



# PUBLIC ADMINISTRATION REFORM

## Strategy for Public Administration Reform in Ukraine 2021 Implementation Report



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## ABBREVIATIONS

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

# INTRODUCTION

This document presents the report on implementation of the Strategy for Public Administration Reform<sup>1</sup> (hereinafter – PAR Strategy) in 2021.

Accountable and transparent public administration is an essential pre-condition for Ukraine's European integration, which is vital for building a strong European democratic state.

Accountable and transparent public administration is an important precondition for Ukraine's European integration and without which it is impossible to build a strong, European and democratic state.

The public administration reform is implemented in line with the Strategy for Public Administration Reform adopted in June 2016 and updated at the end of 2018 based on SIGMA's short-term recommendations derived from Baseline Measurement of Public Administration in Ukraine. The year of 2021 is the last year of the first phase of the reform envisaged for 2016 through 2021.

The SIGMA Principles of Public Administration have been underpinning the PAR Strategy since its adoption in 2016. These are not just technical benchmarks as each has specific goal and objectives to be achieved to modernize public administration, aligning it with the European requirements.

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 and effective interaction between public registries in digital format. Stakeholder engagement in policy development cannot take place in a system that is not transparent, open, and accountable.

**In the Policy Development and Coordination area**, 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 overarching 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 2021:

- Several important Government-led legislative initiatives were developed, aiming to improve the procedure and organization of activity of the Cabinet of Ministers and central executive bodies, enhancing their effectiveness and performance. Relevant draft laws were approved by the Government and introduced to Verkhovna Rada (registered as #5052 of 9 February 2021 and #5469 of 5 May 2021).
- The draft law amending some laws of Ukraine concerning organization of activity of the Cabinet of Ministers and central executive bodies (registered as #5469<sup>2</sup>) proposes

<sup>1</sup> <https://zakon.rada.gov.ua/laws/show/474-2016-%D1%80>

<sup>2</sup> [http://w1.c1.rada.gov.ua/pls/zweb2/webproc4\\_1?pf3511=71849](http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=71849)

to introduce a uniform, common structure of ministry's apparatus (directorates, secretariat, departments, divisions, sections and other stand-alone structural units); to authorize the Cabinet of Ministers to establish requirements for the content and structure of regulation on ministries and on other central executive bodies; to concentrate legislative drafting function in ministries, unless central executive bodies are assigned legislative competencies according to the law; to grant the Government powers to determine physical location of ministries and other central executive bodies, other than the city of Kyiv; to improve the procedure for establishment and termination of central executive bodies; to clarify competencies and main areas of activity of the Cabinet of Ministers and ensure better quality of government decisions; to grant the Government powers by individual decisions to determine the maximum number of deputy heads of central executive bodies; to define the framework for the origination of activity of government committees; to enhance the role of the Secretariat of the Cabinet of Ministers in coordinating the strategic planning of Government's activity.

- On 14 April 2021, the Verkhovna Rada Committee on Organization of State Power, Local Self-Government, Regional and Urban Development reviewed the Government sponsored draft law amending some legislative acts of Ukraine to relieve the Cabinet of Ministers of non-essential functions (registered as #5052<sup>3</sup>). If adopted, the law will allow the Government to focus on policy development, implementation and evaluation. Without discussion, the Verkhovna Rada Committee recommended this draft law for adoption in the first reading.
- On 5 March 2021, Verkhovna Rada adopted in the first reading the Government sponsored draft law on public consultations (registered as #4254<sup>4</sup>). On 20 April 2021, parliamentary committee hearing on this draft was organized. The Verkhovna Rada Committee on Organization of State Power, Local Self-Government, Regional and Urban Development set up a working group to prepare the draft for the second reading which included parliamentarians, experts, and representatives of civil society. The final draft of the law was presented by the working group on 20 December 2021.
- Efforts continued to improve the Government's Rules of Procedure in line with SIGMA recommendations. Specifically, the Cabinet of Ministers' Resolution #377 of 21 April 2021 introduced amendments to the Rules of Procedure addressing the procedure for planning of Cabinet of Ministers' activity, the list of programme documents of the Government and principal requirements for their elaboration, entrusting the Cabinet of Ministers' Secretariat with the tasks relating to methodological support to the process of elaboration of such documents and monitoring of their execution.
- Measures were taken to complete establishment of directorates in ministries to increase the institutional capacity regarding policy development in all areas falling under responsibility of ministries. As of the end of 2021, 74 directorates had been established in 16 ministries (80%), thereby achieving the target set for the progress indicator related to the alignment of ministry's apparatus structure with unified requirements.

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3 [http://w1.c1.rada.gov.ua/pls/zweb2/webproc4\\_1?pf3511=71068](http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=71068)

4 [http://w1.c1.rada.gov.ua/pls/zweb2/webproc4\\_1?pf3511=70235](http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=70235)

**In the Service Delivery area**, the reform focuses on immediate, tangible improvements in the service delivery quality for citizens and business. Millions of citizens receive administrative services each year, either through vis-a-vis contacts with agencies and service centres, or through online interaction. 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 as seen by citizens, but also to reduce the level of corruption by eliminating possibilities and loopholes. Less time spent on struggling with bureaucracy allows citizens and business to gain efficiency and reduce costs.

### **The following results were achieved in 2021:**

- On 29 April 2021, Verkhovna Rada adopted the Law “Amending some laws of Ukraine to ensure citizens’ right to access civil registration in relation to amalgamation of territorial hromadas”<sup>5</sup> (draft law #4382). This law will ensure for all citizens in hromadas equal access to such administrative services as birth, marriage and death registration. It ensure easy access to state registration of birth, marriage and death for millions of Ukrainian citizens, which had been made complicated due to the decentralization reform.
- On 15 July 2021, Verkhovna Rada adopted the Law “On special modalities of delivery of public (electronic public) services”<sup>6</sup> (draft law #5495). The draft was registered by a group of parliamentarians on 14 May 2021, presumably upon request of the Ministry of Digital Transformation. The law establishes a legal framework for realization of rights, freedoms and legitimate interests of individuals and legal entities as regards delivery of electronic public services and special delivery modalities. It introduces some new terms such as electronic public service, automated mode delivery of electronic public services, integrated electronic public service, system of interaction of electronic resources, public service and other terms related to delivery (obtaining) of electronic public services, and special delivery modalities. The law also introduces necessary amendments to the Law on Administrative Services to regulate delivery of administrative services in electronic form.
- On 18 November 2021, Verkhovna Rada adopted the Law “On Public Electronic Registers”<sup>7</sup> (draft law #2110). Since its approval in the first reading on 30 October 2019, the law had been pending final adoption for nearly two years. The Law on Public Electronic Registers will facilitate creation of a single interoperable system of public electronic registers, establishment of a single institutional structure of public electronic registers and uniform requirements for their development, maintenance, interaction, administration, modernization, reorganization, and liquidation, and also creation of information for a register and its use in other information systems. According to this law, the state will not require citizens to provide information already retained in registers

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5 <https://zakon.rada.gov.ua/laws/show/1427-IX#Text>

6 <https://zakon.rada.gov.ua/laws/show/1689-IX#Text>

7 <https://zakon.rada.gov.ua/laws/show/1907-IX#Text>

(the Unified Demographic Registry will be the principal source of personal information – full name, age, identification documents; registers will be connected through the electronic interaction system TREMBITA). There will be no need to bring copies or certificates to various institutions: information will be shared electronically, will not be duplicated and will be the same about the same person in different public registers. The law introduces the terms administrator and technical manager in relation to public registers. It will create the opportunity not to set up separate technical teams for each public register and instead effectively use existing capabilities for the development and support of registers maintained by the state.

- On 16 November 2021, Verkhovna Rada adopted the Law “On Administrative Procedure”. This Law establishes principles that should be taken as guidance by civil servants at all levels to ensure proper functioning of the new system of administrative procedures. It offers 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 regulates safeguarding of rights and legitimate interests of individuals and legal entities when they seek remedies within public administration. It establishes the right of a person to be heard before adoption of any individual decision with a potential detrimental effect for them, the right to access one’s case file, and the obligation of administrative authorities to justify their decisions. On 17 February 2021, the Parliament re-confirmed the Law incorporating proposals suggested by the President. Currently the Law is pending signing off by the President of Ukraine.
- Efforts are continued to create quality digital tools that would meet the needs and demands of Ukrainians, which is among Government’s priorities. Digital tools contribute to government transparency and enable citizens to access and receive quality administrative services. 5,022 administrators provide services via DIIA Portal, and 858 administrative services centres (ASCs) are connected to this portal. In 2021, series of amendments were prepared and introduced to legal acts allowing to increase the number of services accessible via ASCs – up to 400-800 services.
- ACSs financing was supported by the government grant in the amount of UAH 231 million, provided from the national budget. Based on Cabinet of Ministers’ Ordinance No. 619 of 9 June 2021<sup>8</sup>, 165 hromadas received financial assistance for ASC modernization. In total, UAH 231 million were allocated and disbursed. The Ministry of Digital Transformation developed an online dashboard allowing for easy analysis and selection of projects for grant award.
- The national web-based platform of ASCs (DIIA Centres Platform) was created and launched. It ensures that individuals and legal entities receive information necessary for applying to ASC; provides information and methodological support to ASC staff; systematizes training for ASC staff and representatives of service providers; enables customers’ evaluation of quality of administrative and other services they receive at ASCs and provides the possibility for customer feedback. The platform contains

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<sup>8</sup> <https://www.kmu.gov.ua/npas/pro-rozpodil-u-2021-roci-subvenciyi-a619r>

information for citizens and staff about the work of ASCs and services available. Citizens are able to make appointment via website using electronic queueing system, navigate ASC maps and ASC performance dashboards, and learn about employment opportunities and conditions at ASCs. Employees have access to the distance-learning module, library of various materials and document templates.

- The Cabinet of Ministers adopted Resolution No. 864 of 11 August 2021 “Issues pertaining to the organization of monitoring of administrative services delivery quality” approving the Procedure for monitoring of administrative services delivery quality and publication of information about monitoring results. This Procedure has improved the monitoring system, in particular by introducing the system of online monitoring and evaluation, connection of ASCs and publication of results on the DIIA Centres Platform.
- The Ministry of Digital Transformation is developing the Guide on Government Services. This portal incorporates information about all existing government services and currently contains information about more than 1,700 government services.

**In the Civil Service and Human Resource Management area**, the reform is aimed at ensuring that public administration bodies have highly qualified staff capable of supporting Ministers in effective policy making, ensuring effective public governance and contribute to the country’s development. The state is among the country’s major employers and therefore should be able to attract and recruit the best talent willing to serve the society. To this end, the state wants to become an attractive employer that makes 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 2021:**

- On 31 December 2021, Verkhovna Rada registered the Government sponsored draft law amending the Law on Civil Service aiming to improve the the arrangements for admission, employment and termination of civil service (registered as #6496<sup>9</sup>). The draft was prepared by NACS in close consultations with stakeholders and proposes to improve recruitment, selection and other procedures in the system of human resource management in civil service. It also contains a proposal to implement the human resource management information system (HRMIS);
- On 5 January 2022, Verkhovna Rada registered the Government sponsored draft law on service in local self-government (registered as #6504<sup>10</sup>). The current law that regulates service in local self-government was enacted in 2001. The purpose of this draft law is to establish a new legal and organization framework for service in local self-government as professional and politically impartial activity, and to align legislation on service in local self-government with the current Law on Civil Service. The draft updates the principles of service in local self-government, selection and employment procedures, limiting discretion of local governments and local officials with regard to employee’s remuneration. It also addresses de-politization of service in local self-government

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<sup>9</sup> [http://w1.c1.rada.gov.ua/pls/zweb2/webproc4\\_1?pf3511=73553](http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=73553)

<sup>10</sup> [http://w1.c1.rada.gov.ua/pls/zweb2/webproc4\\_1?pf3511=73563](http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=73563)



and establishes clear responsibilities of the head of service. What is important is that the proposed law lays down the legal foundation for implementation of key human resource procedures such as merit-based recruitment, development of cadre reserve based on selection following the competition process, annual attestation of staff, internships, and career management. The draft proposes to separate the status of local self-government employees and elected local officials; to establish the principle of political impartiality for local self-government employees while retaining their constitutional right to be elected and guarantees stipulated by election legislation; to establish competencies of head of service in local self-government; regulate open competitions for positions in local self-government, public announcement of competitions and results on the Unified Civil Service Vacancies Portal; introduce mechanisms for progression and advancement of local self-government employees; to establish remuneration framework for local self-government employees.

- In cooperation with central executive bodies, NACS continued the deployment of HRMIS. As of the end of 2021, 86 or 83% of central executive bodies had been connected to HRMIS; information about 21,757 civil service positions (<15% of the total number of civil service positions) has been entered and is used by the system.
- As part of the pilot project implementing the new civil service salary system, job classification was carried out in the Cabinet of Ministers' Secretariat, Ministry of Finance, Ministry of Digital Transformation, NACS and its territorial branches of the National Agency on Civil Service. In total, 1,844 civil service jobs were categorized. Based on the piloting results, NACS adjusted the Job Classification Methodology (NACS Order No. 181-21 of 25.11.2021<sup>11</sup>). the Job Classification Methodology sets forth general requirements for classification of civil service jobs in public administration bodies, bearing in mind the need to scale it up for the entire Ukraine. On 30 December 2021, this Order was registered with the Ministry of Justice, and on 18 January 2022, Prime Minister approved the Action Plan for 2022 for implementation of the new civil service salary system based on job classification designed by NACS. It contains a detailed list of activities for the implementation of civil service salary reform.
- Competitions for civil service positions were renewed, after being suspended for the period of restriction measures imposed by the Cabinet of Ministers to prevent the spread of Covid-19 caused by SARS-CoV-2 in Ukraine. On 6 March 2021, the Law came into force amending some laws of Ukraine in order to renew competitions for civil service positions and address other issues of civil service<sup>12</sup>. This law essentially returned merit-based recruitment to vacant civil service positions halted in April 2020 due to Covid-19 pandemic. On 10 March 2021, the Government adopted a decision to announce competitions starting from 17 March. For the duration of merit-based recruitment freeze, in total 26,131 open direct appointments were announced: 147 for category A positions (in total there are just about 260 such posts in the entire civil

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11 <https://zakon.rada.gov.ua/laws/show/z1685-21#Text>

12 <https://zakon.rada.gov.ua/laws/show/1285-20#Text>

service system), 6,546 for category B positions, and 19,438 for category C positions. The actual direct appointments included 110 for category A positions (including 7 RSPs), 4,448 for category B positions (including 148 RSPs), and 19,438 for category C positions (including 169 RSPs). In practice, the process of announcing competitions for category A positions had been completed in late September 2021. Repeated competitions are being announced for vacancies, where previous competitions failed to identify winners. In 2021, 274 announcements were published advertising competitions for category A positions, including repeated competitions. The results of 265 competitions out of 274 (or 97%) were published on NACS website by the end of 2021.

- The Competitive Recruitment Procedure for civil service posts enacted by the Cabinet of Ministers' Resolution # 246 of 25 March 2016 was updated to create a regulatory basis for competitions conducted under the social distancing regime.
- As of the end of 2021, appointments were made to over 700 reform staff positions in 74 directorates. At the same time, directorates in ministries have not yet been fully staffed, and this work is in progress. The Government adopted changes in the RSP Concept, thereby extending the effect of the Concept approved in 2016 until the end of 2022<sup>13</sup>.

In July 2021, the Government adopted the new Strategy for Public Administration Reform in Ukraine for 2022-2025<sup>14</sup>. The document was elaborated and drafted based on extensive discussions with the broadest possible engagement of all stakeholders, including civil society and European partners. On 29 December 2021, the Government adopted the Strategy for Public Financial Management Reform for 2022-2025 with related implementation plan<sup>15</sup>. PFM system is the inseparable part of public administration according to OECD/SIGMA definition.

What remains unchanged is that PAR occupies a central place among the Government's top priorities and will continue to be at the forefront going forward.

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<sup>13</sup> <https://zakon.rada.gov.ua/laws/show/89-2022-%D1%80#n2>

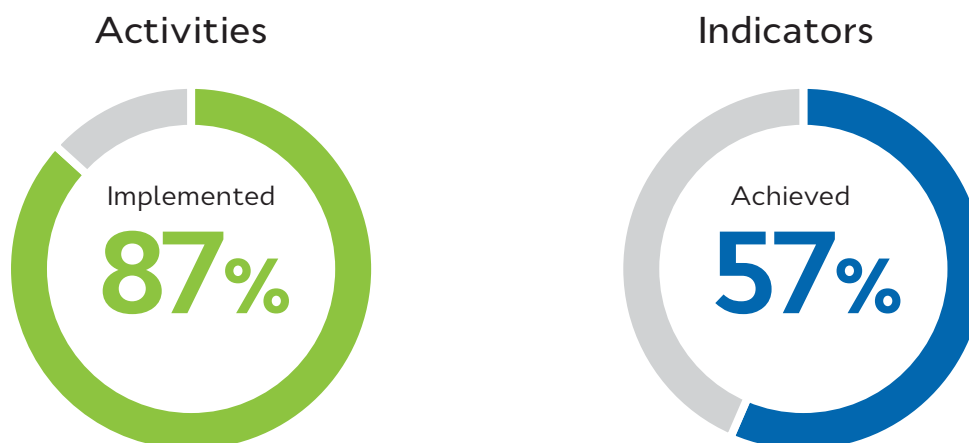
<sup>14</sup> <https://zakon.rada.gov.ua/laws/show/831-2021-%D1%80>

<sup>15</sup> <https://zakon.rada.gov.ua/laws/show/1805-2021-%D1%80#Text>

# 1. OVERVIEW OF PAR STRATEGY IMPLEMENTATION PROGRESS

The PAR Strategy Implementation Plan (hereinafter – PAR Implementation Plan) contains 69 actions, of which on the whole, as of the end of 2021, 60 actions have been implemented (87%). In 2021, 21 actions were in the implementation pipeline, and 20 have been implemented (95%). The delivery of PAR Implementation Plan is summarized in Annex 1.

The PAR Strategy also defines 21 performance indicators with targets for each year of implementation. The 2021 targets are achieved on 12 performance indicators (57%). The achievement status of PAR Strategy indicators is presented in Annex 2.



## PAR COORDINATION

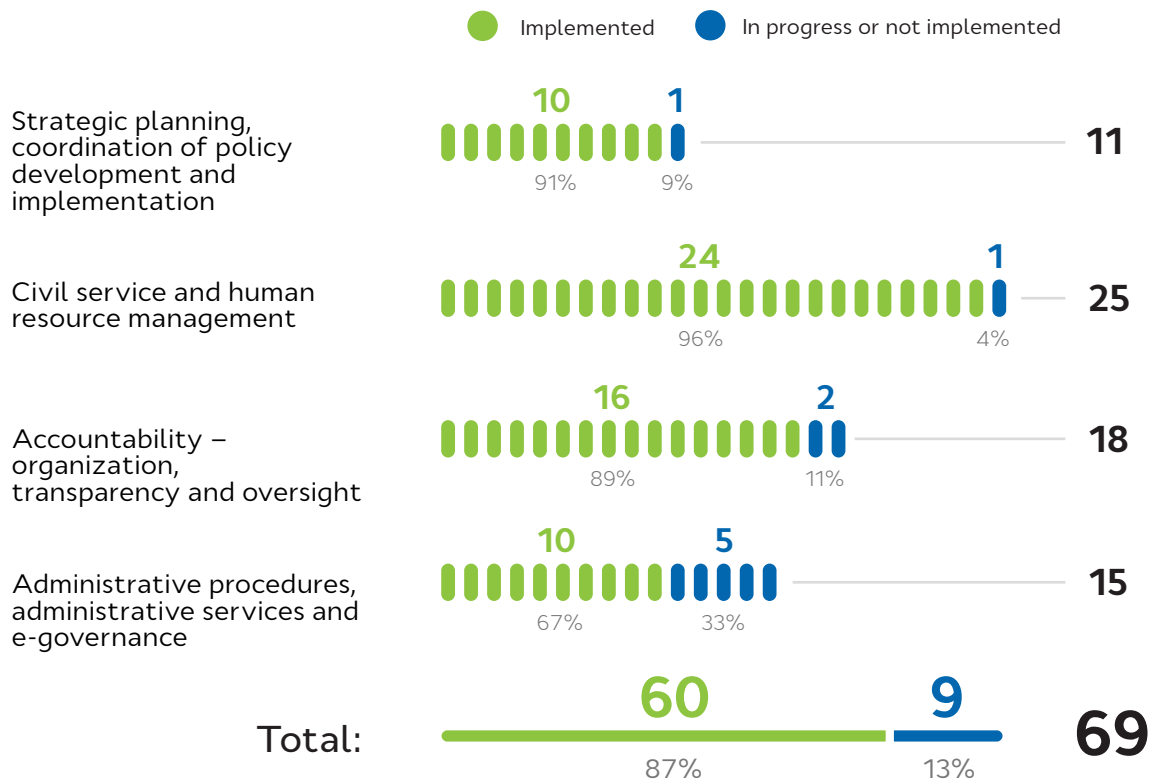
The overall high-level coordination of implementation of the PAR Strategy is carried out by the Coordinating Council for Public Administration Reform<sup>16</sup> (hereinafter – the PAR Coordinating Council). It is composed of representatives of the executive authorities, Verkhovna Rada of Ukraine, Office 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.

Since becoming effective, the PAR Coordinating Council has conducted 25 meetings, and 4 meetings were held in 2021. During these meetings, the PAR Coordinating Council reviewed the PAR implementation progress, structural reorganization of ministries, civil service job classification and salary reform, and addresses a range of other issued.

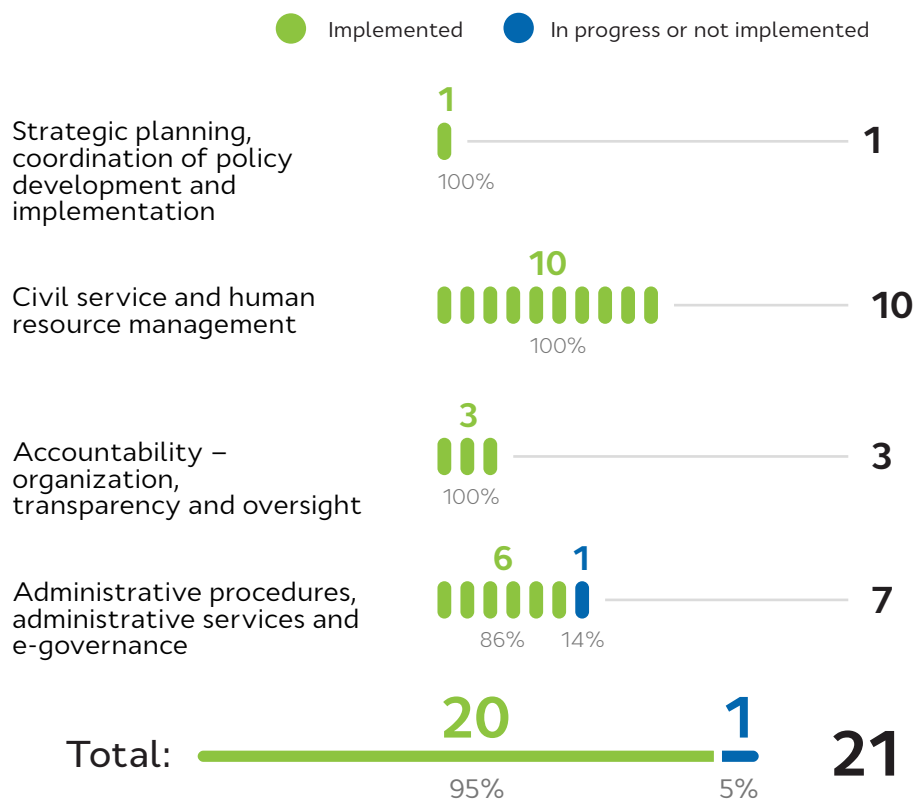
Also, regular meetings to discuss the reform implementation status are held in the format of EU-Ukraine Strategic Dialogue. In 2021, two such meetings were convened during which the reform implementation progress, successes and challenges were reviewed and discussed. The dialogue leads to common understanding of the state of play and comprehensive support to the reform. A crucial resource for PAR is expertise and expert capacity provided by the EU4PAR project.

<sup>16</sup> The PAR Coordinating Council was established by CMU Resolution No. 335 of May 18, 2016 “On Coordinating Council for Public Administration Reform”.

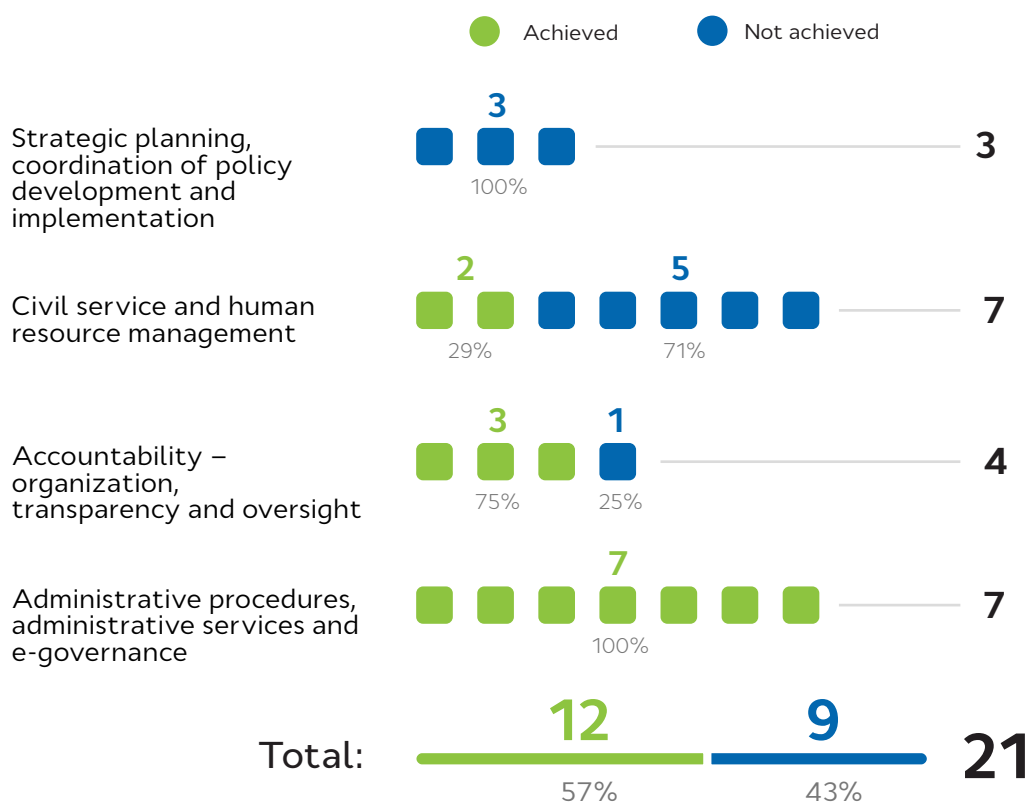
## Overview – Implementation of PAR Strategy actions in 2021 and in previous years



## Overview – Implementation of PAR Strategy actions with implementation timeline in 2021



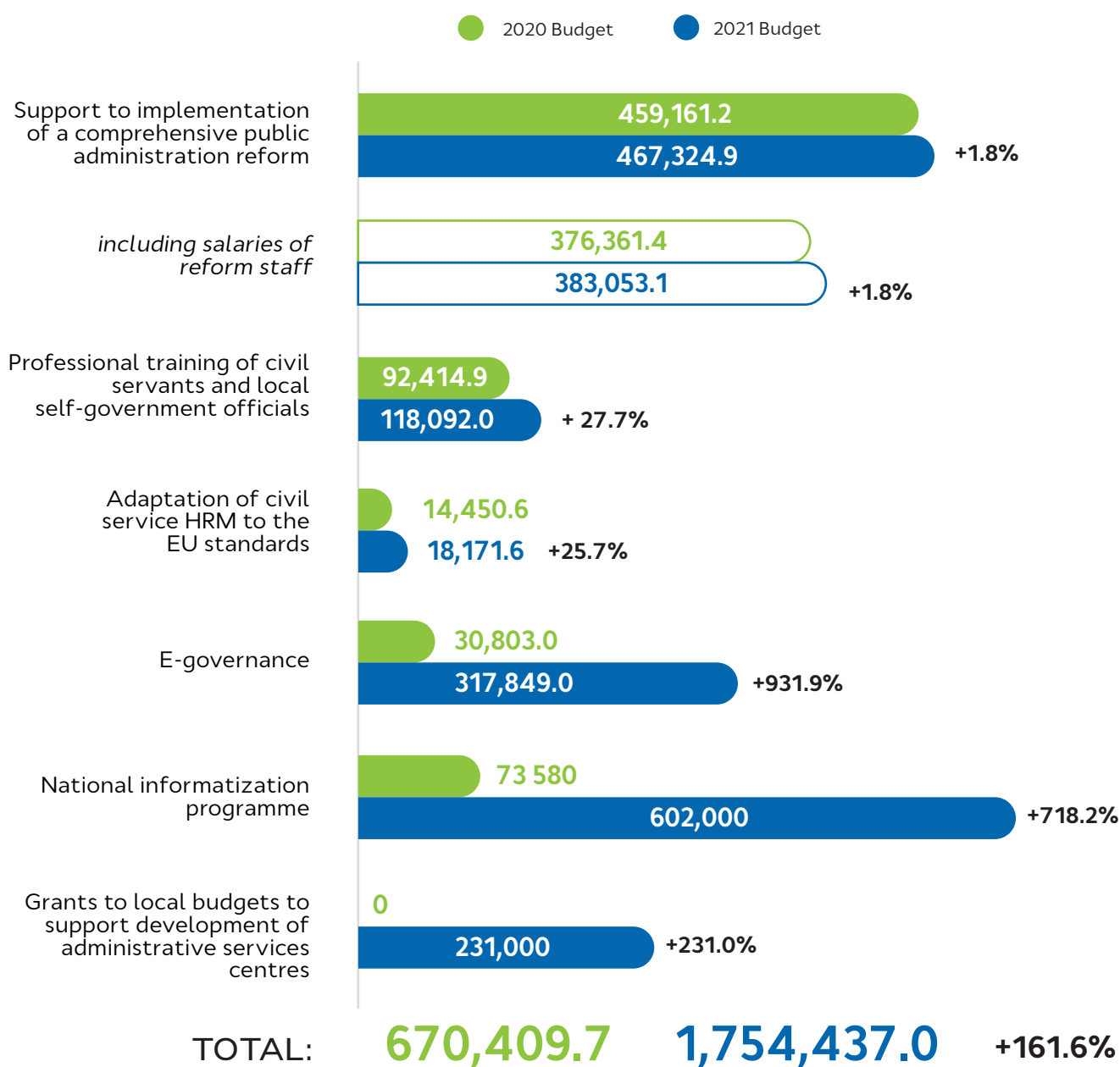
## Overview – Achievement of PAR Strategy targets set for 2021



## 2. PAR STRATEGY FINANCING

Like in previous years, in 2021 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)



The Law “On the State Budget of Ukraine for 2021” allocated UAH 467,324,900 to the budget programme “Support to implementation of a comprehensive public administration reform”.

In 2021, in agreement with the Budget Committee of the Verkhovna Rada, UAH 467,059,800 was disbursed from this programme for labour costs, based on Cabinet of Ministers’ Ordinances No. 49<sup>17</sup> of 27 January 2021, No. 289<sup>18</sup> of 7 April 2021, and No. 858<sup>19</sup> of 28 July 2021.

Apart from a separate budget programme for PAR, the 2021 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 to support the development of administrative services centres.

## 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)<sup>20</sup> (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 annual budget cycle.

The Financing Agreement stipulates disbursement of fixed and variable tranches. The annual fixed component amounts to EUR 5 million, whereas the amount of variable component depends 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’s evaluation of the implementation report prepared by the Ukrainian side.

In 2021, the release of EUR 13.925 million was ensured as budget support, in addition to EUR 49.1 million received in the previous years under the Financing Agreement. Thus, over the five years, the Ukrainian budget received EUR 63.025 million out of maximum possible EUR 90 million, or 70%. This percentage is among the highest rates for implementation of such agreements.

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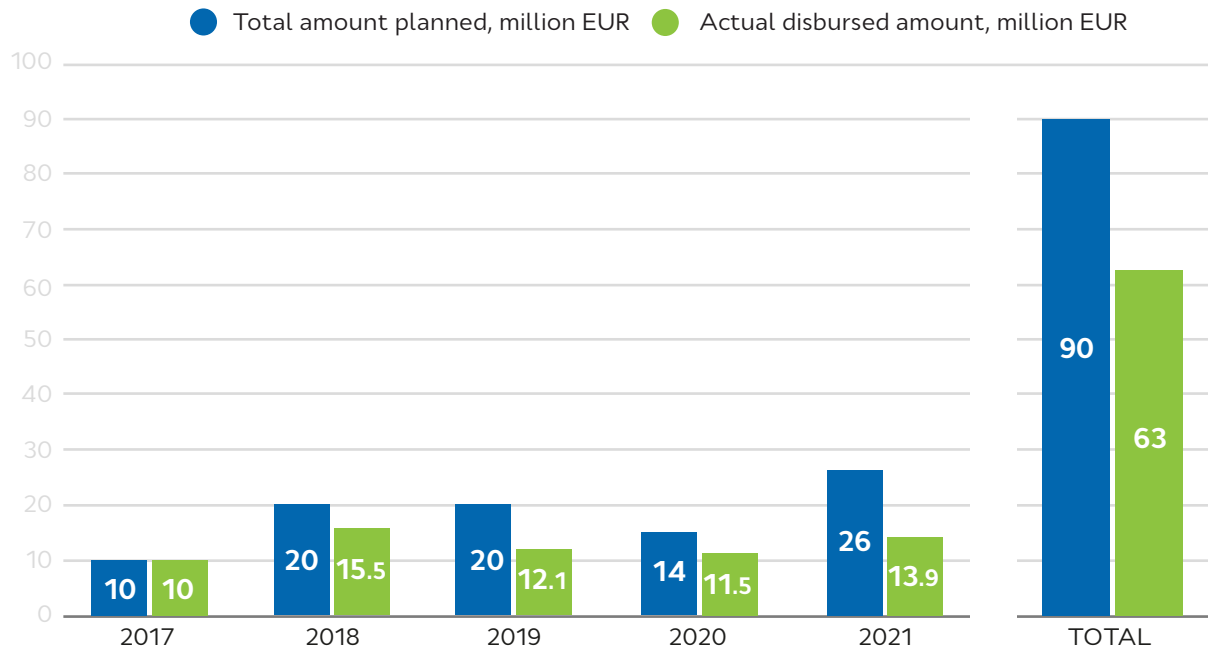
17 CMU Ordinance No. 49-p of 27 January 2021 <https://zakon.rada.gov.ua/laws/show/858-2021-%D1%80>

18 CMU Ordinance No. 289-p of 7 April 2021 <https://zakon.rada.gov.ua/laws/show/289-2021-%D1%80>

19 CMU Ordinance No. 858-p of 28 July 2021 <https://zakon.rada.gov.ua/laws/show/864-2020-%D0%BF>

20 Financing Agreement of December 19, 2016: [https://zakon.rada.gov.ua/laws/show/984\\_002-16](https://zakon.rada.gov.ua/laws/show/984_002-16)

## EU budget support by years, million EUR





## 3. PAR STRATEGY IMPLEMENTATION PROGRESS

### 3.1. STRATEGIC PLANNING, COORDINATION OF POLICY DEVELOPMENT AND IMPLEMENTATION

The centrepiece of good governance is the 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.

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.

### IMPLEMENTATION OF ACTIONS PLANNED FOR 2021

In the reporting period, the efforts concentrated on enhancing the capacity of the Secretariat of the Cabinet of Ministers of Ukraine (SCMU) and ministries to operationalize the Government's Rules of Procedure.

At its meeting on 29 March 2021, the PAR Coordinating Council addressed finalization of the ministerial reform and streamlining of the SCMU structure and subsequently adopted a number of recommendations.

The work continued to improve the Government's Rules of Procedure in line with recommendations proposed by SIGMA experts. Specifically, the Cabinet of Ministers'

Resolution #377 of 21 April 2021 introduced amendments to the Rules of Procedure addressing the procedure for planning of Cabinet of Ministers' activity, the list of programme documents of the Government and principal requirements for their elaboration, entrusting SCMU with the tasks relating to methodological support to the process of elaboration of such documents and monitoring of their execution.

In particular, para. 56-60 of the Rules of Procedure establish requirements for the following programme documents:

- Programme of Activity of the Cabinet of Ministers;
- sectoral development strategies;
- state target programmes;
- other documents of programme character for which drafting and implementation requirements are defined by laws of Ukraine or decrees of President of Ukraine.

Methodological support to the drafting process of such documents, their monitoring and evaluation are carried out by SCMU, unless otherwise established by law.

In addition, these amendments define documents on planning of Cabinet of Ministers' activity:

- Medium-Term Government Action Plan (for three-year period) – to be developed with the purpose to comprehensively outline the ways of achieving programme goals set forth in the Programme of Activity of the Cabinet of Ministers, with consideration of the general domestic and foreign policy framework established by Verkhovna Rada. Provisions of a Medium-Term Government Action Plan should be aligned with provisions of Budget Declaration as regards financing of its implementation in respective budget periods;
- Plan of Government Priority Actions (for up to one year) – to be prepared on the basis of the Programme of Activity of the Cabinet of Ministers, other programme documents of the Cabinet of Ministers, and Medium-Term Government Action Plan, with consideration of objectives established by laws of Ukraine, decrees of President of Ukraine and Ukraine's commitments under international law. Government Priority Action Plan shall contain objectives and actions (steps) such as legislative drafting activities to prepare draft regulation and other acts, implementation timelines and implementers, as well as results expected from implementation.

The introduced amendments also establish the procedure for drafting of programme and planning documents, and monitoring of their implementation. Medium-term Government Action Plans and Plans of Government Priority Actions are prepared by SCMU based on proposals received from ministries and other central executive bodies. Implementation progress of Medium-Term Government Action Plans and Plans of Government Priority Actions shall be monitored by SCMU together with ministries and other central executive bodies (CEBs) designated as implementers of respective objectives and actions.

## 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 necessary systems, procedures and capacity in place to ensure on-track delivery of planned tasks.

In 2021, the target for this indicator was set at 65%.

The 2021 Plan of Government Priority Actions, approved by Ordinance of the Cabinet of Ministers No. 276 of 24 March 2021, contains 797 steps of which 448 had been completed, which means the implementation rate was 56%, while 97 steps were not even launched (12%). In 2020, the implementation rate was 37%.

The share of implemented activities has increased compared to the previous year but is still not high enough to reach the 2021 target. The strategic planning process requires further improvements (a corresponding draft act for Government consideration is being prepared by the Ministry of Economy). The achievement status of this indicator also highlights the necessity to finalize reorganization of ministries (establishment of policy directorates) and continue to ramp up their capacity in order to enhance their policy planning and policy analysis capabilities.

### ***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 2021, the target for this indicator was set at 80%.

In 2021, the Cabinet of Ministers adopted 15 strategies, including the PAR Strategy for 2022-2025 and PFM Strategy for 2022-2025.

At the same time, in general legislation does not provide common, uniform requirements for strategies adopted by the Cabinet of Ministers (with the exception of the State Regional Development Strategy for a corresponding period), and there also no clear requirements for strategies enacted by decrees of the President of Ukraine.

Considering the fact that amendments to the Government's Rules of Procedure establishing requirements for Government's programme documents were introduced in 2021, and the adopted strategies had been drafted prior to such amendments, their compliance in this respect was not under review.

### ***Share of strategies with annual reporting on implementation***

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

In 2021, the target for this indicator was set at 60%.

There was no tracking of the number of public reports on implementation of various strategies, in the absence of a clear requirement to do so. Following the established practice, ministries develop implementation plans but typically do not publish annual reports on implementation of strategies.

## **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 collection of statistical data on HRM; low levels of 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.

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.

## KEY ACHIEVEMENTS:

- Competitions to civil service positions were renewed, after suspension for the period of restriction measures imposed by the Cabinet of Ministers to prevent the spread of Covid-19 caused by SARS-CoV-2 in Ukraine.
- The Competitive Recruitment Procedure for civil service posts was adapted to social distancing requirements.
- Maximum transparency was ensured for access to information about civil service competitions: the share of vacancies posted on the Unified Portal of Civil Service Vacancies (career.gov.ua) reached 100% as of the end of 2021.
- Competitions were conducted for 2,776 civil service positions filled in by contracted employees for the period of Covid-related restrictions imposed by the Cabinet of Ministers to prevent the spread of Covid-19 caused by SARS-CoV-2 in Ukraine.
- The Cabinet of Ministers approved and submitted to Verkhovna Rada the draft law amending the Law on Civil Service with a view to improve the arrangements for admission, employment and termination of civil service (registered as #6496 of 31 December 2021), intended to improve corresponding procedures, optimize the outcomes of civil service competitions, and improve application of disciplinary sanctions;
- 1,853 civil service positions were categorised as part of the pilot project on implementation of a new salary system, involving SCMU, Ministry of Finance, Ministry of Digital Transformation, the central office and territorial branches of the National Agency on Civil Service (NACS). A consolidated report on the pilot project was prepared by NACS<sup>21</sup>.
- 909 reform staff positions were classified in the Office of the President of Ukraine and 18 ministries: 19 category A positions, 318 category B positions, and 572 category C positions. Detailed information about classification results is presented in NACS report<sup>22</sup>.
- Seeking to change the system and approaches to the regulation of civil service salaries, the draft law was prepared amending the Law on Civil Service on implementation of common approaches to civil servants' remuneration based on job classification.
- Matching of civil service salaries and market salaries was conducted and a system of grades was developed. A new model of civil service salaries was developed based on job classification.

<sup>21</sup> <https://nads.gov.ua/storage/app/sites/5/zvit-klasifikatsiya-do.pdf>

<sup>22</sup> <https://cutt.ly/BDhAmTc>

- Monitoring of civil service salaries in 2020 was conducted. The findings were analysed by all categories and sub-categories, staffing levels and maximum allowed staffing, vacancies, and financing in 2020. It addressed the structure, amounts and distribution of wage bill in public administration bodies, taking into consideration categories and sub-categories of civil service positions and levels of public administration bodies in 2020, to explore possibilities to enhance the factor of base salary in the overall salary structure for civil servants<sup>23</sup>.
- An analytical study was conducted looking into international practices of job classification and application of grades in civil service. Based on the International Forum “Application of Grading System in Civil Service”, questionnaires and analysis of practices, country profiles were developed and included in the publication “International Practice of Job Classification and Grading in Civil Service” (21 countries)<sup>24</sup>.
- The survey “Civil Service Salary Reform – Feedback” was carried out, covering more than 53,593 civil servants. Its main outcomes are the collection and analysis of civil servants’ views on the actual state of play in the remuneration system and feedback revealing their understanding and perceptions of the reform<sup>25</sup>.

## IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan stipulated 10 actions for 2021, of which all actions have been implemented.

As per item 13 of the Implementation Plan, 28 CEBs were connected to the first module of HRMIS – the human resource management information system for civil service. As of 20 December 2021, 86 public administration bodies had connected to HRMIS (ministries, CEBs and their territorial branches) and 21,750 personal information cards of employees had been included in the system.

As per item 14 of the Implementation Plan, during phase one of HRMIS rollout, training was delivered on how to work with sub-systems “Staffing and personnel”, “Salaries and timesheets”, and “Self-service cabinet” for representatives of 103 public administration bodies (SCMU, NACS, Ministry of Finance, Ministry of Digital Transformation, Ministry of Justice, Ministry of Economy, Ministry of Youth and Sport, Ministry of Communities and Territories, Ministry of Foreign Affairs, Ministry of Health, Ministry of Reintegration, Ministry of Veterans’ Affairs, Ministry of Social Policy, Ministry of Education and Science, Ministry of Energy, Ministry of Culture and Information Policy, Ministry of Environmental Protection, Ministry of Infrastructure, State Property Fund, State Service on Medicines and Drug Control, Treasury, and also territorial branches of NACS – 10, territorial branches of the Treasury – 25, territorial branches of the Ministry of Justice – 8, regional branches of the State Property Fund – 11, offices of the Ministry of Foreign Affairs within Ukraine – 3, territorial branches of the State Service on Medicines and Drug Control – 25). Thus, the operational training on

<sup>23</sup> <https://nads.gov.ua/storage/app/sites/5/monitoringu-oplata-pratsi-010721.pdf>

<sup>24</sup> <https://cutt.ly/UDSWrGf>

<sup>25</sup> <https://cutt.ly/IDSWOPG>





HRMIS has been delivered in full for public administration bodies within phase one of HRMIS rollout. After completion of phase one, NACS experts on implementation conduct training activities for employees of the Ministry for Strategic Industries, State Nuclear Regulatory Inspectorate, State Migration Service, State Automobile Roads Agency, State Architecture and Construction Inspection, State Agency on Exclusion Zone, State Ecological Inspection, and Economic Security Bureau. Together with the system supplier, operational training was delivered on sub-systems “Staffing and personnel” and “Self-service cabinet” for representatives of apparatus of the State Tax Service and its territorial branches (31) and State Aviation Service.

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. In 2021, 420 members of selection commissions received such training at the Ukrainian School of Governance and Kyiv, Kirovohrad, Ternopil and Volyn regional in-service training centres.

Throughout 2021, the work on staffing of directorates in ministries continued (as per item 20 of the Implementation Plan). In early 2021, competitions for reform staff positions were renewed. However, the 2021 national budget did not envisage allocations to finance new reform staff positions, thus financing proceeded only within the existing reform staff positions in public administration bodies.

As of 31 December 2021, directorates and general departments employed 722 civil servants in reform staff positions in categories B and C: 44 director generals, 13 deputy director generals, 172 heads of expert groups, and 493 government experts.

## Number of employees in reform staff position in categories B and C, as of 31 December 2021

	 DGs	 Deputy DGs	 Heads of expert groups	 Government experts	TOTAL:
Ministry of Social Policy	4	3	19	68	94
Secretariat of the Cabinet of Ministers	3	2	16	55	76
Ministry of Health	3	0	17	51	71
Ministry of Communities and Territories	4	0	10	48	62
Ministry of Education	5	1	10	41	57
Ministry of Energy	0	1	11	35	47
Ministry of Digital Transformation	0	0	24	22	46
Ministry of Culture and Information Policy	1	0	10	24	35
Ministry of Justice	1	0	4	29	34
Ministry of Reintegration	4	0	9	19	32
Ministry of Veterans' Affairs	3	3	9	14	29
National Agency on Civil Service	3	0	6	18	27
Ministry of Defence	2	2	5	13	22
Office of the President of Ukraine	4	1	5	2	12
Ministry of Finance	1	0	2	4	7
Ministry of Foreign Affairs	3	0	0	3	6
Ministry of Infrastructure	1	0	1	3	5
Ministry of Internal Affairs	0	0	1	1	2
Ministry of Youth and Sport	0	0	0	0	0
Ministry of Environmental Protection	0	0	0	0	0
Ministry of Strategic Industries	0	0	0	0	0
<b>TOTAL:</b>	<b>44</b>	<b>13</b>	<b>172</b>	<b>493</b>	<b>722</b>

Together with reform staff positions in category A, namely state secretaries in ministries, top executive positions in the Office of the President of Ukraine, Secretariat of the Cabinet of Ministers and NACS, in total 758 civil servants were employed as reform staff, as of 31 December 2021.



As per item 22 of the Implementation Plan, which relates to reform staff recruitment, NACS updated information about competitions and test items assessing knowledge of legislation (more than 130,000 views on NACS page on Facebook). Information about competitions was also shared on the Vacancies Portal (career.gov.ua). The flash campaign #My\_story\_at\_NACD #Iamcivilservant was launched with civil servants sharing their positive experience and personal stories of employment in civil service. NACS also produced info-graphics – Map of Renewed Civil Service Competitions (more than 35,000 views on NACS page on Facebook), and three materials for Maps of Civil Service Competitions for categories A, B and C, and reform staff positions illustrating all stages and steps (more than 60,000 views on NACS page on Facebook).

All in all, in 2021 NACS has reached out to more than 200,000 followers via official pages in social media. Publications included materials about activity of NACS, its territorial branches, clarifications of important issues relating to civil service and service in local self-governments. Recruitment of reform staff was also promoted via social networks, with weekly updates provided on senior civil service vacancies.

In 2021, 111 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 24 of the Implementation Plan (in 2020 – 38 civil servants). All in all, this training was completed by 149 senior civil servants or 79.7% of the total senior civil service corps.

As per item 28 of the Implementation Plan, a sub-system “Public Portal” was created and made accessible at <https://public.nads.gov.ua/>. It provides open access to HRMIS related statistics for all citizens.

As per item 29 of the Implementation Plan, a civil servants survey was conducted targeting both central and local level. The survey yielded 18,722 completed questionnaires that were included in the analysis. It started on 27 September and was completed by 17 October 2021. The analytical report on the 2021 survey was prepared and published on the NACS website<sup>26</sup>.

In 2021, 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:

- 4,510 civil servants in category B positions were trained, including 2,527 from CEBs and 1,983 from local executive bodies.
- To enhance knowledge and competencies in modern HRM approaches – 4,790 heads and staff of HRM units were trained, including 2,183 in category B positions and 2,607 in category C positions.

Under the broad programme “Performance appraisal of civil servants based on key performance indicators” – 2,614 civil servants in category B were trained.

## ACHIEVEMENT OF INDICATORS

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<sup>26</sup> Analytical Report based on civil service survey <https://bit.ly/3yB0hOj>

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, sustainability and predictability of civil servants' salaries. In 2021, targets for 2 performance indicators were achieved.

### ***Share of central executive bodies connected to Module 1 of HRMIS***

In 2021, the target value of this indicator was set at 75%. As of the end of 2021, 28 CEBs were connected to the first module of HRMIS, which is 34% of their total number:

1. Ministry of Agrarian Policy and Food
2. Ministry of Energy
3. Ministry of Reintegration
4. Ministry of Youth and Sport
5. Ministry of Strategic Industries
6. Ministry of Digital Transformation
7. Ministry of Economy
8. Ministry of Environmental Protection
9. Ministry of Foreign Affairs
10. Ministry of Infrastructure
11. Ministry of Culture and Information Policy
12. Ministry of Education and Science
13. Ministry of Health
14. Ministry of Communities and Territories
15. Ministry of Social Policy
16. Ministry of Veterans' Affairs
17. Ministry of Finance
18. Ministry of Justice
19. State Migration Service
20. State Service on Medicines and Drug Control
21. State Automobile Roads Agency
22. State Agency on Exclusion Zone
23. National Agency on Civil Service
24. State Architecture and Construction Inspection

25. State Ecological Inspection
26. State Nuclear Regulatory Inspectorate
27. State Property Fund
28. Economic Security Bureau

Information about the HRMIS implementation progress is available on NACS Public Portal at <https://public.nads.gov.ua>.

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

The 2021 target for this performance indicator was set at 80%, but by the end of the year it was at 23%.

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).

The number of all conducted competitions for civil service positions in ministry's apparatus for which testing is carried out centrally at the Assessment Centre established by NACS in 2021 was 636, whereas the number of completed competitions in ministry's apparatus announced through career.gov.ua in the same year was 2,776.

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

The 2021 target for this performance indicator set at 90% was achieved, having reached 100% by the end of the year.

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).

57,208 vacancies were announced on career.gov.ua in 2021 (with those that had been withdrawn – 58,071). The share of existing civil service vacancies announced through career.gov.ua is 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***

This performance indicator, with the 2021 target of 75%, by the end of the year reached 71%.

In 2021, 45 civil servants in category A positions completed in-service training under the leadership programme at the Ukrainian School of Governance: 22 persons under the general short-term leadership programme "Change Management Leadership" and 23 persons under the general short-term leadership programme "Leadership in Public Administration – Personality, Team, Institution".

In 2019-2020, 94 civil servants in category A positions completed in-service training under

the programme “Leadership and HRM Technologies” at the Ukrainian School of Governance.

The actual number of civil servants holding category A positions is 196 (according to the statistical information on headcount and composition of civil service corps in public administration bodies for the fourth quarter, as of 31 December 2021).

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

This performance indicator, with the 2021 target of 70%, has not been achieved. At the time of drafting of this report, NACS was gathering necessary data.

To ensure the fixed pay component at the level of 70%, NACS has developed and submitted to Verkhovna Rada the draft law amending the Law on Civil Service on implementation of common approaches to civil servants’ remuneration based on job classification, approved by the Government Committee on 29 October 2021.

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

The target value for 2021 was set at 75% (cumulative target), by the end of the year it exceeded 75%.

In 2021, 1,516 civil servants in category B positions completed training on civil servants’ performance appraisal based on key performance indicators at the Ukrainian School of Governance, Research Institute for Public Administration and Civil Service at Shevchenko Kyiv University and 9 Regional In-Service Training Centres.

In addition, an undated course “Determining the results of civil servants’ performance appraisal – algorithm of steps” has been developed and uploaded to the platform “Practice Community – Sustainable Development”. Course participants generated over 2,000 electronic certificates. The training included 3 webinars attended by approximately 1,300 participants.

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 2021 was defined as 10 candidates per competition. The actual rate by the end of the year was 3 persons.

In 2021, the number of candidates found eligible to enter competitions was 183,305.

In the same year, 57,208 vacancies were announced on NACS Vacancies Portal [career.gov.ua](https://career.gov.ua).

### 3.3. ACCOUNTABILITY – ORGANIZATION, TRANSPARENCY, OVERSIGHT

Proper organization of the central government system, in line with the generally accepted principles such as rationality, cost-efficiency, transparency and accountability, is an essential pre-condition for building trust to the state, ensuring delivery of quality public services and responsiveness to citizen's needs.

The main bottlenecks in the central government functioning are lack of clear allocation of competencies and responsibilities to ministries and other CEBs and suboptimal mechanism for steering and coordination of CEBs activity by respective ministries, in particular with regard to strategic governance and political oversight, which does not promote consistent and coherent policy development and implementation as well as effective delivery of reforms.

The procedure for accessing public information calls for further improvement to ensure effective safeguarding of citizens' rights. Access to information on CEB websites should be convenient and user-oriented, and public information should be made available in a timely manner and in full scope.

To resolve these bottlenecks, the PAR Strategy defines the following objectives in the area of accountability:

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

### KEY ACHIEVEMENTS

In order to improve the organization and procedure of activity of the Cabinet of Ministers and central executive bodies, strengthen the role of ministries in the policy development process, increase the level of quality of government decisions, the draft law "On amendments to some laws of Ukraine on organization of activity of the Cabinet of Ministers and central executive bodies" was prepared and submitted for Government's consideration. After Government's approval, the draft was submitted to Verkhovna Rada on 5 May 2021 (registered as #5469).

In particular, the draft law stipulates clear definition of areas of responsibilities and main activities of the Cabinet of Ministers; improved procedure for establishment and termination of CEBs; establishment of a framework for government committees; unified structure of ministry's apparatus; concentration of legal drafting function in ministries; enhanced role of the Secretariat of the Cabinet of Ministers in coordinating the strategic planning process for Government activity.

## IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan envisages 3 activities for 2021 that have been implemented.

As per item 41 of the Implementation Plan, Secretariat of the Cabinet of Ministers together with ministries conducted the analysis of competencies attributed to the Cabinet of Ministers and CEBs, based on which the draft law amending some legislative acts of Ukraine to relieve the Cabinet of non-essential functions was prepared and submitted for Government's consideration. This draft aims to enhance Government's capacity to address strategically important issues by relieving it of non-essential functions which are to be re-allocation to CEBs according to their competences. The draft law gained Government's approval and submitted to Verkhovna Rada on 9 February 2021 (registered as #5052).

As per item 46 of the Implementation Plan, activities were conducted to align CEB regulations and organizational structures of apparatus with the target model defined by the Concept of optimization of central government system. All CEB regulations are in line with current Ukrainian legislation.

As stipulated by item 53 of the Implementation Plan, ministries and agencies were taking actions to bring their websites in line with common requirements established by the Cabinet of Ministers' Resolution No. 3 of 4 January 2002 (with changes enacted by the Cabinet of Ministers' Resolution No. 997 of 22 September 2021 authorizing the Ministry of Digital Transformation to adopt requirements regarding the design and procedure of agreeing the design of official websites (portals) of executive bodies and official web-resources related to the activity of the executive branch and the Unified Portal of the Cabinet of Ministers that will be applicable to such websites if created or modernized after these requirements and procedure come into force).

## 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 2021, the target value for this indicator was set at 55%, and the rate of achievement is 58%.

The indicator was assessed by reviewing annual CEB plans for 2021. Upon the request of Secretariat of the Cabinet of Ministers, activity plans of 53 CEBs were subject to analysis

which revealed that 38 institutions had activity plans approved by corresponding Member of the Cabinet of Ministers according to the established procedure, of which 31 contain performance indicators. Thus, the achievement rate is 58%.

Like in the previous years, 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 2021, the target value for this indicator was set at 30%, and the rate of achievement by the end of the year was 78%.

Secretariat of the Cabinet of Ministers analysed the situation with publication of reports on CEBs activity. The analysis revealed that as of February 2022, among 80 CEBs 62 institutions had published their reports for the preceding year on official websites, and remaining 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 2021, the target value for this indicator was set at 80%, 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 requirements<sup>27</sup>. 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.

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<sup>27</sup> 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).

However, since no allocations were included in the national budget to finance salaries for new reform staff positions in these ministries, no directorates were created in three ministries.

The analysis of the structure and staffing plans of 20 ministries as of 31 December 2021 revealed actual compliance in 16 ministries.

### The situation with establishment of directorates in ministries

	Number of established directorates
Ministry of Digital Transformation	11
Ministry of Health	8
Ministry of Reintegration	7
Ministry of Culture and Information Policy	6
Ministry of Education	6
Ministry of Communities and Territories	6
Ministry of Social Policy	5
Ministry of Economy	4
Ministry of Energy	4
Ministry of Internal Affairs	4
Ministry of Defence	3
Ministry of Foreign Affairs	3
Ministry of Infrastructure	2
Ministry of Justice	2
Ministry of Veterans' Affairs	2
Ministry of Finance	1
Ministry of Youth and Sport	0
Ministry of Environmental Protection	0
Ministry of Strategic Industries	0
Ministry of Agrarian Policy	0
<b>TOTAL</b>	<b>74</b>



## **Share of ministries and other central executive bodies with websites aligned with common standards**

In 2021, the target value for this indicator was set at 80%.

According to the revised Cabinet of Ministers' Resolution No. 3 of 4 January 2002, and following the adoption of Resolution No. 977 of 22 September 2021, the Ministry of Digital Transformation was designated to be responsible for:

- approval of the requirements regarding the design and procedure of agreeing the design of official websites (portals) of executive bodies and official web-resources related to the activity of the executive branch and the Unified Portal; and
- agreement of the design in the event of creation or modernization of official websites (portals) of executive bodies and official web-resources related to the activity of the executive branch and the Unified Portal.

Currently, the Ministry of Digital Transformation is developing the requirements regarding the design and procedure of agreeing the design of official websites (portals) of executive bodies and official web-resources related to the activity of the executive branch and the Unified Portal of the Cabinet of Ministers that will be applicable to such websites if created or modernized.

Therefore, this performance indicator was not assessed in 2021.

At the same time, the Ministry of Culture and Information Policy was designated responsible for monitoring of information made available on official websites (portals) of executive bodies. The analytical brief<sup>28</sup> was published on the website of the State Committee on TV and Radio Broadcasting based on the Committee's monitoring of information made available on official websites (portals) of executive bodies in the first six months of 2020, according to which the average index of information transparency of official websites of ministries and other CEBs is 89.27%. Moreover, as of 23 June 2020, 67.69% of CEBs were fully compliant with the legal requirements regarding information accessibility for users with visual and hearing impairments.

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<sup>28</sup> Monitoring of information made available on official websites (portals) of executive bodies in the first six months of 2020, [http://comin.kmu.gov.ua/control/uk/publish/article?art\\_id=167745&cat\\_id=112507](http://comin.kmu.gov.ua/control/uk/publish/article?art_id=167745&cat_id=112507)

### 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.

The main objectives for improvement of administrative services are:

- 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;
- 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:

- 66 government electronic information resources are registered in TREMBITA electronic interaction system, of which 43 engage in active electronic interaction.
- 110 government electronic information resources owned (administered) by central and local executive bodies are registered in the national registry of electronic information resources.
- The national web-based platform of ASCs (DIIA Centres Platform) was created and launched. The new tool will help citizens easily and quickly access services provided by national and local authorities and will help ASC staff to ramp up performance and service delivery.

## IMPLEMENTATION OF ACTIONS

In this area, the PAR Strategy Implementation Plan envisages 7 activities in the 2021 pipeline, of which 6 were implemented.

As per item 57 of the Implementation Plan, 110 government electronic information resources owned (administered) by central and local executive bodies are registered in the national registry of electronic information resources.

As per item 58 of the Implementation Plan, 170 government institutions and organizations were connected to TREMBITA – the system of electronic interaction of government information resources – including 11 institutions joining in the fourth quarter of 2021. Within the fourth quarter, 14 government electronic information resources were registered in the operational environment of TREMBITA, with the total number reaching 66, including 16 identified as priority government IT systems to engage in electronic interaction, as defined by the Cabinet of Minister's Resolution No. 606 of 8 September 2016 "On issues of electronic interaction of government electronic information resources". In 2021, close to 1 billion million data exchanges were processed through TREMBITA system.

Compliance reviews of ASCs against issued recommendations was conducted throughout 2021 (as per item 60 of the Implementation Plan). As of the end of 2021, Ukraine had 2,891 operational administrative services access points: 1,027 ASCs, 124 local branches, 1,712 remote workplaces of ASC administrators, and 28 mobile ASCs.

The menu of services provided through ASCs is continuously expanding. The average number of services provided by ASC is 153, and the overall variability is the following: 3% of all ASCs offer less than 50 services; 12% from 50 to 100 services; 66% from 100 to 200 services; and 19% more than 200 services.

83% of all ASCs provide social services, the most popular being place of residence registration, services of the State Land Cadastre, issuance of place of residence confirmation, and civil registration.

About 77% of administrative services access points have information systems and/or electronic documentation systems in place, enabling prompt and quality service delivery to applicants. 25% of administrative services access points are connected to the Unified State Demographic Registry.

The ASC's monitoring exercise has gathered the following data about ASCs customer service area: 57% have the space of less than 50 m<sup>2</sup>; 18% from 50 to 70 m<sup>2</sup>; 12% from 70 to 100 m<sup>2</sup>; and 13% more than 100 m<sup>2</sup>. The data about waiting area are: 85% have the space of less than 50 m<sup>2</sup>; 7% from 50 to 70 m<sup>2</sup>; 3% from 70 to 100 m<sup>2</sup>; and 5% more than 100 m<sup>2</sup>.

Continuous efforts are invested to increase ASC accessibility for population. For example, 94% of ASCs have free parking, and 82% are within 100 m distance from public transit stop. 18% of ASCs have a bank branch where customers can pay for administrative services; 31% have POS terminals; 14% have self-service kiosks; 20% have ATM / payment terminals.

To ensure proper accommodation for people with disabilities, 82% of ASCs have free parking space for people with disabilities; 84% are equipped with ramps; 72% have stairs with railing; 57% have specially equipped hygiene room. Visitors can also use such services as copying (in 30% of ASCs), free Wi-Fi (in 73% of ASCs) self-service area (in 62% of ASCs).

As per item 63 of the Implementation Plan, in 2021 the Ministry of Digital Transformation organized and conducted 22 webinars for ASCs staff on such topics as photo matching and facial recognition, government aid to ASC development, delivery of construction-related services, etc. Experts in relevant fields were invited to participate. Attendance statistics for these activities shows more than 29,000 viewing sessions. Regular weekly updates were distributed via email to inform about recent changes in the area of administrative services, including most important news, useful information and events, reaching out to more than 4,100 subscribers.

On 6 September 2021, the Ministry of Digital Transformation launched the national web-based platform of ASCs (DIIA Centres Platform), as per regulation approved by the Cabinet of Ministers' Resolution No. 72 of 3 February 2021. This platform is intended to ensure that individuals and legal entities have access to all necessary information to contact ASC and apply for services, continuously improve quality of administrative and public services delivered by ASCs through information and methodological support to administrators and other officials and staff members working in ASCs, sharing of experience and best practices, and systematic training of ASC staff and representatives of administrative and public service providers. The platform can be accessed at <https://center.dii.gov.ua/>.

Local state administrations reported delivery of more than 1,000 training and awareness raising activities for 14,000 participants on improvement of quality of administrative services and ASC operations. The main topics included 'employees cabinet' in the Unified State Electronic System for Construction, gender issues in administrative service delivery, place of residence registration, implementation of electronic documentation systems in ASCs, property registration, working with "Vulyk" system, etc.

**As of 31 December 2021, procedures were simplified for 15 administrative services (item 66 of the Implementation Plan):**

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. Declaration of place of residence / stay registration (cancellation of registration) for individuals in Ukraine, including children under 14.

14. Issuance of certificate of family composition.

15. State registration of legal entities, citizens' associations without legal personality and natural persons – entrepreneurs.

**To implement this objective, the following legal acts were prepared and adopted:**

1) On 1 December 2021, the Law “On provision of public (electronic public) services regarding declaration of place of residence in Ukraine” came into force. The law regulates relations in the area of provision of public (electronic public) services regarding declaration and registration of place of residence (stay) of individuals in Ukraine, establishing procedures for delivery of such services, registration, processing, and exchange of relevant data in dedicated electronic registries and databases.

2) The Cabinet of Ministers' Resolution No. 701 of 22 July 2020 opened the possibility to submit application for registration (including simultaneous with cancellation of previous registration), cancellation of registration for a child under 14 in electronic form.

3) According to the Cabinet of Ministers' Resolution No. 1364 of 28 December 2020 “On implementation of a pilot project regarding place of residence registration and cancellation of registration in electronic form”, submission of application for registration (including simultaneous with cancellation of previous registration), cancellation of registration for a child under 14 in electronic form was implemented through the Unified State Portal of Government Services.

4) Seeking to reduce administrative burden by abolishing the obligation to provide a certificate on family composition as non-compliant with the effective legislation, and to ensure realization of citizens' rights according to the Law on Administrative Services, to ensure implementation of Decree of the President of Ukraine No. 647 of 4 September 2019 “On some actions towards ensuring quality public services”, and to optimize service delivery procedures, a number of draft acts were prepared and presented for the Cabinet of Ministers' consideration. The Cabinet of Ministers adopted the following acts:

- The Cabinet of Ministers' Resolution No. 1127 of 18 November 2020, amending para. 5 of the Cabinet of Ministers' Resolution No. 94 of 16 February 1994.
- The Cabinet of Ministers' Resolution No. 1131 of 18 November 2020, amending regulations approved by the Cabinet of Ministers' Resolutions No. 1081 of 3 August 2006 and No. 728 of 2 September 2015.

- The Cabinet of Ministers' Resolution No. 1136 of 18 November 2020, amending para. 5 of the Procedure and Conditions for one-time payment of cash assistance in the event of killing (death), injury or disability of servicemen and disability of a person dismissed from service in the State Service of Special Communication and Information protection of Ukraine.
- The Cabinet of Ministers' Resolution No. 1140 of 18 November 2020, amending para. 5 of the Procedure for payment of cash compensation to civil defence personnel for rental of housing, determining the amounts and conditions of payments.
- The Cabinet of Ministers' Resolution No. 1135 of 18 November 2020, amending para. 9 of the Procedure for extension of stay and extension or reduction of temporary stay of foreigners and stateless persons on the territory of Ukraine.
- The Cabinet of Ministers' Resolution No. 1142 of 18 November 2020, amending the Procedure for granting and payment of one-time cash assistance in the event of killing (death), disability or partial loss of capacity to work without disability status for military personnel, persons liable for military service and reservists summoned for drills and exercise or for service in military reserve.

5) An important step was operationalization of the new Unified State Registry of legal entities, individual entrepreneurs and citizens' associations in August 2021. It created a possibility to introduce a service to register individual entrepreneurs in automated mode, launched on the Unified State Portal of Electronic Services (DIIA) since 17 May 2021. Further on, FOP 2.0 was launched on 21 September through updated application forms for online registration, change of data or termination of individual entrepreneurs on the Unified State Portal of Electronic Services (DIIA).

6) 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 of Electronic Services (DIIA).

7) 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.

8) The Cabinet of Ministers' Resolution No. 509 of 1 October 2014 on record-keeping of internally displaced persons, amended by the Cabinet of Ministers' 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.

9) On 1 July 2020, the 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.

10) The e-Baby service package has been expanded. The Cabinet of Ministers adopted Resolution No. 1180 on 25 November 2020 addressing some issues relating to 'baby

care package' as one-time in-kind assistance. Now the e-Baby service package includes 12 services, adding (1) 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 and (2) granting of monetary compensation equally the cost of 'baby care package' as one time assistance (as part of comprehensive e-Baby service).

**As per item 68 of the Implementation Plan, 42 priority services were implemented in electronic form and reengineered by the end of 2021:**

- 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 new-born 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 new-born 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 new-born 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;
- 15) closing of natural persons – entrepreneurs;
- 16) granting the status of registered unemployed person;
- 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) electronic certificate of IDP registration;
- 30) electronic application expressing intention to obtain an easy-terms mortgage for IDPs;
- 31) payment of administrative fees for administrative services related to registration of property rights and encumbrances;
- 32) application for registration of property rights when the ownership title was obtained before 2013 and has not been registered in the State Registry of Immoveable Property Rights;
- 33) registration of natural persons – entrepreneurs in automated mode;
- 34) place of residence registration for persons aged 14 and above;
- 35) cancellation of place of residence registration for persons aged 14 and above;
- 36) electronic application for exchange of a driver's license;
- 37) granting of pension allowance;
- 38) declaration of place of residence for a child under 14;
- 39) declaration of place of residence for adult person aged 14 and above;
- 40) provision of data from the State Registry of Immoveable Property Rights;
- 41) application for subsidies;
- 42) extract from the territorial hromada registry about confirmed registered / declared place of residence.



In order to create a system for electronic contracting in public administration, as stipulated by item 69 of the Implementation Plan, last year the Ministry of Digital Transformation designed initial business requirements for the digital contracting system. A tender was announced to contract a software developer and an expert to prepare terms of reference. Preliminary technological solution for digital contracting was determined. Initial arrangements with the State Treasury were agreed upon with regard to piloting. Legal review of the existing legislation was conducted to identify limitations for the project. The 2021 state budget does not stipulate budget funds for this activity.

At the same time, the action plan for the Open Government Partnership in 2021-2022, approved by the Cabinet of Ministers' Ordinance No. 149 of 24 February 2021 includes the development and rollout of the E-Contract module – an integrated automated platform that provides interfaces for generation, finalization, signing, processing, transmission and publication of electronic contracts and reporting on their execution. The Ministry of Finance is designated as lead implementer for this task.

## 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.

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

The Law on Administrative Procedure was adopted by Verkhovna Rada on 16 November 2021, and on 23 November was sent for President's signing. On 8 December 2021, the Law was returned to Verkhovna Rada accompanied by proposals from the President of Ukraine.

On 17 February 2022, Verkhovna Rada adopted the Law on Administrative Procedure incorporating proposals from the President of Ukraine. On 13 March the Law was sent for President's signing.

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

In 2021, the target value for this indicator was 70 registries.

As of today, 115 government electronic information resources, including 108 registries, are registered in the National Registry of Government Electronic Information Resources.

According to the list of priority electronic information resources for electronic interaction approved by the Cabinet of Ministers' Resolution No. 606 of 8 September 2016, 19 registries are registered in the National Registry of Government Electronic Information Resources.

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

In 2021, the target value for this indicator is 25 units, so this performance indicator is considered to be achieved.

66 government electronic information resources are registered in TREMBITA electronic interaction system, of which 43 engage in active electronic interaction. 170 government institutions, local self-governments and economic entities are connected to TREMBITA (170 contracts concluded on connection to TREMBITA). For the entire reporting period, more than 1 billion transactions were processed in TREMBITA system.

### ***Share of administrative services centres that provide mandatory administrative services***

In 2021, the target value for this indicator was 90%.

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 of executive bodies and administrative services provided by local self-governments as delegated functions that are mandatory to be offered through ASCs.

To implement this requirement, on 18 August 2021 the Cabinet of Ministers adopted Ordinance No. 969 amending the Cabinet of Ministers' Ordinance No. 523 of 16 May 2014 with a new version of annex and approved list of administrative services of executive bodies and administrative services provided by local self-governments as delegated functions that are mandatory to be offered through ASCs.

The list of mandatory administrative services includes:

- 173 services for ASCs established by Kyiv city administration, Sevastopol city administration, district administrations in Kyiv and Sevastopol, city / town / village council;
- 338 services for ASCs established by city / town councils in administrative centres of rayons;
- 383 services for ASCs established by city councils in cities of oblast significance;
- 412 services for ASCs established by Kyiv city administration, district administrations in Kyiv city or Kyiv city council;
- 23 services for ASCs that have necessary equipment;
- 73 services for territorial branches and remote (including mobile) workplaces of ASC administrators.

Based on the Ministry of Digital Transformation summary of findings from the Static Monitoring of ASC functioning submitted through the reporting module “Static Monitoring of ASC functioning” of the Unified State Portal of Electronic Services, the indicator exceeds 90%. Therefore, the performance indicator is considered to be achieved.

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

In 2021, the target value for this indicator was 80%.

A survey conducted in November – December 2021 revealed that 93.2% of service-users were satisfied with the quality of administrative services they received at ASCs.

The presentation is available on the National Platform of ASCs<sup>29</sup>.

Thus, this performance indicator is considered to be achieved.

### ***Number of simplified procedures for delivery of administrative services***

In 2021, the target value for this indicator was 20.

As of 31 December 2021, on the whole 32 procedures for delivery of administrative services were simplified.

### ***In addition to 12 procedures simplified in 2020, in 2021 the following 20 administrative services were simplified:***

1. Issuance of driver’s license.
2. State registration of land plot.
3. State registration of ownership title for immovable property.
4. State 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.
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. Declaration of place of residence / stay registration (cancellation of registration) for individuals in Ukraine, including children under 14.
14. Issuance of certificate of family composition.

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<sup>29</sup> <https://center.djia.gov.ua/rezultati-persoiv-seukrainskoi-ocinki-akosti-adminposlug-2>

15. State registration of natural persons – entrepreneurs in automated mode.
16. State registration of changes in the data about natural persons – entrepreneurs.
17. State registration of termination of business for natural persons – entrepreneurs.
18. State registration of LLC on the basis of the model statutes.
19. State registration of establishment of a legal entity.
20. Transition of LLC to the model statutes.

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

In 2021, the target value for this indicator was 130. So, the target is achieved.

According to information provided by the Ministry of Digital Transformation, 176 electronic services had been implemented, of which 48 had been implemented at level III and 128 – at level IV.

## 4. THE WAY FORWARD

2021 was the last year for implementation of the PAR Strategy for the period up to 2021. The further steps on PAR will be taken as part of Ukraine's PAR Strategy for 2022-2025.

On 21 July 2021, the Cabinet of Ministers adopted ordinance "On some issues of public administration reform in Ukraine" approving the PAR Strategy for 2022-2025 and related implementation plan<sup>30</sup>. The new PAR Strategy in the continuation of the previous phase of public administration reform, informed by the SIGMA assessment of public administration in Ukraine. The overarching goal of the new PAR Strategy is to develop in Ukraine a capable service and digital state availing safeguards of citizens' interests building on the European standards and practices. The expected results of the 2025 PAR Strategy are:

- Ensuring the delivery of high-quality services and development of user-friendly administrative procedure for citizens and business.
- Building a system of professional and politically neutral public service, focused on safeguarding citizens' interests.
- Building effective state institutions, accountable to citizens, that develop public policies and successfully implement them for the country's sustainable development.

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30 <https://zakon.rada.gov.ua/laws/show/831-2021-%D1%80#Text>

## ANNEX 1. DELIVERY OF PAR STRATEGY IMPLEMENTATION PLAN FOR THE PERIOD UP TO 2021

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b>STRATEGIC PLANNING, COORDINATION OF POLICY DEVELOPMENT AND IMPLEMENTATION</b>				
<b><i>Improving procedure for preparation of documents in the areas of public policy and strategic planning</i></b>				
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	<b>In progress</b> 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	<b>Implemented</b> 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	<b>Implemented</b> 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	Minister of CMU SCMU	Information materials designed and circulated; training conducted	QII 2019 – QII 2020	<b>Implemented</b> 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

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<p>Procedure to enhance strategic planning, policy development and coordination</p> <p>5. Design or update methodologies instrumental for implementation of adopted amendments to the Government's Rules of Procedure</p>	<p>Minister of CMU SCMU MinEconomy MinFinance MinJustice</p>	<p>Methodologies reviewed by PAR Coordinating Council</p>	<p>QII 2020</p>	<p>participants who acquired skills in preparation of forecast of impacts and other novelties of the Rules of Procedure studying real-life cases. Due to pandemic-related restrictions, further training was halted</p> <p><b>Implemented</b> 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.</p>
<p>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.)</p>	<p>NACS</p>	<p>At least 500 civil servants trained Online courses on compliance with the CMU Rules of procedure, legal drafting and impact assessment introduced and made accessible for all civil servants</p>	<p>QIV 2020 IQ 2021</p>	<p><b>Implemented</b> 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 pandemic-related restrictions, further training was halted.</p>
<p>7. Prepare proposals for amending legal acts in order to align them with requirements of the Government's Rules of Procedure</p>	<p>Ministries (according to competency)</p>	<p>Legal acts adopted</p>	<p>QIII 2020</p>	<p><b>Implemented</b> 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.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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 Rules of Procedure and implement action plans reviewed by PAR Coordinating Council	QI 2021	<b>Implemented</b> At its meeting on 29 March 2021, the PAR Coordinating Council addressed finalization of the ministerial reform and streamlining of the SCMU structure and subsequently adopted a number of recommendations.
9. Create and implement an information system to facilitate planning and management of legal drafting	MinDigital (E-Gov Agency) SCMU	System implemented	QIV 2020	<b>Implemented</b> 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.
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	<b>Implemented</b> The system for monitoring of achievement of PAR Strategy performance indicators for 2019-2021 is implemented based on Share Point.



ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b><i>Enhancing strategic coordination within e-governance development</i></b>				
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	<b>Implemented</b> 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.
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	<b>Implemented</b> Three HRMIS modules “Staffing and personnel”, “Salaries and timesheets”, and “Self-service cabinet” are operationalized.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b>CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT</b>				
<b><i>Automation of processes / HRM systems on the basis of modern ICT, enhancing effectiveness and transparency of civil service</i></b>				
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	<p><b>Implemented</b></p> <p>28 CEBs are connected to the first HRMIS module, or 34% according to Indicator “Share of CEBs connected to HRMIS”. As of 20 December 2021, 86 public administration bodies had connected to HRMIS (ministries, CEBs and their territorial branches) and 21,750 personal information cards of employees had been included in the system.</p>
14. Conduct training for HRM units and accounting units of CEBs on application of HRMIS	NACS other CEBs	Training conducted	QIV 2019 – QIII 2021	<p><b>Implemented</b></p> <p>During phase one of HRMIS rollout, training was delivered on how to work with sub-systems “Staffing and personnel”, “Salaries and timesheets”, and “Self-service cabinet” for representatives of 103 public administration bodies (SCMU, NACS, Ministry of Finance, Ministry of Digital Transformation, Ministry of Justice, Ministry of Economy, Ministry of Youth and Sport, Ministry of Communities and Territories, Ministry of Foreign Affairs, Ministry of Health, Ministry of Reintegration, Ministry of Veterans’ Affairs, Ministry of Social Policy, Ministry of Education and Science, Ministry of Energy, Ministry of Culture and Information Policy, Ministry of Environmental Protection, Ministry of Infrastructure, State Property Fund, State Service on Medicines and Drug Control, Treasury, and also territorial branches of NACS – 10, territorial branches of the Treasury – 25, territorial branches of the Ministry of Justice – 8, regional branches of the State Property Fund – 11, offices of the Ministry of Foreign Affairs within Ukraine – 3, territorial branches of the State Service on Medicines and Drug Control – 25). Thus, the operational training on HRMIS has been delivered in full for public administration bodies within phase one of HRMIS rollout. After completion of phase one, NACS experts on implementation conduct training activities for</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				employees of the Ministry for Strategic Industries, State Nuclear Regulatory Inspectorate, State Migration Service, State Automobile Roads Agency, State Architecture and Construction Inspection, State Agency on Exclusion Zone, State Ecological Inspection, and Economic Security Bureau. Together with the system supplier, operational training was delivered on sub-systems “Staffing and personnel” and “Self-service cabinet” for representatives of apparatus of the State Tax Service and its territorial branches (31) and State Aviation Service.

***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	<b>Implemented</b> 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	<b>Implemented</b> 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	<b>Implemented</b> 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	<b>Implemented</b> 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	<b>Implemented in reporting period</b> In 2021, 420 members of selection commissions received training on assessment tools for professional competencies at the Ukrainian School of Governance and Kyiv, Kirovohrad, Ternopil and Volyn regional in-service training centres.
20. Conduct RSP competitions to complete staffing of directorates, general departments, Government Office for European and Euro-Atlantic Integration	Ministries SCMU Presidential Office (upon consent) NACS	Competitions conducted; staffing completed	QIV 2019	<b>Not implemented</b> In early 2021, competitions for reform staff positions were renewed. However, the 2021 national budget did not envisage allocations to finance new reform staff positions, thus financing proceeded only within the existing reform staff positions in public administration bodies. As of 31 December 2021, directorates and general departments employed 722 civil servants in reform staff positions in categories B and C: 44 director generals, 13 deputy director generals, 172 heads of expert groups, and 493 government experts. Together with reform staff positions in category A, namely state secretaries in ministries, top executive positions in the Office of the President of Ukraine, Secretariat of the Cabinet of Ministers and NACS, in total 758 civil servants were employed as reform staff, as of 31 December 2021.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
21. Improve provisions of RSP Concept approved by CMU Ordinance No. 905 of 11 November 2016	NACS	RSP Concept amended	QIV 2019	<p><b>Implemented</b></p> <p>RSP Concept was amended by Resolution No. 1034 of 11 December 2019 “On some issues of public administration reform”.</p>
22. Carry out information campaign on RSP recruitment	NACS	Annual reach-out to 100,000 persons through social networks	QI 2019 – QIV 2021	<p><b>Implemented in reporting period</b></p> <p>For the purpose of awareness raising campaign to facilitate civil service recruitment, NACS updated information about competitions and test items assessing knowledge of legislation (more than 130,000 views on NACS page on Facebook). Information about competitions was also shared on the Vacancies Portal (career.gov.ua). The flash campaign #My_story_at_NACD #Iamcivilservant was launched with civil servants sharing their positive experience and personal stories of employment in civil service. NACS also produced info-graphics – Map of Renewed Civil Service Competitions (more than 35,000 views on NACS page on Facebook), and three materials for Maps of Civil Service Competitions for categories A, B and C, and reform staff positions illustrating all stages and steps (more than 60,000 views on NACS page on Facebook).</p> <p>All in all, in 2021 NACS has reached out to more than 200,000 followers via official pages in social media. Publications included materials about activity of NACS, its territorial branches, clarifications of important issues relating to civil service and service in local self-governments. Recruitment of reform staff was also promoted via social networks, with weekly updates provided on senior civil service vacancies.</p> <p>A news digest was prepared dedicated to the civil service salary reform, which was sent out to all heads of HRM units in CEBs. This publication contains a selection of key messages and information about the reform. Together with RDO and EU4PAR project, video material was prepared about key benefits of HRMIS. A dedicated section was opened on NACS website about internship opportunities. Feedbacks from young interns at NACS were published during the third quarter.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b>Modernization of the system of professional development of civil servants</b>				
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	<b>Implemented</b> 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	<b>Implemented in reporting period</b> In 2021, 111 senior civil servants (in category A) completed in-service training under the programme “Leadership and HRM Technologies” at the Ukrainian School of Governance (in 2020 – 38 civil servants). All in all, this training was completed by 149 senior civil servants or 79.7% of the total senior civil service corps.
<b>Ensuring proper working conditions for civil servants, in particular by creating competitive, transparent and understandable salary system</b>				
25. Prepare proposals on civil servants’ salary reform	MinSocial MinFinance MinEconomy NACS SCMU	Proposals reviewed by PAR Coordinating Council	QII 2019	<b>Implemented</b> 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	<b>Implemented</b> 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

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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	<p>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”.</p> <p><b>Implemented</b> 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).</p>
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	<p><b>Implemented</b> A sub-system “Public Portal” was created and made accessible at <a href="https://public.nads.gov.ua/">https://public.nads.gov.ua/</a>. It provides open access to HRMIS related statistics for all citizens.</p>
29. Conduct civil servants’ survey on organizational culture	NACS SCMU	Survey conducted	Annually, starting from 2019	<p><b>Implemented in reporting period</b> A civil servants survey was conducted targeting both central and local level. The survey yielded 18,722 completed questionnaires that were included in the analysis. It started on 27 September and was completed by 17 October 2021. To ensure compliance with the survey methodology, public authorities received the link to NACS questionnaire. The analytical report on the 2021 survey was prepared and published on the NACS website. Previous survey findings can found at <a href="https://bit.ly/3yB0hOj">https://bit.ly/3yB0hOj</a>.</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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	<b>Implemented in reporting period</b> In 2021, training on HRM in a government institution was conducted at the Ukrainian School of Governance, Regional Institutes of the National Academy of Public Administration, and 15 regional in-service training centres of re-training for 4,510 civil servants in category B positions: 2,527 from CEBs and 1,983 - 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	<b>Implemented in reporting period</b> In 2021, training activities were conducted at the Ukrainian School of Governance, Regional Institutes of the National Academy of Public Administration, and 16 regional in-service training centres of re-training for 4,790 heads and staff of HRM units, including 4,075 in category B positions and 3,744 in category C positions. Training programme “Systemic approach to HRM in civil service” was developed for HRM staff. It includes 5 training modules and is designed for HR specialists willing to implement changes in their institutions. 35 participants were selected for the programme. Those who successfully completed the course, were awarded certificates under the general professional (certification) programme of the Ukrainian School of Governance (2.2 ECTS).
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	<b>Implemented in reporting period</b> In 2021, 2,614 civil servants in category B positions completed training on civil servants’ performance appraisal based on key performance indicators at the Ukrainian School of Governance, Research Institute for Public Administration and Civil Service at Shevchenko Kyiv University and regional in-service training centres An undated course “Determining the results of civil servants’ performance appraisal – algorithm of steps” has been developed and uploaded to the platform “Practice Community – Sustainable Development”. As of 20 October 2021, course participants generated over 2,000 electronic certificates. The training included 3 webinars on 14, 16 and 22 September attended by approximately 1,300 participants.



ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
33. Prepare a draft concept of civil service culture	NACS SCMU	Draft concept reviewed by PAR Coordinating Council	QIV 2019	<b>Implemented</b> 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	<b>Implemented</b> 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	<b>Implemented</b> Proposals on legislative amendments to expand the list of professional training providers prepared and submitted to CMU.
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	<b>Implemented</b> 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: <a href="https://bit.ly/2ZpSbbH">https://bit.ly/2ZpSbbH</a> .

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b>ACCOUNTABILITY – ORGANIZATION, TRANSPARENCY, OVERSIGHT</b>				
<b><i>Creating effective system of accountability and interaction of CEBs</i></b>				
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	The draft law “On amendments to some laws of Ukraine on organization of activity of the Cabinet of Ministers and central executive bodies” was submitted to Verkhovna Rada on 5 May 2021 (registered as #5469).
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	<b>Implemented</b> 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.
39. Prepare proposals to improve the procedure of planning of CEBs work	MinEconomy MinFinance	Proposals reviewed by PAR Coordinating Council	QIII 2019	<b>Implemented</b> 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.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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><b>Implemented</b></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"> <li>- 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;</li> <li>- 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.</li> </ul> <p>All these CEBs have been connected to the system of electronic interaction between government bodies.</p>

***Ensuring clear allocation of areas of responsibility, functions and tasks of ministries and other CEBs***

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	QI 2021	<p><b>Implemented</b></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>
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ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<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</p>	<p>SCMU MinFinance MinJustice MinEconomy MinDigital (E-Gov Agency) NACS Ukrainian Archives State Audit Service other CEBs (according to competency)</p>	<p>Proposals reviewed by PAR Coordinating Council</p>	<p>QIV 2020</p>	<p><b>Implemented</b></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"> <li>- 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.</li> <li>- 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). Further steps towards centralization are supported.</li> <li>- 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.</li> <li>- 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</li> </ul>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>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.</p> <p>- 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.</p>

***Improving structure of apparatus of CEBs to ensure effective performance of functions***

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	<p><b>Implemented</b></p> <p>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.</p>
44. Align regulations on ministries and organizational structure of their apparatus with the target model defined in the Concept of	Ministries	Regulations and structure amended	QII 2020	<p><b>Not implemented</b></p> <p>The pandemic-related restrictions introduced in March 2020 halted the ongoing competitions and announcement of new competitions for reform staff positions in ministries.</p> <p>As of 31 December 2021, directorates had been established in 17 out of 20 ministries. In 3 ministries directorates had not been established</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
Optimization of Central Government approved by CMU Ordinance No. 1013 of 27 December 2017				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	<b>Implemented</b> Functional reviews 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. CEBs submitted respective reports.
46. Align regulations on CEBs (other than 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 27 December 2017	CEBs (other than ministries)	Regulations and structure amended	QII 2021	<b>Implemented</b> CEB regulations are compliant with the effective legislation.
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	<b>Implemented</b> 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.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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	<b>Implemented</b> 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.
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	<b>Implemented</b> 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".
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	<b>Implemented</b> 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.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b><i>Ensuring free and user-friendly access to information about executive bodies and their activity</i></b>				
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	<b>Not implemented</b> 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	<b>Implemented</b> 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	<b>Implemented in reporting period</b> 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 No. 3 of 4 January 2002 “On Procedure for online publication of information about activity of executive bodies”. The Cabinet of Ministers adopted Resolution No. 997 of 22 September 2021 amending Resolutions No. 3 of 4 January 2002 and No. 856 of 18 September 2019, authorizing the Ministry of Digital Transformation within six months to adopt requirements regarding the design and procedure of agreeing the design of official websites (portals) of executive bodies and official web-resources related to the activity of the executive branch and the Unified Portal of the Cabinet of Ministers that will be applicable to such websites if created or modernized after these requirements and procedure come into force).



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	<b>Implemented</b> 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.

## 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	<b>Implemented</b> The Law on Administrative Procedure was adopted by Verkhovna Rada on 16 November 2021, and on 23 November was sent for President's signing. On 8 December 2021, the Law was returned to Verkhovna Rada accompanied by proposals from the President of Ukraine On 17 February 2022, Verkhovna Rada adopted the Law on Administrative Procedure incorporating proposals from the President of Ukraine. On 13 March the Law was sent for President's signing.
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	<b>In progress</b>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
<b>Ensuring effective interaction between administrative service providers</b>				
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	<b>Implemented</b> 110 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	<b>Implemented in reporting period</b> 170 government institutions and organizations were connected to TREMBITA – the system of electronic interaction of government information resources – including 11 institutions joining in the fourth quarter of 2021. Within the fourth quarter, 14 government electronic information resources were registered in the operational environment of TREMBITA, with the total number reaching 66, including 16 identified as priority government IT systems to engage in electronic interaction, as defined by the Cabinet of Minister’s Resolution No. 606 of 8 September 2016 “On issues of electronic interaction of government electronic information resources”. In 2021, close to 1 billion million data exchanges were 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 administrative services centres	QII 2019	<b>Implemented</b> 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 established specificity of operations of local branches of such centres and administrators working at remote workstations. The Ministry of Economy, in collaboration with the All-Ukrainian Association of ASCs, prepared recommendations on requirements

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
60. Conduct analysis of compliance of administrative services centres with adopted recommendations	MinDigital SCMU	Analytical report reviewed by PAR Coordinating Council	on quarterly basis	<p>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><b>Implemented</b> Currently Ukraine has 2,695 operational administrative services access points: 1,020 ASCs, 120 local branches, 1,527 remote workplaces of ASC administrators, and 28 mobile ASCs. 936 ASCs, 104 local branches and 1217 remote workplaces of ASC administrators have been established by local governments. The menu of services provided through ASCs is continuously expanding. The average number of services provided by ASC is 153, and the overall variability is the following: 3% of all ASCs offer less than 50 services; 12% from 50 to 100 services; 66% from 100 to 200 services; and 19% more than 200 services. The most popular being place of residence registration, services of the State Land Cadastre, issuance of place of residence confirmation, and civil registration. 83% of all ASCs provide social services. About 77% of administrative services access points have information systems and/or electronic documentation systems in place, enabling prompt and quality service delivery to applicants. 25% of administrative services access points are connected to the Unified State Demographic Registry. The ASC's monitoring exercise has gathered the following data about ASCs customer service area: 57% have the space of less than 50 m<sup>2</sup>; 18% from 50 to 70 m<sup>2</sup>; 12% from 70 to 100 m<sup>2</sup>; and 13% more than 100 m<sup>2</sup>. The data about waiting area are: 85% have the space of less than 50 m<sup>2</sup>; 7% from 50 to 70 m<sup>2</sup>; 3% from 70 to 100 m<sup>2</sup>; and 5%</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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>more than 100 m2.            Continuous efforts are invested to increase ASC accessibility for population. For example, 94% of ASCs have free parking, and 82% are within 100 m distance from public transit stop. 18% of ASCs have a bank branch where customers can pay for administrative services; 31% have POS terminals; 14% have self-service kiosks; 20% have ATM / payment terminals.</p> <p>To ensure proper accommodation for people with disabilities, 82% of ASCs have free parking space for people with disabilities; 84% are equipped with ramps; 72% have stairs with railing; 57% have specially equipped hygiene room. Visitors can also use such services as copying (in 30% of ASCs), free Wi-Fi (in 73% of ASCs) self-service area (in 62% of ASCs).</p> <p><b>Not implemented</b>            In order to ensure the Ministry of Economy's capacity to carry out necessary procurement activities, the following documents were adopted:</p> <ul style="list-style-type: none"> <li>- 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 administration reform to the Ministry of Economic Development and Trade";</li> <li>- 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".</li> </ul> <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</p>

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>tender offers which is twice as longer compared with the regular procedure – 30 days instead of regular 15 days. 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. Today, the possibility of making respective allocations in 2020 or in subsequent years is being considered.</p> <p><b>Implemented</b> 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>
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><b>Implemented</b> Throughout the year, the Ministry of Digital Transformation organized and conducted 22 webinars for ASCs staff on such topics as photo matching and facial recognition, government aid to ASC development, delivery of construction-related services, etc. Experts in relevant fields were invited to participate. Attendance statistics for these activities shows more than 29,000 viewing sessions. Regular weekly updates were distributed via email to inform about recent changes in the area of administrative services, including most important news, useful information and events, reaching out to more</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	<b>Not implemented</b>
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	<b>Not implemented</b>

than 4,100 subscribers.  
 On 6 September 2021, the Ministry of Digital Transformation launched the national web-based platform of ASCs (DIIA Centres Platform), as per regulation approved by the Cabinet of Ministers' Resolution No. 72 of 3 February 2021. This platform is intended to ensure that individuals and legal entities have access to all necessary information to contact ASC and apply for services, continuously improve quality of administrative and public services delivered by ASCs through information and methodological support to administrators and other officials and staff members working in ASCs, sharing of experience and best practices, and systematic training of ASC staff and representatives of administrative and public service providers. The platform can be accessed at: <https://center.dia.gov.ua/>  
 Local state administrations reported delivery of more than 1,000 training and awareness raising activities for 14,000 participants on improvement of quality of administrative services and ASC operations. The main topics included 'employees cabinet' in the Unified State Electronic System for Construction, gender issues in administrative service delivery, place of residence registration, implementation of electronic documentation systems in ASCs, property registration, working with "Vulyk" system, etc.

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
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	<p><b>Implemented</b></p> <p>As of 31 December 2021, procedures were simplified for 15 administrative services:</p> <ol style="list-style-type: none"> <li>1. Issuance of driver’s license.</li> <li>2. State registration of land plot.</li> <li>3. State registration of ownership title for immovable property.</li> <li>4. State registration (re-registration) of vehicles.</li> <li>5. Traffic clearance for vehicles with weight and dimensions exceeding maximum allowable norms.</li> <li>6, 7. Issuance of Ukrainian passport (as ID-card) and Ukrainian travel passport (hereinafter – passports).</li> <li>8. Issuance of taxpayer card and entering of taxpayer number to Ukrainian passport from the State Registry of Individual Taxpayers.</li> <li>9, 10. Administrative services in the area of state architecture and construction oversight, including registration of declaration of operational readiness.</li> <li>11, 12. State registration of birth and granting of childbirth allowance.</li> <li>13. Declaration of place of residence / stay registration (cancellation of registration) for individuals in Ukraine, including children under 14.</li> <li>14. Issuance of certificate of family composition.</li> <li>15. State registration of legal entities, citizens’ associations without legal personality and natural persons – entrepreneurs.</li> </ol> <p>To implement this objective, the following legal acts were prepared and adopted:</p> <ol style="list-style-type: none"> <li>1) On 1 December 2021, the Law “On provision of public (electronic public) services regarding declaration of place of residence in Ukraine” came into force. The law regulates relations in the area of provision of public (electronic public) services regarding declaration and registration of place of residence (stay) of individuals in Ukraine, establishing procedures for delivery of such services, registration, processing, and exchange of relevant data in dedicated electronic</li> </ol>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>registries and databases.</p> <p>2) The Cabinet of Ministers' Resolution No. 701 of 22 July 2020 opened the possibility to submit application for registration (including simultaneous with cancellation of previous registration), cancellation of registration for a child under 14 in electronic form.</p> <p>3) According to the Cabinet of Ministers' Resolution No. 1364 of 28 December 2020 "On implementation of a pilot project regarding place of residence registration and cancellation of registration in electronic form", submission of application for registration (including simultaneous with cancellation of previous registration), cancellation of registration for a child under 14 in electronic form was implemented through the Unified State Portal of Government Services.</p> <p>4) Seeking to reduce administrative burden by abolishing the obligation to provide a certificate on family composition as non-compliant with the effective legislation, and to ensure realization of citizens' rights according to the Law on Administrative Services, to ensure implementation of Decree of the President of Ukraine No. 647 of 4 September 2019 "On some actions towards ensuring quality public services", and to optimize service delivery procedures, a number of draft acts were prepared and presented for the Cabinet of Ministers' consideration. The Cabinet of Ministers adopted the following acts:</p> <ul style="list-style-type: none"> <li>• The Cabinet of Ministers' Resolution No. 1127 of 18 November 2020, amending para. 5 of the Cabinet of Ministers' Resolution No. 94 of 16 February 1994.</li> <li>• The Cabinet of Ministers' Resolution No. 1131 of 18 November 2020, amending regulations approved by the Cabinet of Ministers' Resolutions No. 1081 of 3 August 2006 and No. 728 of 2 September 2015.</li> <li>• The Cabinet of Ministers' Resolution No. 1136 of 18 November 2020, amending para. 5 of the Procedure and Conditions for one-time payment of cash assistance in the event of killing (death), injury or disability of servicemen and disability of a person dismissed</li> </ul>



ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>from service in the State Service of Special Communication and Information protection of Ukraine.</p> <ul style="list-style-type: none"> <li>• The Cabinet of Ministers' Resolution No. 1140 of 18 November 2020, amending para. 5 of the Procedure for payment of cash compensation to civil defence personnel for rental of housing, determining the amounts and conditions of payments.</li> <li>• The Cabinet of Ministers' Resolution No. 1135 of 18 November 2020, amending para. 9 of the Procedure for extension of stay and extension or reduction of temporary stay of foreigners and stateless persons on the territory of Ukraine.</li> <li>• The Cabinet of Ministers' Resolution No. 1142 of 18 November 2020, amending the Procedure for granting and payment of one-time cash assistance in the event of killing (death), disability or partial loss of capacity to work without disability status for military personnel, persons liable for military service and reservists summoned for drills and exercise or for service in military reserve.</li> </ul> <p>5) An important step was operationalization of the new Unified State Registry of legal entities, individual entrepreneurs and citizens' associations in August 2021. It created a possibility to introduce a service to register individual entrepreneurs in automated mode, launched on the Unified State Portal of Electronic Services (DIIA) since 17 May 2021. Further on, FOP 2.0 was launched on 21 September through updated application forms for online registration, change of data or termination of individual entrepreneurs on the Unified State Portal of Electronic Services (DIIA).</p> <p>6) 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 of Electronic Services (DIIA).</p> <p>7) 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>8) The Cabinet of Ministers' Resolution No. 509 of 1 October 2014 on record-keeping of internally displaced persons, amended by</p>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<p>the Cabinet of Ministers' 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> <p>9) On 1 July 2020, the 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.</p> <p>10) The e-Baby service package has been expanded. The Cabinet of Ministers adopted Resolution No. 1180 on 25 November 2020 addressing some issues relating to 'baby care package' as one-time in-kind assistance. Now the e-Baby service package includes 12 services, adding (1) 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 and (2) granting of monetary compensation equally the cost of 'baby care package' as one time assistance (as part of comprehensive e-Baby service).</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	<b>Implemented</b> 75 web-portals (websites) are connected to the integrated e-identification system (e-ID), as of 28 December 2019.
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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><b>Implemented</b></p> <p>42 priority services were implemented in electronic form and reengineered, as of the end of 2021:</p> <ol style="list-style-type: none"> <li>1) state registration of birth (as part of comprehensive e-Baby service);</li> <li>2) registration in the state registry of individual taxpayers (as part of comprehensive e-Baby service);</li> <li>3) place of residence registration for new-born child (as part of comprehensive e-Baby service);</li> <li>4) granting of childbirth allowance (as part of comprehensive e-Baby service);</li> <li>5) entering data about a new-born child to the Unified State Demographic Registry with assignment of a unique entry code (as part of comprehensive e-Baby service);</li> <li>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);</li> <li>7) determination of child's origin (parenthood) (as part of comprehensive e-Baby service);</li> <li>8) issuance of ID card for parents and children in families with many children (as part of comprehensive e-Baby service);</li> <li>9) determination of Ukrainian citizenship of a new-born child (as part of comprehensive e-Baby service)</li> <li>10) granting of child benefit for children in families with many children (as part of comprehensive e-Baby service);</li> <li>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);</li> <li>12) granting of monetary compensation equally the cost of 'baby care package' as one time assistance (as part of comprehensive e-Baby service).</li> <li>13) registration of natural persons – entrepreneurs;</li> <li>14) data change in registration of natural persons – entrepreneurs;</li> <li>15) closing of natural persons – entrepreneurs;</li> <li>16) granting the status of registered unemployed person;</li> </ol>

ACTIVITY	RESPONSIBLE ENTITY	RESULT	DEADLINE	IMPLEMENTATION STATUS
				<ul style="list-style-type: none"> <li>17) granting of unemployment benefit;</li> <li>18) registration of LLC on the basis of the model statutes;</li> <li>19) transition of LLC to the model statutes;</li> <li>20) notification of the start of preparatory works;</li> <li>21) notification of the start of construction works on the basis of construction passport;</li> <li>22) notification of the start of construction works CC1;</li> <li>23) declaration of readiness for operationalization of the site built according to construction passport;</li> <li>24) place of residence registration for a child;</li> <li>25) viewing and payment of fines for violation of traffic rules;</li> <li>26) viewing and payment of liabilities under enforcement proceedings;</li> <li>27) place of residence registration / change of registration in electronic form for persons under 14;</li> <li>28) place of residence registration / change of registration in electronic form for persons aged 14 and above;</li> <li>29) electronic certificate of IDP registration;</li> <li>30) electronic application expressing intention to obtain an easy-terms mortgage for IDPs;</li> <li>31) payment of administrative fees for administrative services related to registration of property rights and encumbrances;</li> <li>32) application for registration of property rights when the ownership title was obtained before 2013 and has not been registered in the State Registry of Immoveable Property Rights;</li> <li>33) registration of natural persons – entrepreneurs in automated mode;</li> <li>34) place of residence registration for persons aged 14 and above;</li> <li>35) cancellation of place of residence registration for persons aged 14 and above;</li> <li>36) electronic application for exchange of a driver’s license;</li> <li>37) granting of pension allowance;</li> <li>38) declaration of place of residence for a child under 14;</li> </ul>

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>39) declaration of place of residence for adult person aged 14 and above;  40) provision of data from the State Registry of Immoveable Property Rights;  41) application for subsidies;  42) extract from the territorial hromada registry about confirmed registered / declared place of residence.</p> <p><b>Not implemented</b>  Initial business requirements for the digital contracting system have been designed. 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.  The 2021 state budget does not stipulate budget funds for this activity. At the same time, the action plan for the Open Government Partnership in 2021-2022, approved by the Cabinet of Ministers' Ordinance No. 149 of 24 February 2021 includes the development and rollout of the E-Contract module – an integrated automated platform that provides interfaces for generation, finalization, signing, processing, transmission and publication of electronic contracts and reporting on their execution. The Ministry of Finance is designated as lead implementer for this task.</p>

## ANNEX 2. ACHIEVEMENT OF PAR STRATEGY INDICATORS IN 2021

Performance indicator	Baseline	Target to be achieved by end of 2021	Actual value as of 31.12.2021
<b>Strategic planning, coordination of policy development and implementation</b>			
Share of implemented actions in the Government's Annual Action Plan, %	40	65	56
Share of strategies adopted in the current year that meet the established requirements, %	Was not assessed	80	Was not assessed
Share of strategies with annual reporting on implementation, %	Was not assessed	60	Was not assessed
<b>Civil service and human resource management</b>			
Share of central executive bodies connected to Module 1 of HRMIS, %	0	75	35
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	80	23
Share of existing civil service vacancies announced through career.gov.ua, %	1	90	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	75	71

Performance indicator	Baseline	Target to be achieved by end of 2021	Actual value as of 31.12.2021
Share of fixed pay component in the overall institutional wage bill (base salary and other mandatory payments), %	45	70	60
Share of heads of HRM units who successfully completed training on performance appraisal methodology, %	-	75	75
Average number of participants in civil service competitions, persons	2	10	3

#### **Accountability – organization, transparency, oversight**

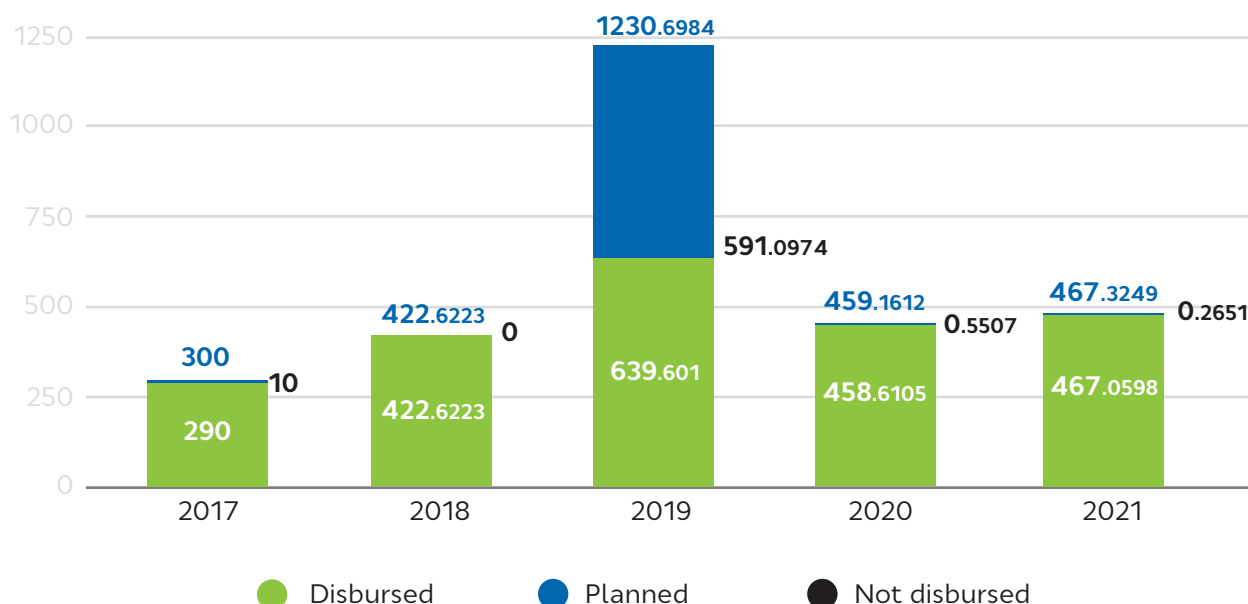
Share of central executive bodies for which corresponding Member of the Cabinet of Ministers approved performance indicators for the upcoming year, %	Was not assessed	55	58
Share of central executive bodies that have published annual reports on achieved results, %	Was not assessed	30	78
Share of ministries where the structure of apparatus is compliant with common requirements, %	Was not assessed	80	80
Share of ministries and other central executive bodies with websites meeting common standards, %	0	80	Was not assessed

Performance indicator	Baseline	Target to be achieved by end of 2021	Actual value as of 31.12.2021
<b>Administrative procedures, administrative services and e-governance</b>			
Submission of the draft Law on Administrative Procedure to Verkhovna Rada and facilitation of its passing	-	-	Adopted
Number of government registries registered in the National Registry of Government Electronic Information Resources	5	70	115
Number of registered government IT systems connected to the system of electronic interaction	0	25	66
Share of administrative services centres that provide mandatory administrative services, %	60	90	90
Share of users satisfied with quality of administrative services provided through administrative services centres, %	Was not assessed	80	93.2
Number of simplified procedures for delivery of administrative services	5	20	32
Number of electronic services with high impact on citizens and business implemented at levels III-IV (according to EGDI UN Methodology)	90	130	176 (48 at level III and 128 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” is presented in the table below.  
(mln UAH)

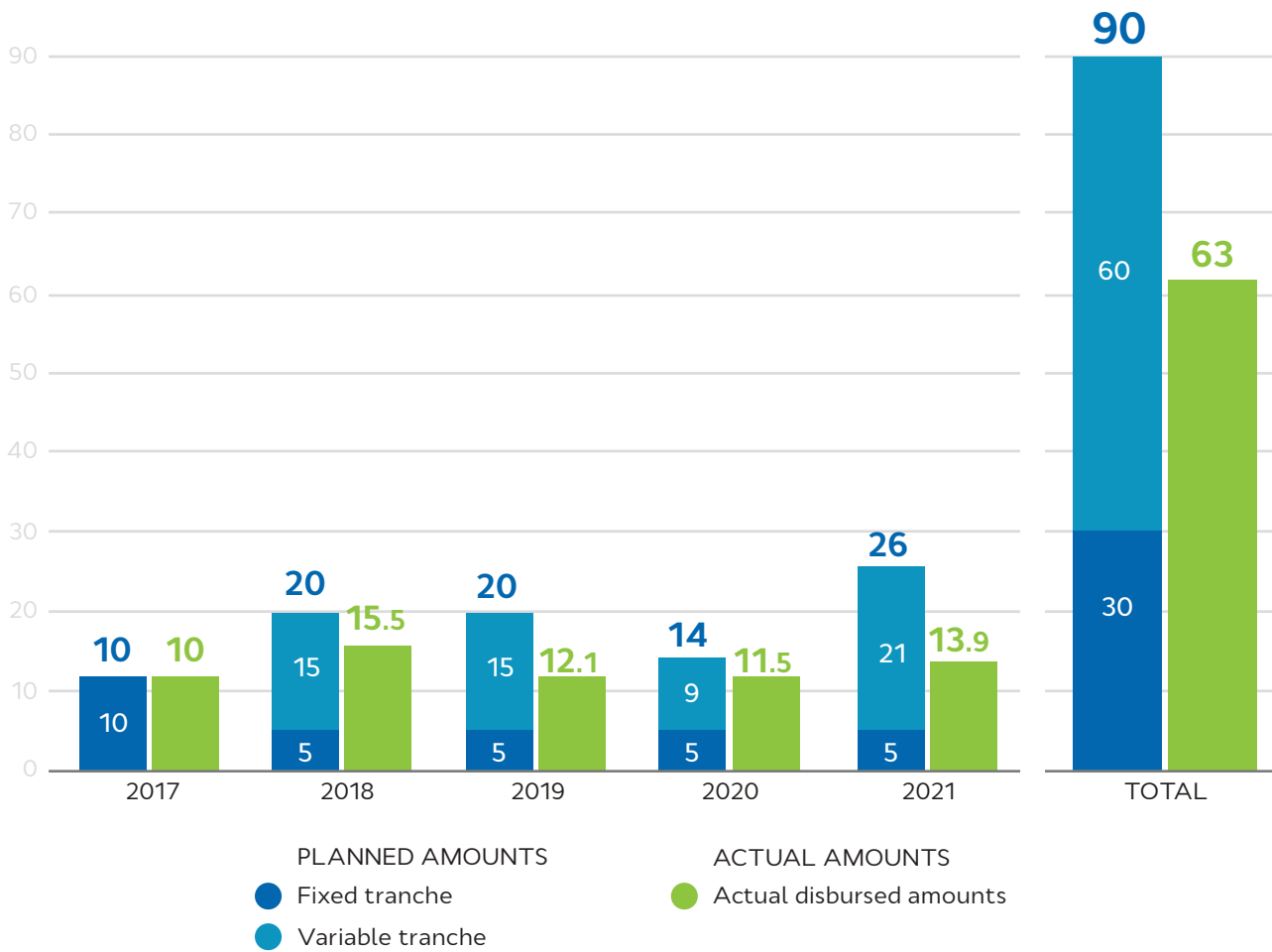


### EU BUDGET SUPPORT

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)<sup>31</sup>, the European Union provides budget support to Ukrainian Government. The amount of actually received budget support is presented in the table below.

<sup>31</sup> Financing Agreement of 19 December 2016: [https://zakon.rada.gov.ua/laws/show/984\\_002-16](https://zakon.rada.gov.ua/laws/show/984_002-16)

## EU Budget Support (million EUR)





Кабінет  
Міністрів України



**PUBLIC ADMINISTRATION  
REFORM**

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**EU PAR**



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