducted centrally at the Assessment Centre established by NACS, %	0	50	100
Share of existing civil service vacancies announced through career.gov.ua, %	1	75	100
Share of civil servants in category A who have been employed in civil service for at least one year and completed at least one training course under the leadership programme for civil servants, %	0	50	52

Performance indicator	Baseline	Target to be achieved by the end of 2020	Actual value as of 31.12.2020
Share of fixed pay component in the overall institutional wage bill (base salary and other mandatory payments), %	45	60	60
Share of heads of HRM units who successfully completed training on performance appraisal methodology, %		50	60
Average number of participants in civil service competitions, persons, %	2	7	2

Accountability – organization, transparency, oversight

Share of central executive bodies for which corresponding Member of the Cabinet of Ministers approved performance indicators for the upcoming year, %	not defined	30	50
Share of central executive bodies that have published annual reports on achieved results, %	not defined	20	75
Share of ministries where the structure of apparatus is compliant with common requirements, %	not defined	50	80
Share of ministries and other central executive bodies with websites meeting common standards, %	0	50	30

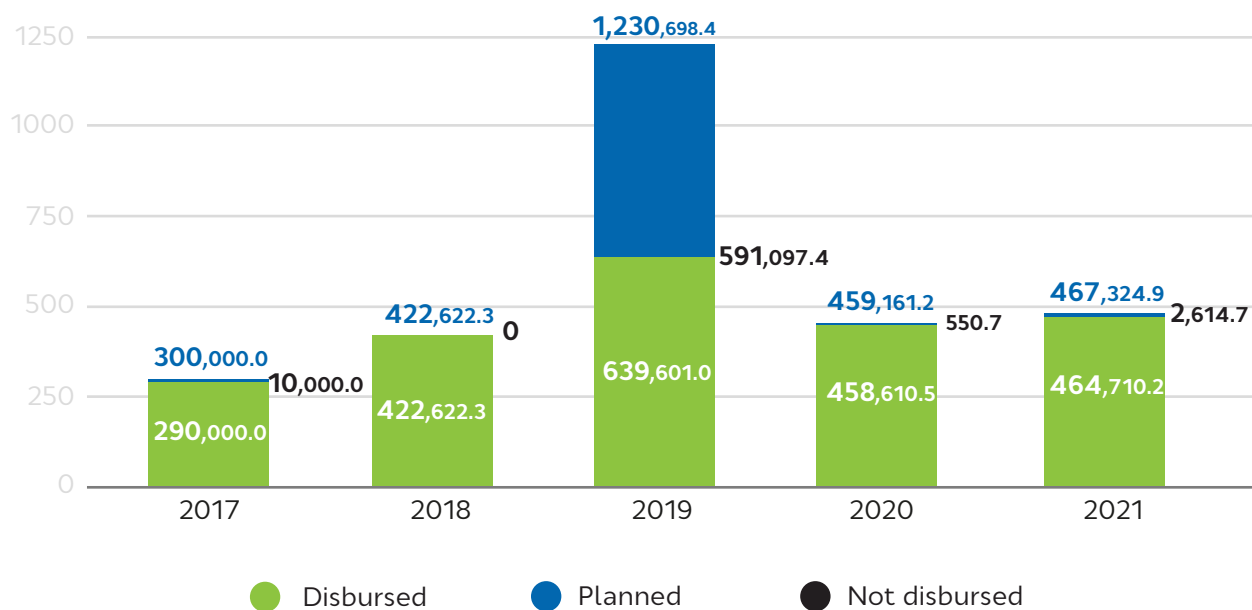
Administrative procedures, administrative services and e-governance

Submission of the draft Law on Administrative Procedure to Verkhovna Rada and facilitation of its passing		-	Adopted in first reading
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Performance indicator	Baseline	Target to be achieved by the end of 2020	Actual value as of 31.12.2020
Number of government registries registered in the National Registry of Government Electronic Information Resources	5	40	56
Number of registered government IT systems connected to the system of electronic interaction	0	20	70
Share of administrative services centres that provide mandatory administrative services, %	60	80	89
Share of users satisfied with quality of administrative services provided through administrative services centres, %	not defined	70	90
Number of simplified procedures for delivery of administrative services	5	15	15
Number of electronic services with high impact on citizens and business implemented at levels III-IV (according to EGDI UN Methodology)	90	120	120 (46 at level III and 74 at level IV)

ANNEX 3. PAR FINANCING

Planning and disbursement of expenditures under the budget programme “Support to implementation of a comprehensive public administration reform” (thousand UAH)

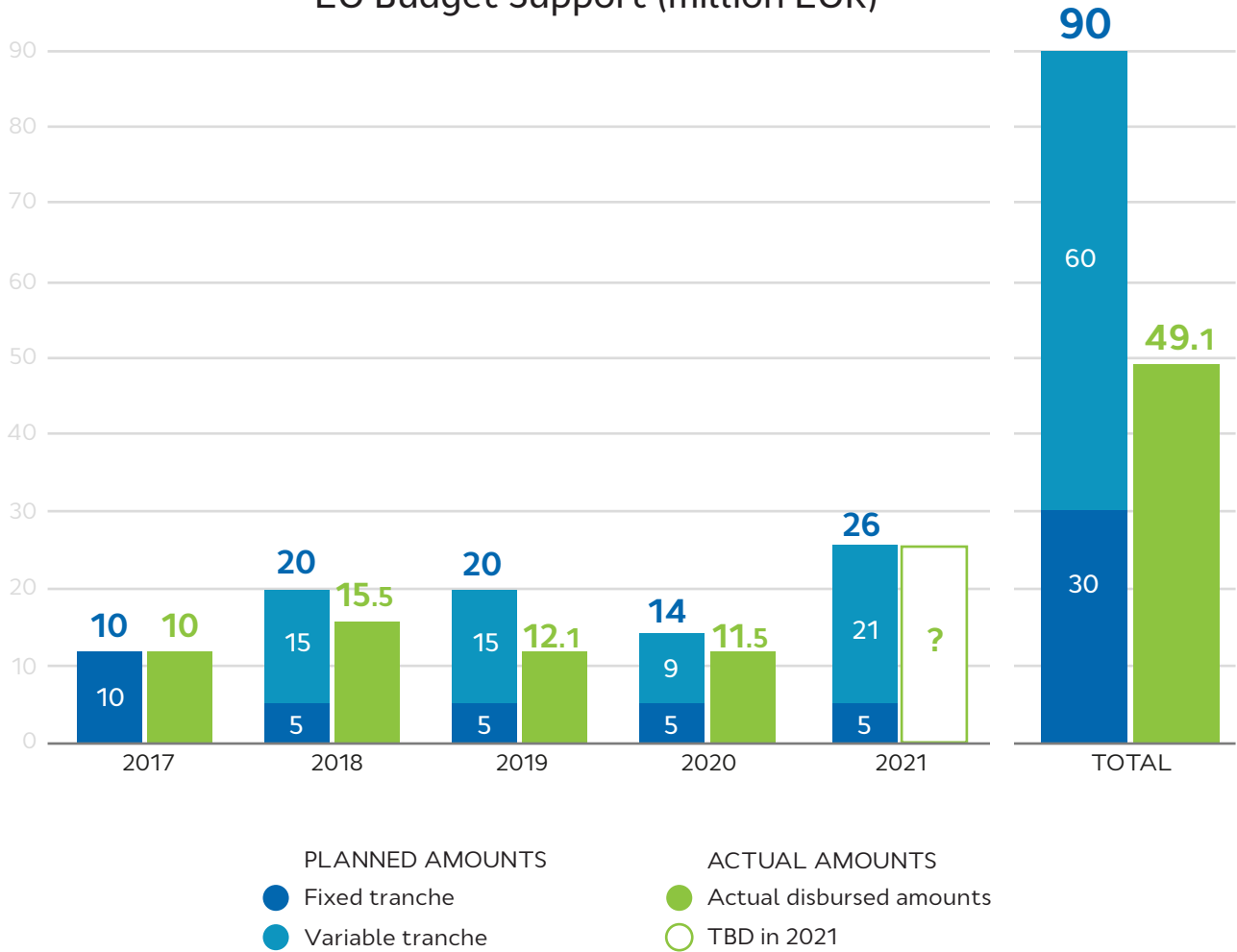


EU BUDGET SUPPORT

According to the Financing Agreement signed between the European Commission and Government of Ukraine in 2016 for the programme “Support to a Comprehensive Reform of Public Administration in Ukraine” (ENI/2016/039-569)¹⁶, the European Union provides budget support to Ukrainian Government. The amount of actually received budget support is presented in the table below.

¹⁶ Financing Agreement of December 19, 2016: https://zakon.rada.gov.ua/laws/show/984_002-16

EU Budget Support (million EUR)





**PUBLIC ADMINISTRATION
REFORM**

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