PUBLIC ADMINISTRATION REFORM

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   - Ensuring Reform Financing
   - Communication Support of Reform

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     - Implementation of the Concept of Reform Staff Positions
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This Report was prepared by the Secretariat of the Cabinet of Ministers of Ukraine and the Reforms Delivery Office of the Cabinet of Ministers of Ukraine on the basis of information provided by respective central executive bodies, and public information.
Building a successful European country – this is the chance we received after the Revolution of Dignity, and we have no right to waste it. We started structural repairs of the country, the main goals of which is to ensure efficient governance, economic growth, human capital development, rule of law, and combating corruption as well as guarantees of security and defense capability of the country. These are the goals defined by the Government’s Midterm Plan of Priority Actions for the period ending 2020, which was adopted in 2017.

Our objective is to build a strong state. And today, there are two tasks in front of us – to create a new system of governance, and to bring such people to power who are able to implement important changes, serve the country in good faith, and provide high-quality services to citizens.

Without proper quality of governance, it is impossible to build a strong, economically developed and democratic state, to implement fundamental changes. That is why public administration reform is one of the key reforms.

To overcome institutional weakness that until today remains one of the biggest problems for Ukraine, we started reorganization of ten ministries, the Government’s Secretariat, and two agencies. We are improving the procedures for making governmental decisions, introducing new standards of strategic planning and development of state policies, and we are renovating civil service.

In the modern world, it is extremely important to invest in people. Civil servants are the foundation and the driving force of reforms implemented by the Government. That is why we started the process of selecting people of new quality for civil service. Simultaneously, we implement new methods of work, and for the first time, performance indicators were developed to assess efficiency of civil servants’ work.

We are forming professional civil service that has to work for the result.

At the same time, there is a clear understanding that one cannot stop at what has been achieved – the country needs acceleration of the economic growth, intensification of structural repairs, decisive modernization of the infrastructure, quality changes in the healthcare and educational spheres. We continue the course toward implementation of the systemic and institutional reforms. This means the public administration reform has to be proactive. In order to ensure successful change, we need powerful ministries, best professionals in civil service, open and transparent administration, and modern e-governance.

I am convinced that systemic and responsible work of the Government, our joint effort to implement the Strategy of Public Administration Reform for the period ending 2020 as well as support from international partners will ensure the reform progress in 2018. We realize how responsible our mission is. We will continue to demonstrate our political will in order to achieve the set goals for the benefit of the Ukrainian people.
The public administration reform is the priority for the Government. Activities of the state institutions and the quality of adopted decisions have an impact on the economic growth and citizens’ living standards. Efficient public administration means modern structures, proper procedures of policymaking and lawmaking, professional civil service, clear and transparent mechanisms of accountability of institutions, and the ability of the state to provide high-quality services to citizens and businesses.

2017 was the second year of implementation of a comprehensive mid-term Strategy of Public Administration Reform in Ukraine for 2016-2020, which was developed in line with the general European principles of good governance, SIGMA/OECD. We started large-scale changes that require clear coordination, synchronized work of all stakeholders, and efficient mechanisms of reform implementation.

Reform of the ministries has been launched, and new structures are being created – the directorates, aimed at strengthening the functions of analysis and policy development, strategic planning and European integration. 50 new directorates were created in 10 pilot ministries, and in the Government’s Secretariat.

The process of selecting civil servants has been started to fill the newly created Reform staff positions in new directorates. 473 vacancies were announced on the new portal for vacancies, career.gov.ua, where one can apply online. More than 13,000 candidates applied online, which means on average 29 candidates per one vacancy. Our goal is to form new, highly professional civil service.

We introduced 35 e-services for citizens and businesses, including registration services, services in the social sphere, construction sphere, etc. An open data portal, data.gov.ua, started functioning, and it publishes more than 25,000 data sets. Due to this, Ukraine has increased its rating by 23 positions, and now it holds the 31st place in the Open Data Index.

Ukraine has improved its rating in Transparency of Government Policymaking by 34 positions, and took the 65th place in 2017 according to the World Economic Forum’s Global Competitiveness Index.

In order to implement the public administration reform in Ukraine, we work together with civil society organizations and with experts. We have powerful support from our international partners – first of all, the European Union.

By our joint effort, in 2018 we have to continue to implement the reform. The Government will focus on developing efficient structures, implementing modern procedures in central executive bodies, using innovative methods of human resource management in civil service, and implementing e-governance instruments.
Today, a country wins if it is able to establish a modern and efficient system of public administration. New quality of state institutions means the new structure, procedures, and professional civil service.

Within the reform framework, we are working to turn the Secretariat of the Cabinet of Ministers and the ministries into powerful analytical centers that are able to develop high-quality governmental decisions, implement innovations quickly, and respond to changes.

We began reorganization of the Secretariat in order to develop a modern efficient center in the Government that will ensure coordination of work on public policymaking, ensuring its compliance with the goals and priorities identified in the program of action of the Cabinet of Ministers of Ukraine, the Government’s priority action plans, provisions of the EU-Ukraine Association Agreement, and others.

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In order to implement all the changes planned within the reform framework, we strengthen civil service. In 2017, the Government approved a number of normative acts that enabled us to launch an open competition for new positions in the directorates. We improved the selection procedure and increased the requirements for new civil servants. We need the best professional, real change leaders who are able to identify problems, and offer viable ways to solve them.

New civil service has to work for the result. We started to introduce new standards and methods of work, new procedures, and performance indicators. Constant development, upgrade of skills and motivation should become an integral part of civil service.

Professional civil service is the driving force of all necessary changes, and a precondition for successful implementation not only of the public administration reform, but also of all priority reforms the Government is currently working on.
## List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>HRMIS</td>
<td>Human Resource Management Information System</td>
</tr>
<tr>
<td>SIGMA</td>
<td>Support for Improvement in Governance and Management, a joint initiative of the OECD and the European Union</td>
</tr>
<tr>
<td>VRU</td>
<td>Verkhovna Rada of Ukraine</td>
</tr>
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<td>CMU</td>
<td>Cabinet of Ministers of Ukraine</td>
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<td>NACS</td>
<td>National Agency of Ukraine on Civil Service</td>
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<td>NAPA</td>
<td>National Academy of Public Administration under the President of Ukraine</td>
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<td>NLA</td>
<td>Normative legal acts</td>
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<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<tr>
<td>PAR</td>
<td>Public Administration Reform</td>
</tr>
<tr>
<td>SEI SEIR</td>
<td>System for Electronic Interaction of State Electronic Information Resources’</td>
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<tr>
<td>EDMS</td>
<td>Electronic Document Management System</td>
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<tr>
<td>SCMU</td>
<td>Secretariat of the Cabinet of Ministers of Ukraine</td>
</tr>
<tr>
<td>RSP</td>
<td>Reforms Staff Positions</td>
</tr>
<tr>
<td>CEB</td>
<td>Central Executive Bodies</td>
</tr>
<tr>
<td>CPAS</td>
<td>Center for Provision of Administrative Services</td>
</tr>
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</table>
Perception and Evaluation of Public Administration Reform

Our duty is to build a strong state. And today, there are two tasks in front of us – to create a new system of governance, and to bring such people to power who are able to implement important changes, serve the country in good faith, and provide high-quality services.

Volodymyr Groysman
Prime Minister of Ukraine

Neutral and professional civil service working in the interests of all citizens of Ukraine is an important precondition of accountable and transparent government. The EU will continue to provide comprehensive support to internal transformations aimed at further convergence with the EU.

Johannes Hahn
Commissioner for European Neighborhood Policy and Enlargement Negotiations

For reforms in Ukraine to be implemented faster, we are lacking an efficient state apparatus. The largest restraining factor for all of us, as I see it, is first of all an insufficient number of professionals in power. In order to increase their number, proper conditions should be created for them, aimed at the result, when they are able to demonstrate their professionalism. Therefore, additional support is needed so that people can come to civil service, local self-government, take the responsibility, and work. The public administration reform will facilitate new successful transformations.

Ivanna Klympush-Tsintsadze
Vice Prime Minister for European and Euro Atlantic Integration
We know from our own experience of the EU states that only public administration reform can make a transitional period of reforming the country successful.

Hugues Mingarelli
Head of the EU Delegation to Ukraine

Only successful institutions in combination with professionally trained servants can be the key drivers of reforms in the country. The public administration reform first of all means people. They are professional human resources that one cannot receive or find in one day. One has to seek hard, involve, encourage, and then train.

Aliona Shkrum
Member of Parliament of Ukraine, Chair of the Sub-Committee on Civil Service and Service in Local Self-Government Bodies of the Verkhovna Rada Committee on State Building, Regional Policy, and Local Self-Government

From the very beginning of the Government’s work, public administration reform has been our priority. It is a precondition for implementation of all other reform as well as a precondition for Ukraine’s successful European integration. I am happy that over the last two years, our Government, our European partners and civil society experts have been working in conjunction to achieve a common goal.

Oleksandr Saienko
Minister of the Cabinet of Ministers of Ukraine

Today, Ukraine is taking difficult but necessary steps to modernize its civil service and to create efficient and transparent governance that meets the citizens’ needs. Professional civil service is the foundation for successful implementation of all other reforms.

Peter Wagner
Head of the Support Group for Ukraine in the European Commission
The government is efficient when every ministry should clearly understand the situation, problems and threats within its sphere of responsibility. The main reform objective is not staff renewal, but creation of new structural units in the ministries that should not be responsible for routine administrative work but deal exclusively with analyzing the situation in the sphere they are responsible for, and communication with the public.

Ihor Koliushko
Chair of the Board of the Center of Policy and Legal Reform

For successful implementation of an ambitious reform program, we need a modern and efficient state apparatus. This means new structures, procedures, and professional civil servants oriented towards the result. To this end, we involve the best processionals into civil service. New agents of change will became the basis and drivers of reforms in the future.

Anton Yaschenko
Executive Director of the Reforms Delivery Office of the Cabinet of Ministers of Ukraine

The reform envisages the change of three key components: people, structures, and processes. One has to select new people with new values for new structures with new clearly defined goals and performance indicators, and to arm them with new processes and procedures. All other approaches don’t work.

Valerii Pekar
Co-Founder of the Public Platform, New Country

Public administration reform is the basis of all reforms in Ukraine. It can be compared to a piano. If you want to play a wonderful melody, you have to tune the instrument first.

Gregor Virant
Head of International Advisory Group in Ukraine, former Slovenian Minister of Public Administration
Public administration reform is a priority for the Government. The quality of state agencies has an impact on economic growth and quality of life. Efficient public administration means professional civil service, proper policymaking and lawmaking procedures, clear mechanisms of accountability of institutions and their capacity to provide high-quality services to citizens and businesses.

2017 was the second year of implementation of a comprehensive mid-term Strategy of Public Administration reform for 2016-2020 (4), which was developed in line with general European principles and good governance criteria of the SIGMA/OECD. 2018 will become for Ukraine a year of the first evaluation of results of work with the follow-up revision of the Strategy. Ukraine is implementing the Strategy with support from the European Commission that signed an agreement with the Cabinet of Ministers on allocating 104 million Euros to finance the reform. In 2017, Ukraine received the first so-called “conditional” budget support installment, and therefore it has to go through evaluation of achievement of the reform goals.

1. **Key Conclusions on Implementation of Public Administration Reform**

» **The main goal of the reform**

is to establish an efficient public administration system capable of ensuring sustainable social development, competitive economics, and providing timely response to internal and external challenges.

» **Key elements of public administration reform included in the Public Administration Reform Strategy:**

1. Establishing the strategic framework of public administration reform.
2. Building capacity for strategic planning, development and coordination of coherent public policy.
3. Development of professional civil service and human resource management.
4. Ensuring accountability and transparency of state agencies.
5. Provision of high-quality administrative services and development of open data.
Components of the PAR Strategy

- Increased capacity for strategic planning, development and coordination of coherent public policy
- Development of professional civil service and human resource management
- Provision of high-quality administrative services and development of open data
- Ensuring accountability and transparency of activities of state agencies
- The strategic framework of public administration reform
Main Achievements of 2017

Ukraine increased its rating in Transparency of Government Policymaking by 34 positions and took the 65th place in 2017 according to the Global Competitiveness Index of World Economic Forum*

+34 positions
Transparency of Government Policymaking rating

Beginning of the reform of ministries and establishment of new structures – the directorates aimed at strengthening the functions of analysis and policymaking. 50 new directorates were created in 10 pilot ministries, Secretariat of the Government, and two agencies.

50 new directorates 10 ministries

Selection of civil servants began for the newly created positions of Reform specialists in directorates. 473 vacancies were announced on the new portal for vacancies, career.gov.ua where one can apply online. Every month, the portal was visited by approximately 42 000 unique users. More than 13 000 candidates applied online, which means on average 29 candidates per one vacancy

See Table 3.1.5

Career.gov.ua
473 vacancies >13 000 candidates 42 000 unique users
The Government of Ukraine has introduced 35 e-services for the population and businesses, including registration services, services in the social sphere, in construction industry, etc.

35 e-services

For business
- Registration services
- Services in social sphere

For citizens
- Services in construction sphere

An open data portal was introduced, data.gov.ua, which publishes more than 25,000 data sets. Due to this, Ukraine has increased its ranking by 23 positions and took the 31st place in the global Open Data Index.

+23 positions
25,000 data sets

Open Data Index

More than a half of activities (55%) and performance indicators (53%) specified by the Strategy were implemented as of the end of 2017.

55% Implemented events
53% Implemented indicators

  competitiveness-rankings/#series=EOSQ049
** https://index.okfn.org/place/
*** For more details, see Section 2. Status of Implementation of the PAR Strategy. Overview of the status of implementation of the Strategy and the Action Plan
Rating Growth

Ukraine has increased its indicators in a number of global indices that reflect the progress with regard to individual elements of the public administration reform.

<table>
<thead>
<tr>
<th>Growth</th>
<th>Index</th>
<th>Position in 2017</th>
</tr>
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<tbody>
<tr>
<td>+45</td>
<td>E-participation Index, United Nations E-Government Survey 2016</td>
<td>32</td>
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<tr>
<td>+34</td>
<td>Global Competitiveness Index 2017-2018, Transparency of Government Policymaking ranking</td>
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<td>+25</td>
<td>E-Governance Development Index (EGDI), UN Study 2016</td>
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<td>+23</td>
<td>Global Open Data Index 2017</td>
<td>31</td>
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<tr>
<td>+7</td>
<td>IKT Development Index, Global information Technology Report 2016</td>
<td>64</td>
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</table>
Priorities for 2018

In 2018, the SIGMA/OECD program will evaluate the status of the public administration. This will be comprehensive evaluation carried out in all spheres of public administration reform. Based on the evaluation results, the Strategy of Public Administration Reform in Ukraine for 2016-2020 and the respective action plan will be corrected. In addition to evaluation, the following areas will also be the priority:

Establishment of efficient structures and introduction of modern procedures in central executive bodies, including:

- continuation of the restructuring process in ministries
- introduction of modern practices and state policymaking instruments
- revision of the Rules of Procedure of the Cabinet of Ministers of Ukraine

Introduction of modern methods of human resource management in civil service, including:

- optimization of the procedure for recruitment of civil servants
- introduction of an information system for human resource management and a civil servant’s e-cabinet
- introduction of the procedure for performance evaluation of civil servants with clear Key Performance Indicators (KPIs)

Implementation of e-governance instruments, including:

- introduction of a system for electronic interaction among state agencies, and further implementation of electronic document management systems
- optimization of provision of 30 popular public e-services using mobile ID
- further active development of open data: over 25,000 data sets, and approximately 2,000 managers on the centralized portal data.gov.ua
» Key Implementation Challenges and Risks

· The depth and the scale of public administration reform to a large extent depend on legislation. The remaining serious challenge is institutional capacity of the Government and ministries to formulate integral state policy, and to develop a dialog with all branches of power, especially the VRU, concerning further comprehensive reform of public administration.

· The Government remains overloaded with property management issues and a large number of other non-specific functions. The fragmented nature of central executive bodies is strengthened as a result of an absence of the formed Governmental center, the status of individual legal entities assigned to each central executive body, and the ministries being overloaded with non-specific functions such as management of property objects.
Public administration reform is a precondition for success of other important reforms in Ukraine. Development of a system of governance capable of implementing systemic reforms in Ukraine and ensuring economic growth while observing principles of democracy, rule of law, protection of human rights and gender equality principles, inclusiveness and participation is another basic precondition for Ukraine’s success.

In 2016, based on the criteria developed of the OECD SIGMA program and set forth in the document called Public Administration Principles, in close cooperation between Ukrainian and European experts, the Strategy of Public Administration Reform in Ukraine for 2016-2020 (4) was developed and approved by the Government together with a detailed Action Plan, clear performance indicators, and calculation of implementation expenses.

On May 1, 2016 a new Law on Civil Service came in force that introduced mandatory competition for selection of civil servants. These documents laid a foundation for the first real attempt for an all-encompassing process of public administration reform in Ukraine. The Government confirmed its political will to develop a system of governance capable of implementing systemic reforms.
Good Governance
» Reform Progress in 2017

In 2017, the Government continued to implement the Strategy of Public Administration Reform in Ukraine in the following areas:

1. For ensuring a strategic approach and improving coordination in the sphere of public administration reform, the Coordination Council on Public Administration was created as well as a working group of state secretaries, and special structural units in the CMU Secretariat.

2. For the strategic planning purposes, formulation and coordination of policies, directorates for strategic planning and European integration were created in ten pilot ministries, and an online monitoring system of the status of implementation of the Government’s Action Plan was introduced; development of electronic interaction among executive bodies was continued.

3. In the sphere of civil service and human resource management, a system of performance indicators and evaluation of professional activities of civil servants was introduced, the procedure for selection of civil servants was improved, the Government approved the Concept of introduction of an information system of human resource management in state agencies (51) and the Concept of reform of the system of professional training for civil servants, heads of local state administrations, first deputy heads and deputy heads, local self-government officers, and local council members (50).

Requirements for new positions in civil service were strengthened, salaries were unified and increased, and the competition procedure was updated. All information about new vacancies in pilot state agencies and about the competition procedure is posted on a new modern portal for vacancies, career.gov.ua. For the first time, the portal offers a possibility to apply for a position online.

4. With regard to accountability and transparency of the system of executive bodies, comprehensive reorganization of ministries was launched and aimed at improving the process of governmental decision-making based on comprehensive policy analysis. In order to ensure a strategic approach to reforming ten pilot ministries, two agencies and the Secretariat of Cabinet of Ministers, 50 new directorates on policymaking and strategic planning were created.

5. In the sphere of provision of administrative services, a network of the centers for provision of administrative services (CPAS) was further developed, the procedure for service provision was improved, and transition to provision of e-services was continued.

6. The work on implementation of the Strategy of Public Finance Management System went on and was focused on mid-term budget planning, strategic planning and coordination of actions related to the state policy implementation.

In December 2017, the Government approved the comprehensive Concept for Optimization of the System of Central Executive Bodies (CEBs) (77), which sets forth the guiding principles of organization of activities of ministries and other central executive bodies. The Concept is aimed at strengthening the ministries’ institutional capacity for strategic planning and state policymaking based on thorough analysis, ensuring efficiency and effectiveness of activities of central executive bodies related to preparation and implementation of the key national reforms, approximation of organization of the system of such bodies to the European standards and best European practices.
» **Overview of the Status of Implementation of the Strategy and the Action Plan**

Compared to the previous year, the 2017 saw a significant acceleration of the Strategy implementation in terms of completion of tasks and performance indicators specified in the Strategy (detailed information about the status of implementation of the indicators can be seen in Appendix 3.4, and as to the status of implementation of the Action Plan – see Appendix 3.5).

According to the monitoring results, as of the end of 2017 there were 10 reform tasks (37%) that were implemented or are implemented according to the plan, 16 tasks are slightly delayed, whereas one task (4%) was not implemented. The Action Plan task №21- Establishment of a Clear Procedure for Directing and Coordinating Activities of Central Executive Bodies by the Cabinet of Ministers of Ukraine through Respective Ministers – was postponed till 2019 in order to enable concentration of the majority of resources and attention on reforming the ministries.

» **Status of the PAR Implementation**

- **Tasks | According to the Action Plan**

  ![Tasks Graph](image)

  - **According to the Action Plan**: 27 total tasks.
    - Was implemented or is implemented according to the plan: 10 tasks (33%)
    - Is implemented or a slight delay according to the plan: 16 tasks (63%)
    - Not implemented or a significant delay according to the plan: 1 task (4%)

- **Activities | According to the Action Plan**

  ![Activities Graph](image)

  - **According to the Action Plan**: 157 total activities.
    - Was implemented or is implemented according to the plan: 86 activities (55%)
    - Is implemented or a slight delay according to the plan: 49 activities (31%)
    - Not implemented or a significant delay according to the plan: 22 activities (14%)

- **Implementation indicators | According to Annex 2 of the Strategy**

  ![Implementation indicators Graph](image)

  - **According to Annex 2 of the Strategy**: 55 total indicators.
    - Was implemented or is implemented according to the plan: 29 indicators (53%)
    - Is implemented or a slight delay according to the plan: 9 indicators (16%)
    - Not implemented or a significant delay according to the plan: 17 indicators (31%)
The highest percentage of completed Action Plan tasks can be seen in the Area of Provision of Administrative Services – 5 out of 6 tasks are implemented in accordance with the timelines specified in the Plan. Implementation of the Task №27 – Ensuring Open Data Development – is even significantly ahead of the deadlines and indicators specified by the Plan.

In 2017, the Strategy implementation indicators set forth in Annex 2 of the Strategy were evaluated for the first time. More than a half of the indicators (53% - 29 indicators) were achieved, which is a nice example of coordinated work on the Strategy implementation. However, one third of the indicators (31% - 17 indicators) was either not achieved or information is absent.

In total, data are absent for 9 indicators for evaluation of their implementation. These indicators need to be revised next year, since at the present stage the level of statistical and analytical information available in the state agencies does not make it possible to evaluate their implementation. For instance, for Indicator 23.3. The amount of saved time and funds of physical and legal entities during provision of 15 administrative services that are in highest demand among citizens and important for entrepreneurial activities, there are no data either in public or in private sectors while their collection and analysis require significant resources and development of separate methodology.

### Strategy implementation

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<td>-</td>
<td>6</td>
</tr>
<tr>
<td>Strategic planning, policy development and coordination</td>
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<td>4</td>
<td>-</td>
<td>5</td>
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<td>Public service and human resource management</td>
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<td>-</td>
<td>8</td>
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<tr>
<td>Accountability</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Provision of administrative services</td>
<td>5</td>
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<td>-</td>
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<tr>
<td>Total</td>
<td>10</td>
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<td>Strategic planning, policy development and coordination</td>
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<td>Provision of administrative services</td>
<td>9</td>
<td>2</td>
<td>5</td>
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<tr>
<td>Total</td>
<td>29</td>
<td>9</td>
<td>17</td>
<td>55</td>
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Ukraine in the key international ratings of public administration effectiveness

- Transparency of government policymaking (GCI WEF)
- Governance (Prosperity Index)
- Public-sector performance (GCI WEF)
- Public Institutions (GCI WEF)
- Government Effectiveness (World Bank)

This report outlines the key achievements in implementing public reform in each of the aforementioned areas, problems emerging in the course of reform, and the follow-up steps aimed at facilitating further reform implementation in its full scope.
» "Ukraine is reforming the public administration system in accordance with the EU principles"

Powerful political leadership and efficient coordination at the top level is a precondition for the successful public administration reform. An important factor – as for any other reform – is sufficient financial and human resources, a coordinated approach, and appropriate communication with all stakeholders.

In 2017, political leaders of the Government paid significant attention to the public administration reform. The Coordination Council on Public Administration and the institution of state secretaries became effective reform instruments. Considerable support for this effort was provided by civil society and international institutions.

» Reform Coordination and Monitoring System

Political coordination and institutional capacity are decisive for successful planning and implementation of comprehensive public administration reform. This is an inter-sectoral reform, and its implementation requires a comprehensive and coordinated approach, ensuring open, systematic and consistent communication about the reform progress.

In order to ensure successful reform implementation during the period ending 2020, it is important to carry out general evaluation of the situation with public administration. In December 2017, the OECD SIGMA program started comprehensive assessment of the situation with the public administration system in Ukraine. In July 2018, SIGMA will present the report on the situation with the public administration system and offer recommendations on updating the Public Administration Reform Strategy.

In order to coordinate implementation of the public administration reform, in May 2016 the Cabinet of Ministers of Ukraine established the PAR Coordination Council (2). In 2017, the Government revised the membership of the PAR Coordination Council, and appointed the Minister of the Cabinet of Ministers of Ukraine, Oleksandr Saienko, as the Chair of the Council (3).

In 2017, the Coordination Council had five meetings, based on the recommendations of which 14 decisions of the Cabinet of Ministers were adopted.
According to a decision of the Coordination Council, a special working group was created comprising of officials from the top civil service level, which is chaired by the State Secretary of the Cabinet of Ministers and responsible for ensuring implementation of the PAR.

On October 11, 2017 amendments to the Action Plan for Implementation of the PAR Strategy were approved (7), which regularized the list of responsible departments and timelines for implementation of certain activities under the Strategy, yet they did not change the goals, key tasks and approaches to the reform specified in the Strategy.

In order to ensure implementation of the Coordination Council’s decision, working groups were created on developing a comprehensive system of salaries for civil servants starting 2019, and drafting a law on the administrative procedure. These groups are headed by members of the Coordination Council – the first deputy ministers of social policy and justice.

For increasing to capacity to implement the public administration reform, the Cabinet of Ministers by its resolution (38) created, among others:

- Directorate for Coordination of State Policies and Strategic Planning with overall staff of 38 employees (as of February 28, 2018 six persons were appointed)
- Directorate of Public Administration with overall staff of 34 employees (as of February 28, 2018 nine persons were appointed).

In 2018, the process of competitive selection of candidates for the reform staff positions in the newly created directorates will be continued.

An important role in the PAR coordination is played by the CMU’s Reforms Delivery Office that was created* in 2016 for ensuring a proper level of organization and coordination of the reform implementation process, namely planning respective activities, monitoring and analysis of the implementation status.

The Government pays great attention to cooperation with the key international projects and Ukrainian experts. The European Union sets a special value on the PAR and supports Ukraine through a number of technical assistance projects. More than 20 respective institutions have joined and continue to join, among others there are Nova Kraina, Reanimation Package of Reforms, the Center for Economic Strategy, CPLR, International Renaissance Foundation, Association4U, BRDO, EDGE and others.

In 2017, improvement of the system of monitoring implementation of the public administration reform continued on the basis of the Microsoft SharePoint platform. According to a decision of the Coordination Council, an interdepartmental system was introduced for monitoring fulfilment of the Action Plan of implementation of the Strategy. This enables to enter and monitor data promptly regarding step-by-step implementation of the PAR Strategy.

* The CMU’s Reforms Delivery Office is funded by Ukraine Stabilization and Sustainable Growth Multi-Donor Account established by the EBRD in November 2014. It was created by Denmark, Finland, France, Germany, Italy, Japan, the Netherlands, Poland, Sweden, Switzerland, Great Britain, US, the EU being the largest donor.
» Monitoring System

- offers a possibility for state agencies to report online
- has a two-layer online check (by employees of specialized departments of the CMU Secretariat, and by the experts of the CMU’s Reforms Delivery Office)
- contains options for preparing analytical data broken down by tasks, responsible state authorities, and responsible persons – Power BI
- for each task, responsible persons have to submit supporting documents (resolutions, drafts, etc.)
As of today, the monitoring system has been introduced in the CMU Secretariat and is ready for test connection in the ministries, NACS and the State Agency for E-Governance. For civil servants in the ministries responsible for monitoring the Strategy implementation, SIGMA program delivered seminars on monitoring and reporting on implementation of the public administration reform.

PAR Coordination System

Cabinet of Ministers of Ukraine

Coordination Council on PAR

Special Working Group at the level of state secretaries

Public Administration Directorate of the CMU Secretariat

Directorate for Coordination of State Policies and Strategic Planning of the CMU Secretariat

CMU’s Reforms Delivery Office

Ministries

Agencies

Civil society experts

International projects

Working Groups

Working Groups
Ensuring Reform Financing

Implementation of the public administration reform is financed under a separate national budget program, Support for Implementation of Comprehensive Public Administration Reform. In 2017, 300 million hryvnias were allocated for the reform implementation, which were distributed in accordance with the CMU Resolution (42). Funds were used to pay salaries and to create modern working places for new specialists who were selected in 2017 and will be selected in 2018. Funds were furthermore distributed among 13 state agencies that were implementing the reform in 2017 and will continue to work in the current year. In 2018, it is planned to allocate 1.5 billion hryvnias from the state budget for comprehensive PAR implementation.

According to the Agreement on Financing Public Administration Reform signed with the EU on December 19, 2016 irrevocable financial assistance will be provided to Ukraine in the amount of 104 million Euros (90 million as sectoral budget support and 14 million as technical assistance) during five years. The first financial assistance installment totaling 10 million Euros was received in May 2017. The main precondition for provision thereof was approval of the Strategy of Public Administration Reform in Ukraine for 2016-2020, adoption of the new Law of Ukraine on Civil Service, and the Concept of introduction of reform staff positions (48). The funds are transferred to the Ukrainian budget.

The Agreement on the EU Budget Support does not specify the purposes, for which the funds are used, and respective decisions have to be made by the Ukrainian Government.

EU financial support for public administration reform, mln EUR*

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>2017</td>
<td>10</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

* Tentative schedule of budget support in accordance with the Agreement on Financing as of December 19, 2016

5 years 90 mln EUR
Budget Program, mln UAH

- Allocated for the reform implementation
  - 300
  - 2017
  - 1500
  - 2018
  - Planned for comprehensive implementation of the Public Administration Reform

Communication Support of Reform

Open and transparent bilateral communications on the public administration reform are a guarantee of successful reform implementation. In 2017, a systematic intensive process of communication on the public administration reform began with all stakeholders in the following areas:

1. Development of the communication strategy and a creative platform for the public administration reform within the framework of the Strategy of Public Administration Reform till 2020

2. Increased level of provision of information to the key stakeholders about the goals, tasks and stages of implementation of the public administration reform

3. Improved level of coverage of the public administration reform in the national media

4. Launch of an official page of the Public Administration Reform in Facebook, and publication of information about the public administration reform on a new portal, career.gov.ua

5. Involvement of the key stakeholders for discussion and development of the reform implementation areas in the form of dialog activities, such as conferences and strategic sessions

6. Implementation of the communication campaign, New Civil Service. Lead the Changes, for involving the best professionals in competitions for new civil service positions

In order to increase the level of provision of information about the public administration reform, more than 50 information materials were published about the public administration reform, including interviews with political leaders, articles by the key reform developers, and experts’ columns.
In order to involve the key stakeholders and increase the level of provision of information to the public, numerous events were organized:

1. Round table for discussion of the public administration reform within the framework of the Midterm Action Plan of the Government till 2020 was organized and attended by the Prime Minister of Ukraine, representatives of the Government, ministries and other CEBs, civil society organizations, and international experts (January 25, 2017).

2. Strategic session in the world café format, Public Administration Reform: Reloading. Upon the Government’s initiative, more than 100 representatives of civil society organizations, business environment, state authorities and international community were looking for answers to challenges faced on the way to successful implementation of the public administration reform. The event was opened by the Prime Minister of Ukraine (March 3, 2017).

3. Discussion panel, Efficient Governance, during the first International Conference on Reform in Ukraine held in London (July 6, 2017).


5. International Conference, Public Administration Reform in Ukraine: Evaluation of State of Play, Achievements and Challenges, organized by the European Commission and the OEC/P / SIGMA program jointly with the Secretariat of the Cabinet of Ministers of Ukraine, NACS, and the Center for Adaptation of Civil Service to the European Union Standards. The event was attended by the Prime Minister of Ukraine, representatives of the Government, international organizations, and expert community (November 16, 2017).

6. A final conference, Public Administration Reform. The Conference was attended representatives of the Government, ministries, newly appointed reform specialists, Ukrainian and international experts (December 18, 2017).

In June 2017, EU project Support to Strategic Communication and Awareness Raising on Ukraine’s Public Administration Reform joined the process of communication support for the reform. Together with representatives of the CMU Secretariat, CMU’s Reforms Delivery Office, NACS, Ukrainian and international experts, a communication campaign plan was developed called New Civil Service. Become the Change Leader. The main goals of the communication campaign include better provision of information to the population and key stakeholders about the public administration reform, development of an image of the state as a competitive employer, involvement of the best professionals.

Within the framework of the communication campaign, New Civil Service. Lead the Changes, representatives of the CMU Secretariat, the CMU’s Reforms Delivery Office and ministries were talking about the PAR during the following meetings:

1. with students of the EU Study Days Forum (September 28-29)

2. with students and alumni of Kyiv School of Economics (KSE) (November 2) and Kyiv Mohyla Business School (KMBS) (December 11)

3. within the framework of the Forum on Organizational Development of Civil Society (November 16-17)

4. with Association of Alumni of the Parliamentary and CEB Internship Program, League of Interns (November 21)

5. with students of the Open University of Reforms (November 2017).
**Communication Support of Reform**

- **>50** Interviews and publications in the media
- **6** large-scale events
- **1,5 mln** audience coverage

With the EU support, the communication campaign will continue in 2018.

In 2017, development of the PAR communication strategy till 2020 started. For the purposes of branding of the public administration reform, an advertising agency was involved that will develop visual components of the PAR (logo, slogan, corporate style, etc.). The communication strategy and the brand of the reform will become the basis for further PAR communication, and facilitate better knowledge, positive attitude and support for the reform with a focus on comprehensive reform of public administration, achievements, and expected changes.

More details about communication and provision of information about vacancies of reform staff positions can be found in Section 2.3. Public Administration and Human Resource Management, Implementation of the Concept of Reform Staff Positions.
Implementation Challenges and Risks

- At the same time, a serious challenge for the public administration reform is the weak Governmental center. In the OSCD countries, Government Secretariats are, as a rule, also ministries of prime ministers, and they play a leading role in implementing comprehensive reforms encompassing interests of various ministries. In Ukraine, the Secretariat of the Cabinet of Ministers of Ukraine (SCMU) predominantly performs the functions of support and expert analysis, and it has no right to develop and submit draft normative legal acts to the Government for examination. As a result, the Secretariat de facto coordinates the public administration reform, but de jure it submits respective draft documents through ministries.

- All issues related to regulation of public administration are regulated in a fragmented manner by different ministries and agencies. This violates integrity of the approach, and blurs leadership in the reform.

- Institutional weakness of central executive bodies, and in particular – of the Secretariat of the Cabinet of Ministers, with regard to the public administration reform and introduction of the European principles of public administration slows down the reform progress.

- A negative image of civil service in the society and lack of trust in public institutions are the most important challenges for the reform.

Plans and Approaches to Risks Mitigation

- In 2018, it is expected that newly established directorates of the ministries will become capable and will be able to draft high-quality governmental decisions and continue the reform. The SCMU directorates will provide coordination and methodological support.

- The first comprehensive evaluation of the situation with public administration in Ukraine will be conducted by the SIGMA/OECD program.

- A large-scale EU technical assistance project will be launched to support public administration reform, which will facilitate overall PAR coordination and provide assistance in drafting expert solutions in individual areas of the PAR.
2.2. Strategic Planning, Policymaking and Coordination

» Government’s Objective

is to introduce a transparent, inclusive and results-oriented system of state policy development and coordination and strategic planning of Government’s activities.

Such system should include strategic planning and monitoring, coordination of financial resources, and identify the tools for policy analysis and implementation.

The main tasks in this reform area include:

1. Increased strategic planning capacity of the Cabinet of Ministers of Ukraine
2. Improved strategic planning system, its monitoring and evaluation
3. Improved methodology of state policymaking, including assessment of the quality of norms-making
4. Introduction of an electronic system for documents management.

» Strategic Planning

In 2017, the Government together with the CMU’s Reforms Delivery Office approved the Midterm Priority Action Plan until 2020 (12), which defines the goal and objectives of Government’s activities. This plan became an important step towards systemic work on implementation of reforms.

In order to achieve the priority goal of the Government – ensuring improvement of living standards for citizens and a higher quality thereof as a result of sustainable economic development – a list of five criteria was identified:

1. Consistency. To select priority activity areas that have the most tangible impact on social and economic development of the country and will serve as a driving force for change in other areas
2. Feasibility. To identify achievable goals
3. Achievability. To identify clear mechanisms and stage of implementation
4. Easiness and transparency of evaluation of achieved goals. To identify clear and measurable evaluation criteria
5. Development continuity. To ensure connection between the launched reforms and strategic documents.

For each objective, the key priorities, performance indicators and achievements were identified for the period ending 2020.

Annual action plans of the Government for the Strategy implementation will be prepared for each priority area of activities.

» Strategic Planning for Efficient Governance

The first plan was approved by the Government together with the Midterm Plan in April 2017.

Due to such approach, consistency is ensured in the public administration reform as well as compliance between strategic and budget planning. Midterm planning also made it possible to identify priorities for the budget declaration that from 2018 has to be approved for the upcoming three years.
» **Interdepartmental Interaction and Electronic Document Management System**

Introduction of an electronic document management system is aimed at optimizing and increasing efficiency of executive bodies through electronic interdepartmental interaction and electronic document management.

The Concept of E-Governance Development in Ukraine that was approved by the Government in September 2017 (83) has to ensure modernization of public administration and optimization of administrative processes in the state agencies using modern communication and information technologies.

For the purposes of preparation for the transfer of normative legal acts drafting into an electronic form, a resolution of the Cabinet of Ministers was approved, Some Aspects of Drafting Legislative Acts in Electronic Form (11), and the process of software development is in progress.

For supporting introduction of electronic document management systems, it is planned to allocate financing from the State Budget. In 2016, for the purposes of administering and ensuring functioning of the system of electronic interaction of central executive bodies, 1 810 000 hryvnias were spent; in 2017 for the purposes of administering and ensuring functioning of the system of electronic interaction of central executive bodies, 63 800 000 hryvnias were allocated.

As of the moment of preparation of this report, all central executive bodies have been integrated into the electronic document management system and exchange information of current document in an electronic form in more than 80% cases. Within the framework of the public administration reform, seven ministries, the SCMU and the State Agency on Electronic Governance completed procurement of electronic document management system (EDMS), three ministries and the National Agency on Civil Service are planning to complete the EDMS implementation in 2018. Every day, central executive bodies send more than 5 000 documents in an electronic form.

All oblast state administration exchange documents in an electronic form and are integrated into the electronic interaction system. Connection of town councils in the towns with oblast subordination to the system of electronic interaction of CEBs was launched.

» **Interdepartmental interaction and electronic document management system**

- **System for electronic interaction of CEBs**
  - **CEB 1**
    - Electronic document management system (EDMS)
    - 80% state authorities connected
  - **CEB**
    - Electronic document management system (EDMS)
  - **CEB 2**

* The system for electronic interaction of CEBs was designed for computerization of processes of creating, sending, transmitting, receiving, processing, using, storing, and destroying electronic documents and copies of paper documents in an electronic form with an electronic digital signature, which do not contain limited access information, and for control of implementation of acts, protocol decisions of the Cabinet of Ministers of Ukraine as well as other documents.*
Implementation Challenges and Risks

- Absence of unified approaches in the ministries to identifying their strategic priorities. Lack of coordination in time and format between strategic and budget planning, which results in non-optimal planning of resources and decreases efficiency of the Government’s work.

- A large number and diversity of action plans that are legally equal in terms of importance and require simultaneous implementation.

- Insufficient attention from individual CEBs for all activities related to implementation of the Association Agreement.

- Absence of adequate powers and authorities of the Secretariat of the Cabinet of Ministers for comprehensive coordination and formulation of strategic priorities of the Government.

Plans and Approaches to Risks Mitigation

- Strengthening capacity of ministries for efficient planning and rational calculation of resources necessary for implementation of strategic planning activities as well as coordination of activities related to the European integration. Strategic planning and European integration directorates created in 10 ministries will ensure formulation of policies and their compliance with goals and priorities identified in the Government’s Program of Action, priority action plan, and provisions of the Association Agreement.

- Coordination and integration of action plans of the Government and ministries through revision of the architecture of strategic documents. It is planned to develop a number of methodological instruments and uniform approaches to strategic planning, impact evaluation, develop key state policy documents and evaluation of the cost of implementation of strategic plans.

- Introduction of necessary amendments to the CMU’s Rules of Procedure in order to increase the quality of preparation and adoption of governmental decisions.
2.3. Civil Service and Human Resource Management

Professional civil service that enjoys public trust is the key element of good governance. Political neutrality of civil servants will be the result of implementation of the new Law of Ukraine on Civil Service. Introduction of the institution of state secretaries, new approaches to personnel management, and new culture of civil service are important elements of the reform.

» Government’s Objective

is to create professional civil service institution, to introduce modern instruments of human resource management in civil service, and to ensure its efficiency.

The main reforms tasks are:

・ to ensure equal access of citizens to civil service by means of an open competition for vacant positions

・ to form an efficient system of human resource management in civil service

・ to increase the quality of professional training of civil servants, to bring training programs in compliance with contemporary needs of public administration

・ to establish fair and transparent salaries.

» Reform of Human Resource Management and Improvement of Legislation on Civil Service

Pursuant to the Action Plan for Implementation of the Strategy of Public Administration Reform, the National Agency of Ukraine on Civil Service (NACS) organized drafting and adopting bylaws specified in the Law of Ukraine on Civil Service. In total, 41 bylaws were adopted, including 24 resolutions, one executive order of the Cabinet of Ministers, and 16 orders that were registered with the Ministry of Justice. Among the most important documents, one can name the following:

・ Regulations on Commission for Senior Civil Service (16)

・ Procedure on Conducting Competition for Civil Service Positions (17), as amended (39)
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- Procedure on Conducting Competition for Civil Service Positions (17), as amended (39)
- Standard Requirements for Persons Applying for Category A Positions in Civil Service
- Procedure on Setting Special Requirements for Persons Applying for Categories B and C Positions in Civil Service (57)
- Procedure on Attestation of Persons Applying for Civil Service Positions Regarding Good Command of Official Language (36)
- Standard Regulations on Evaluation of Results of Official Duties of Civil Servants
- Standard Regulations on Personnel Management Service of State Agency
- Issues pertaining to salaries of civil servants

Law of Ukraine on Civil Service

Accountability

Accessibility

Efficiency

16 orders
24 resolution
1 executive order
The NACS developed Methodological Recommendations on identifying key indicators for assessing performance, efficiency and quality of official duties of civil servants, holding Category B and C positions in civil service (68), and drafted laws of Ukraine on Amending Some Laws of Ukraine in View of Adoption of the Law of Ukraine on Civil Service (reg. № 4526-д), On Amending the Customs Code of Ukraine (reg. № 4534) and On Amending the Tax Code of Ukraine (reg. № 4635), which were approved at a meeting of the Cabinet of Ministers on March 25, 2016 and submitted to the Parliament for consideration. A draft law On Amending the Law of Ukraine on Civil Service (clarifying certain provisions) (reg. № 6227) has been in the Verkhovna Rada since March 23, 2017.

On February 9, 2017 the Verkhovna Rada adopted in the second and the final reading a new Law of Ukraine on Service in Local Self-Government Bodies aimed at developing new and high-quality European service. The President of Ukraine returned the Law for finalization. The VRU Committee on State Building, Regional Policy and Local Self-Government discussed new wording of the Law and recommended the parliament should adopt the finalized law as a whole. It is expected that the Law will be discussed at one of the plenary sessions of the Verkhovna Rada.

Law of Ukraine № 2190-VIII On Amending Certain Laws of Ukraine Regarding Individual Aspects of Civil Service that was adopted by the VRU on November 9, 2017. The law brings individual provisions of the Laws of Ukraine On Local State Administrations, On Central Executive Bodies, On the Cabinet of Ministers of Ukraine, and On Civil Service in compliance with Articles 106, 116 and 118 of the Constitution of Ukraine. Adoption of this Law will ensure elimination of discrepancies in the procedure for adoption and dismissal of heads and deputy heads of local state administrations as well as heads of central executive bodies not belonging to the Cabinet of Ministers.

In June 2016, a Commission for Senior Civil Service was created and started its work; the Commission consists of 11 members, including seven representatives of all branches of power in Ukraine, and four representatives of civil society associations, scientific and educational institutions (Regulations on the Commission was approved by the CMU (16)). The main goal of activities of the Commission is to facilitate formation of professional and qualified senior civil service by means of competitive selection for respective positions.

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Commission for Senior Civil Service, 11 members
In 2017, the Commission composition was changed. In April, pursuant to the CMU executive order (16-1), membership of the Head of State Judicial Administration of Ukraine, Mr. Zenovii Kholodniuk, was terminated for ensuring compliance with the Law of Ukraine on the High Council of Justice. In November, pursuant to the CMU executive order, membership of Mr. Volodymyr Kuprii was terminated in view of his appointment as the First Deputy Head of the NACS, and of Mr. Artem Yanchuk who was appointed the state secretary of the Ministry of Health Care.

In 2016-2017, the Commission for Senior Civil Service held 57 meetings and 208 competitions for Category A positions in civil service, including state secretaries of ministries, heads of oblast and raion state administrations, heads and deputy heads of central executive bodies. Winners of 152 competitions were selected on the basis of 69 competitions; and 137 winners of these competitions were appointed.

Statistics of competitions for Category A positions

- **57 meetings**
  - **5 winners**
  - **5 competitions**
- **208 competitions**
  - **37 winners**
  - **30 competitions**
- **131 competitions**
  - **85 winners**
  - **42 competitions**
- **5 competitions**
  - **5 winners**
  - **25 winners**

- **State secretary (deputies)**
- **Heads, deputy heads of CEBs and others**
- **Heads of Oblast State Administrations**
- **Heads of Raion State Administrations**
Information about announcing competitions for civil service vacancies and the results of conducted competitions are posted on the NACS website. The number of applicants for the competition totals 1,732.

The Government appointed 17 state secretaries of ministries, the State Secretary of the Cabinet of Ministers of Ukraine, and four deputy secretaries. There are two women among the state secretaries. As of January 12, 2018, 90% positions of state secretaries were filled.

For civil service positions in the CEBs (heads, first deputy heads, and deputy heads of CEBs, heads of secretariats, state secretaries, deputy state secretaries), 35 persons were appointed, more specifically – five women and 30 men.

75 persons were appointed to the positions of heads of raion state administrations (RSAs), including 17 women and 58 men.

Based on the results of the conducted competitions for vacant civil service positions of Category A in 2017, women held 23% of such positions. Compared to 2016, this indicator remained almost the same (22%). One of nine positions of the state secretaries is held by women, which makes 11%. This share demonstrate only partial improvement compared to 2016, when the number of women in Category A positions totaled 7.6%.

The indicator for the heads and first deputy heads of CEBs is almost the same as the overall statistics for Category A positions, and totals 21% both in 2016 and in 2017. The best gender indicator can be seen at the level of the heads of local state administrations, where 18 women hold the respective position out of the total number of 70 individuals (25.7%).

However, although the general trend is slightly improving compared to 2016, the gender balance has not yet been achieved at the level of the top category of officers.

**Competitions for Vacant Positions**

<table>
<thead>
<tr>
<th>Competitions for Civil Service Positions of Categories B and C in Ukraine</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of conducted competition</strong></td>
</tr>
<tr>
<td>62006</td>
</tr>
</tbody>
</table>
The NACS approved the Standard Provisions on Personnel Management Service (52). Among other things, these Provisions include a new list of powers and authorities of the Personnel Management Service:

- organization of work on developing the structure of a state agency
- participation in developing draft normative legal acts related to personnel management, labor relations, and civil service
- submission to the head of civil service of proposals on improving personnel management and human resource management
- study of the personnel needs to fill in vacancies in the state agency and submission of respective proposals to the head of civil service
- development of special needs for individuals applying for civil service positions of Categories B and C
- organization of internal training for civil servants of the secretariat of a state agency
- planning of professional training for civil servants of a state agency
- analysis of quantitative and qualitative composition of civil servants.

The NACS established the General Department for Personnel Management in Civil Service (to ensure implementation of the Concept for introduction of the Reform Staff Positions). The main tasks of the General Department include:

1. ensuring formulation of state policy in the sphere of personnel management in civil service
2. monitoring and evaluation of the results of state policy implementation
3. normative and legal regulation in the sphere of human resource management in civil service.

In 2017, the NACS continued its work on legislative regulation of processes in the sphere of personnel management in civil service. A number of regulatory documents was developed and approved that made it possible to introduce systemic training and normalize approaches to evaluation of civil servants’ performance.

The Standard Procedure for Evaluation of Performance of Civil Servants (40) developed by the NACS specifies the procedure for evaluation of the results of performance of official duties by civil servants holding civil service positions of Categories A, B and C. The goal of such evaluation is objective assessment of the quality of performance by a civil servant of the specified tasks as well as decision-making on paying bonuses, professional career planning, and identifying the need for professional training.

In order to ensure support for the public administration reform, sharing the best practices of personnel management in state agencies, and developing practical recommendations, the Human Resource Management Council was created in the NACS (69), members of which will be heads of personnel management units of central executive bodies.

The NACS prepared the Concept of reforming professional training for civil service, heads, first deputy heads and deputy heads of local state administrations, local self-government offices, and local council members, which was approved by the executive order of the Cabinet of Ministers (50). The principal novelties of the Concept:

1. It is set forth that the requesters of educational services related to increasing the level of professionalism of officers of local self-government and local council
members are associations of local self-government bodies and political parties receiving state financing.

2. A new type of in-service training is introduced – training under accredited programs of educational services providers that have licenses for carrying out respective activities.

3. Accreditation procedure is envisaged for in-service training programs as well as licensing of educational activities in the in-service training sphere for educational services providers of various forms of ownership.

4. The Concept introduces new mechanisms of financing of the professional training system:
   - annual allocation of minimum 2% of the salary fund for training of civil servants
   - introduction of financing of in-service training for local council members from local budgets
   - obligation of political parties receiving state financing to allocate part of expenses from such financing for professional training of local council members elected from such political parties.

5. The Concept places special emphasis on ensuring continuity, mandatory nature and planning of professional training through diversification of types, forms, and timelines of in-service training for respective categories of individuals.

The Resolution of the Cabinet of Ministers (37) approves an individual program of increasing the level of professional competence of a civil service.

» Implementation of the Concept of Reform Staff Positions

In 2017, the Government implemented a pilot project on involving reform specialists in civil service.

In order to achieve the goals of the Strategy of Public Administration Reform, the NACS developed the Concept for Introduction of Reform Staff Positions that was approved by an executive order of the Cabinet of Ministers of Ukraine (45).

For creating the necessary instruments for the Concept implementation (49), four draft acts of the Government were developed and adopted on August 18, 2017 namely:

- An executive order of the Cabinet of Ministers of Ukraine amends the Concept for Introduction of Reform Staff Positions (49) updating the provisions of the Concept in the part related to activities and timelines for their implementation, responsible individuals.

- A resolution of the Cabinet of Ministers of Ukraine on Some Aspects of Regulating the Structure of the Secretariat of the Cabinet of Ministers of Ukraine, Secretariats of Ministries, and Other Central Executive Bodies (70) provides for establishment of directorates. Standard provisions were approved for the new structures.

- Reform staff positions were identified: general director, head of the expert group, and the state expert. Their salaries are regulated by the Resolution of the Government (70-1), which introduces respective amendments to the Resolution of the Cabinet of Ministers of Ukraine № 15 dd. January 18, 2017.

The payroll was updated for civil service positions with regard to the salary groups taking into consideration of jurisdiction of state authorities in 2017 for the
following positions: general director of the directorate; head of the expert group of the directorate; state expert, and state expert of the directorate.

The amount and procedure for calculating a monthly salary increment was identified for performance of especially important work for the reform staff positions, and the possibility of simultaneous calculation of duplicating salary increments was eliminated.

- The resolution of the Cabinet of Ministers of Ukraine on Amending Procedure for Conducting Competition for Vacant Positions in Civil Service (39) defines special professional requirements and levels of competencies as well as specific features for of the completion for vacant reform staff positions.

### Stages of Competition for Vacant Reform Staff Positions

1. **Submission and examination of documents**
   - You can submit documents online on career.gov.ua, by mail or in person. Not later than three days after submission of documents, you will be informed on the results of examination thereof

2. **Analytical capacity test**
   - The test is aimed at checking the candidate’s ability to work with information, make abstract assessment, numerical or verbal thinking – depending on vacancy requirements

3. **Situational tasks**
   - Solving situational tasks makes it possible to determine the level of professional competence

4. **Test of knowledge of Ukrainian legislation**
   - A list of questions related to knowledge of legislation is approved by the NACS and posted for preliminary information on the NACS website

5. **Interview**
   - Candidates with the highest rating are invited for an interview

6. **Selecting the winner**
   - The competition results are announced not later than 45 days after vacancy publication
NECS organized development and adoption of normative legal acts aimed at ensuring implementation of provisions of the aforementioned resolution. To this end, the following documents were approved:

- a recommended list of personnel management experts (70)
- standard tasks for checking professional knowledge (71)
- a list of tasks for checking competencies (72).

» **Requirements for Professional Competencies**

<table>
<thead>
<tr>
<th>General Director</th>
<th>Head of expert group</th>
<th>State expert</th>
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<tbody>
<tr>
<td>Strategic vision</td>
<td>Conceptual and innovative thinking</td>
<td>Efficiency of analysis and conclusions</td>
</tr>
<tr>
<td>Implementation of changes</td>
<td>Management of organization of work</td>
<td>Team work</td>
</tr>
<tr>
<td>Efficient decision-making</td>
<td>Personnel management</td>
<td>Communication and interaction</td>
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<tr>
<td>Leadership</td>
<td>Communication and interaction</td>
<td>Achieving results</td>
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<td>Communication and interaction</td>
<td>Achieving results</td>
<td>Stress resistance</td>
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<td>Achieving results</td>
<td>Stress resistance</td>
<td>Analytical abilities</td>
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<tr>
<td>Stress resistance</td>
<td>Analytical abilities</td>
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</tbody>
</table>
NACS prepared the Methodological Recommendations on identifying tasks and key performance indicators for a general director during the trial period (73).


» About career.gov.ua

The newly created modern portal for vacancies, career.gov.ua, offered a possibility for candidates to submit applications and documents online. The launch of the portal was accompanied by active communication related to searching for and involving specialists from the private sector, civil society organizations having international diplomas and experience of working abroad.

» All results are officially published on the portal

» An information line was launched for supporting candidates: by phone and e-mail

<table>
<thead>
<tr>
<th>Website traffic, users:</th>
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<tbody>
<tr>
<td>monthly</td>
<td>42 000</td>
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<tr>
<td>weekly</td>
<td>13 000</td>
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<tr>
<td>daily</td>
<td>2 500</td>
</tr>
<tr>
<td>total user profiles</td>
<td>7 576</td>
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</tbody>
</table>
The portal career.gov.ua collects information about the reform, competitive selection progress, news, and RSPs vacancies. To ensure efficient and prompt process of evaluation of competencies of the candidates for RSP positions, there is a test platform when one can go through five types of testing, namely:

- test of the knowledge of legislation
- test of the candidate’s ability to work with abstract information
- test of the candidate’s ability to work with numeric information
- test of the candidate’s ability to work with text information
- questionnaire to determine the candidate’s motivation.

For popularization of the RSP vacancies, an online marketing approach was used that included posting advertisement in social media, including the PAR page in Facebook, and contextual advertising in the Internet search engines. In November-December 2017, more than 1.5 million individuals were covered. In the course of this work, the following activities were implemented:

- contextual-media network, namely banner advertising – 934 594 views
- remarketing – visitors returning to the website career.gov.ua after the previous visit – 119 043 views
- promoting posts on Facebook – 266 646 views.

Important channels for informing potential candidates about the vacant reform staff positions were the largest job search portals in Ukraine – HH.ua, work.ua, rabota.ua as well as the key mass media and information resources, FB-pages. During the period of cooperation, more than 340 vacancies were posted, and there was a large number of visits to the website, career.gov.ua for further participation in the competition.

In addition to posting vacancies on these resources, branded reform pages were published, and logos and banner advertising on the main pages of websites were used.

For informing the target audience, namely young specialists, about competitions for new positions in civil service, the PAR communication team participated in three jobs fairs – KyivPost Employment Fair for business audience and students of leading universities; Career Factory for students of the Kyiv National University named after Taras Shevchenko; and Innovation Market Forum for representatives of creative industries and graduates of universities specializing in innovations. In order to attract potential candidates for new positions in ministries, within the framework of work with business associations, alumni associations and business schools a number of presentations and meetings were conducted in August-December.

Announcements of competitions were published on FB-pages of associations and sent to online mailing lists. More than 1 500 posters and information brochures with information about vacant reform staff positions and about the new portal of vacancies, career.gov.ua were handed out in universities, ministries, and state administrations in the regions.

In order to ensure transparency of the process of selecting candidates for the RSP positions, on October 23 an information line was launched for supporting the website of state vacancies, www.career.gov.ua. The information line consultants provide prompt and complete information to requests received on phone and e-mail from the website, career.gov.ua. The hotline managers maintain permanent contact with ministries, and help to create a positive image for the selection process. During the first three months of the hotline work, more than 2 000 requests were processed.
Popularization of RSPs Vacancies and Coverage

Online marketing
Coverage of the audience of over 1.5 million persons

Publication of information about vacancies
on HH.ua, work.ua, rabota.ua, in the mass media and social media

Participation in jobs fairs and forums

More than 10 meetings
with business associations, alumni associations, and business schools

More than 1 500 posters and information brochures were circulated

Information line for candidates for RSP positions
2 000 requests
The reform caused significant response in the society. An average number of candidates applying for a vacancy in the renovated civil service is 29 individuals per one vacancy.

The most popular among the applicants were positions in the Secretariat of the Cabinet of Ministers, Ministry of Regional Development, Construction, Housing and Municipal Economy, Ministry of Justice, Ministry of Education and Science. The share of documents submitted to these ministries totals almost 70% of all applications for vacancies of reform specialists.

In new general directorates, there are specialists who studied in leading foreign universities of the EU, US, Great Britain, and worked in the United States, Canada, EU member states, namely in think tanks and investment companies, in international projects and organizations, members of special committees of the Council of Europe, etc.

Among general directors, there are alumni of the John F. Kennedy School of Government at Harvard University (USA), Pardee RAND school (USA), Robert Wagner School of Public Administration, New York University (USA), the Jean Moulin University Lyon 3 (France), Queen Mary University (United Kingdom), Maastricht University (the Netherlands), educational and professional programs in Germany, Czech Republic, Poland, USA, Canada, and Turkey. The heads of new directorates are specialists who were co-founders and managers of well-known Ukrainian civil society organizations and charity funds, Tebletochki, Charity Social and Rehabilitation Center for Children with Serious Development Disorders Rodyna, public project Factcheck-Ukraine, civil society organization National Anticorruption Platform, and others.
» **Statistics of Competitions for Reforms Staff Positions**

As of December 31, 2017 the number of conducted competitions totaled 367. 9,799 persons took part in the competitions, 77 out of them were appointed reform staff specialists.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Candidates admitted for participation</td>
<td>9,696</td>
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<tr>
<td>All vacancies</td>
<td>473</td>
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<tr>
<td>Opened vacancies</td>
<td>139</td>
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<tr>
<td>Closed vacancies</td>
<td>334</td>
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</table>

NACS and experts of the European Union project, Support to Implementation of the Concept of Reform Staff Positions, conducted series of trainings for members of selection commissions for reform staff positions. More specifically, training was delivered for members of selection commissions of the NACS and the State Agency of Ukraine for E-Governance. Commission members studied such approaches for evaluation of candidates as a matrix for evaluation of requirements, behavior indicators, professional competencies, etc.

Furthermore, NACS and the All-Ukrainian Center for In-Service Training of Civil Servants and Local Self-Government Officers developed a program for in-service training that consists of two modules. The training program was developed and implemented with support of the European Union project, Association4You, and Kyiv School of Economics, involving international trainers. Trainings were attended by 93 participants, including 70 reform specialists, 23 members of selection commissions for reform specialists.

NACS and the Center for Adaptation of Civil Service to the European Union Standards in cooperation and support of Swiss-Ukrainian educational project, Development of Public Competencies in Ukraine, developed a manual called the Ministerial Directorate Agenda.

The manual offers practical advice for solving typical issues that reform specialists will encounter in their work.

**Reform of the System of Salaries and Optimization of the Number of Civil Servants**

In order to identify the optimal number of civil servants taking into consideration the functions and organizational structure of public administration bodies, in 2016 NACS launched a test version of the portal for automated collection of data on the number of civil servants (NCS) – ksds.nads.gov.ua. The online system for data collection is used in Ukraine for the first time, and it covers 898 state agencies (129 executive bodies and 769 judicial authorities). NACS identifies the actual number of civil servants on a quarterly basis by collecting reports of state agencies submitted in accordance with the NCS reporting template, Report on the Number of Civil Servants (66), and Guidelines on filling it out. Information about a decrease of the number of civil servants can be seen in Tables 3.1.1 and 3.1.2 in Appendix 3.1 to this report.

For ensuring implementation of the Law on Civil Service, in 2017 a salary increment for knowledge and use of a foreign language in work was eliminated as well as additional payment for a degree of a candidate or a doctor of science, and a salary increment for the "honorable" title. During the period ending 2020, official salaries should completely replace stimulating payments, and equal salary conditions should be introduced within one group of civil servants.

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As of the end of January 2018, as a result of competitive selection for reform staff positions, 139 individuals were appointed. Approximately 50 are waiting for appointment after completion of the special vetting process.

The majority of competitions will be held in the upcoming years.

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New Model of Salaries

- **Average Salary of a Leading Specialist in CEB, thousand hryvnias**

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<tbody>
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<td>3.6</td>
<td>7.0</td>
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<tr>
<td>Stimulating payments</td>
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<td>3.2</td>
<td>5.6</td>
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<td>2015</td>
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- **Average Salary of a Leading Specialist in LSA, thousand hryvnias**

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<tbody>
<tr>
<td>Basic payments</td>
<td>1.5</td>
<td>3.1</td>
<td>5.0</td>
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<tr>
<td>Stimulating payments</td>
<td>1.6</td>
<td>1.6</td>
<td>1.9</td>
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<td>2015</td>
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</table>
According to the data of independent research provided by the Center for Economic Strategy (CES), Reform of Civil Servants’ Salaries*, published in May 2017, Ukraine has a competitive level of salaries for civil servants at a local level. At the central level, especially in managerial positions, the amount of salaries in civil service is much lower than in the private sector.

» **Number of civil servants in different years, thousands**

```
   | 2015 | 2016 | 2017 |
---|------|------|------|
CEB | 295  | 268  | 242  |
```  

» **Average Salary of a Leading Specialist, thousand hryvnia**

```
   | 2015 | 2016 | 2017 |
---|------|------|------|
CEB | 4,4  | 6,8  | 12,6 |
МДА | 3,1  | 4,7  | 6,9  |
```  

* CES Analytical Notice, Reform of Civil Servants’ Salaries, May 2017
In 2017, the Government started implementation of the Uniform E-Governance Platform (e-governance). The unified communication platform for all governmental structures will provide a possibility for each civil servant to join the common system through his/her own cabinet of a civil servant using modern tools for work – Skype, mail, messenger, planning instruments in the single window, and have an access to normative legal base and other working documents.

The uniform platform will also provide an access to online-monitoring of implementation of the Public Administration Reform Strategy on the basis of SharePoint, with the help of which the Government will be able to promptly receive information about the reform status (more details in Section 4.1 of this Report).

For the state to become a competitive employer able to attract the best specialists, a new comprehensive system of salaries for 2019 is being developed. The tasks of the new system will be bringing civil servants’ salaries in compliance with the norms of the Law of Ukraine on Civil Service.

In order to ensure efficient human resource management in the civil service sphere, control employment in civil service, facilitate transparency of personnel expenses, the Concept for Implementation of an Information System of Human Resource Management in State Agencies was developed and the plan of action for implementation thereof, which were adopted by an executive order of the Cabinet of Ministers (51). The Concept identifies the areas, mechanisms and timelines for implementation of the Human Resource Management Information System (HRMIS) in state agencies.

The system is aimed at improving the human resource management in the system of public administration taking into consideration the length of public service. The system will include functions for recruitment, reporting on the course of professional career, and calculation of salaries.
With support from the European Union and the World Bank, Ukraine joined the Strengthening Public Resource Management Project. The NACS project group with the World Bank’s support carries out preparation and analytical work on implementing the human resource management information system.

In 2017, NACS implemented the first steps of the HRMIS implementation:

1. **Operation Manual on EU Grant Management №TF0A5324, Strengthening Public Resource Management, was drafted and approved by the NACS order, which includes sections provided on the Vision Document Template**

2. **Membership of the Supervisory Board was approved for monitoring and control of the status of implementation of the human resource management information system in state agencies. Members of the Supervisory Board are heads of ministries, state secretaries, their deputies, representatives of the World Bank, and the EU.**

3. **Membership of the working group was approved for procurement and implementation of the human resource management information system in state agency, which consists of three blocks in the following areas: human resource management; finances and accounting; information technologies. Members of the working group are respective specialists and representatives of central executive bodies.**

4. **Membership of the NACS tender committee was approved for procurement of goods, works, and services related to implementation of the Grant № TF0A5324 Strengthening Public Resource Management, and provisions thereon.**

5. **For preparation of the HRMIS technical specifications, a consultant was selected for preparation of tender documents, and HR-consultant, a salary consultant, and respective contracts will be signed with them in the nearest future. A contract was signed with the project manager.**

6. **For the purposes of analysis of the market of program products on human resource management, a fair of program products was organized for better understanding of the situation involving potential providers of the information system for human resource management.**
» Concept of Implementation of Human Resource Management Information System in State Authorities till 2020

1 step

» Sending out requests to potential software (products) providers
» Drafting technical documentation
» Drafting tender documents and carrying out procurements

2 step

» Implementing the information system in ministries and other central executive bodies
» Establishing the unified information and telecommunication infrastructure
» Regulating at a legislative level of application of electronic identification schemes alternative to a digital signature
» Improving the mechanism of publication of data sets subject to disclosure in the open data format

3 step

» Implementing the information system in territorial units of ministries, other central executive bodies, oblast, Kyiv city, and raion state administrations

Activities aimed at the Concept implementation will be carried out in 2017-2020 with financing from the state budget and other sources, namely international financial assistance
» Implementation Challenges and Risks

- Insufficient capacity of state agencies with regard to implementation of modern personnel management tools, including introduction of the procedure for annual performance evaluation, updated competition procedures and active involvement (recruiting) in civil service

- Negative attitude and unattractive image of civil service among the citizens, which is an obstacle for involving the best specialists in civil service

- There is no operative and comprehensive accounting of the number of employees of state agencies and respective qualitative characteristics such as the actual level of salaries

- Insufficient experience and resources in state agencies to implement comprehensive information systems, absence of an approved coordinated approach and standards for implementation of such systems

» Plans and Approaches to Risks Mitigation

- Further optimization of competitive procedures to select candidates for the RSP and other civil servants

- Support for high-quality and coordinated implementation of the procedure for evaluation of civil servants

- Further work on the HRMIS implementation

- Revision of approaches to financial motivation and system of salaries for civil servants

- Development of capacities of personnel management services in state agencies
The system of central executive bodies has to ensure democratic legitimacy and transparency, satisfy citizens’ needs and be accountable to the society.

The following priority areas were identified:

1. implementation of a coordinated system for accountability of central executive bodies

2. identification of the missions, sphere of responsibility, functions, tasks and expected results of activities of central executive bodies, and as a result – reform of the organizational structure of the CEBs

In order to strengthen the managerial and administrative capacity of central executive bodies in accordance with the good governance principles and the best European practices, in 2017 the Government focused on the following areas:

1. renovation of the structure of ministries’ secretariats

2. ensuring accountability of the CEBs, activities of which are directed and coordinated immediately by the Cabinet of Ministers

3. Optimization of the system of central executive bodies

4. Enhancing transparency and accountability of ministries and other central executive bodies (in accordance with external evaluation results).

» Renovation of the Structure of Ministries’ Secretariats

Public administration reform is implemented through development of three components – structures, procedures, and human resources. With regard to the structures, ministries have to transform themselves into modern analytical and communication centers for drafting governmental decisions. In 10 pilot ministries, a new goal-specific target structure has been envisaged that consists of directorates and the secretariat.

In 2017, pilot establishment of directorates started. Introduction of positions of reform specialists during the first stage took place in the Ministry of Agricultural Policy, Ministry of Energy and Coal Indus-
Public Administration Reform
Report for 2016 - 2017

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1. renovation of the structure of ministries’ secretariats
2. ensuring accountability of the CEBs, activities of which are directed and coordinated immediately by the Cabinet of Ministers
3. Optimization of the system of central executive bodies
4. Enhancing transparency and accountability of ministries and other central executive bodies (in accordance with external evaluation results).

Renovation of the Secretariat structure is one of the priority areas of reforming the ministries. The reform involves establishment of policy directorates and directorates for strategic planning and European integration in ten pilot ministries. The directorates have to become powerful centers of state policymaking.

Pursuant to the Government’s resolution on Some Issues Pertaining to Regulation of the Structure of the Secretariat of the Cabinet of Ministers of Ukraine, Secretariat of Ministries, and Other Central Executive Bodies (74, 76), the list of pilot state bodies also includes the Secretariat of the Cabinet of Ministers, the National Agency of Ukraine on Civil Service, and the State Agency for E-Governance.

In total, 50 structural units were created as well as 48 directorates in ministries, CMU Secretariat, and two general departments in other central executive bodies*. Standard Provisions on Directorates was approved by the aforementioned resolution of the Cabinet of Ministers (74, 76).

* The list of created structural units can be found in Appendix 3.3.
Government’s State Policy Areas

* More information about ministries’ directorates can be found in Appendix 3.3
It is envisaged that each directorate will be responsible for a specific state policy area. State policy areas were assigned to respective directorates on the basis of the functional study of state authorities.

Based on the functional study results and taking into consideration international experience and comments of the EU Advisory Groups, working groups prepared proposals concerning an updated structure of the ministerial secretariat as well as suggestions on the list of directorates.

» Target Structure of a Ministry
Ensuring Accountability and Optimization of the CEB System

In order to define clear accountability of central executive bodies, activities of which are directed and coordinated immediately by the Cabinet of Ministers, a resolution was adopted, according to which a minister of the Cabinet of Ministers is authorized to coordinate the work of such central executive bodies (1). In this way, the function of the Cabinet of Ministers is strengthened for supervising and coordinating the process of implementation of reforms in the accountable ministries.

Furthermore, the role of the Minister of the Cabinet of Ministers is strengthened by grating him/her a right by law to submit draft acts to the Government for examination (Law of Ukraine № 2190 dd. November 9, 2017 On Amending Some Laws of Ukraine on Certain Aspects of Civil Service).

To ensure adherence to the guiding principles of organization of the system of central executive bodies and to ensure their accountability, responsibility, maximum efficiency, and effectiveness the Government adopted an executive order On Approving the Concept for Optimization of the System of Central Executive Bodies (77).

Basic Steps for Implementation of the Concept for Optimization of the System of Central Executive Bodies

January - July 2018

1 step

- completion of establishment of directorates in pilot ministries
- approval of methodologies for preparation of documents on state policy, strategic planning, monitoring (oversight) of their implementation, and impact evaluation based on the analysis of the situation in the ministries’ sphere of responsibilities as well as templates of respective standard documents
- approval of the methodology for monitoring the numeric strength, publication of data on the unified web-portal of executive bodies of Ukraine; identification of the baseline for optimization of the numeric strength

August 2018 - December 2019

2 step

- functional study and establishment of directorates in other ministries
- functional study of other central executive bodies
- drafting amendments to legislative and other normative legal acts taking into consideration, among other things, the results of the conducted functional study
- bringing the organizational structure of ministries’ secretariat in compliance with the target model identified in the Concept

2020

3 step

- preparation of proposals on creating an efficient system of central executive bodies with a clear order of direction and coordination of activities of central executive bodies by the Cabinet of Ministers of Ukraine through respective ministers
- completion of optimization of the system of central executive bodies
The aforementioned Concept defines priority tasks related to reforming the ministries and other central executive bodies. Among other things, the Concept provides for:

- introduction of a system approach to strategic planning and state policymaking
- revision of the organizational structure of the ministries’ secretariats
- renovation of human resources
- optimization of the numeric strength and reform of the system of salaries for civil servants and other employees of central executive bodies
- optimization of the structure and functions of other central executive bodies (not ministries).

Reform of the ministries will be focused primarily on:

1. strengthening their institutional capacity to formulate and coordinate state policy
2. eliminating their unnatural powers and functions by transferring them to other actors, including local executive bodies or local self-government bodies within the framework of decentralization of some powers and authorities.

Reform of other central executive bodies will be carried out taking into consideration their functions depending on the type of the body, reporting procedure and the level of its autonomy/independence. The functions related to regulatory activities will be taken away from other central executive bodies and will be concentrated exclusively in the ministries. It is also planned to decrease the number of central executive bodies having a special status.

The special status can be justified only by specific features of organizations and their activities as provided for in the Constitution and laws of Ukraine.

The issue of reforming the ministries will be solved in conjunction with the tasks of the Public Administration Reform Strategy in Ukraine for 2016-2020 with regard to decreasing the total number of employees of central executive bodies every year by minimum 2.5 % of the numerical strength of these bodies as of January 1, 2016.

All the aforementioned activities will be carried out in 2018-2019.

» Increasing the Level of CEB Transparency

Increasing the level of transparency and accountability of state authorities is one of the priority areas of activities of the ministries and other CEBs, and it is also one of the implementation criteria.

Based on the results of an external independent study, Government Transparency 2.0, conducted by the Better Regulation Delivery Office (BRDO) in October 2017, the overall indicator for the Government’s openness totals 66 %. Compared to the previous research carried out by the BRDO in February 2017, the Government improved its openness by 19%.

The Better Regulation Delivery Office analyzes the work of 61 central executive bodies in terms of coverage of their activities, disclosure of public information, and open data bases.

During the study, official websites of the organizations were analyzed. The analysis was based on conceptual provisions of the legislation on public information, open data, acts of the Cabinet of Ministers on ensuring citizens’ participation in
formulation and implementation of the state policy, and also the procedure approved by the Government for maintaining web-sites of state authorities, and publishing information in the Internet about activities of executive bodies. Attention to the web-sites of ministries and other CEBs is not incidental, because they have to be the instruments of receiving information from the primary source and a platform for a dialog with the public.

The public administration reform will become a response to the society’s need for efficient, responsible and open public administration bodies, which are therefore the most accountable.

» Implementation Challenges and Risks

- Excessive specification and extreme bureaucratization of legislation regulating activities of the executive branch. Contradictions and inconsistencies in legislation sometimes make it impossible to quickly eliminate unnatural powers of the ministries, i.e. management of state-owned companies and state property, provision of administrative services, performance of control and oversight functions.
- The status of a public law legal entity of all state agencies makes the system of these agencies non-flexible and dispersed, which results in over-expenditure of human and material resources for administering cross-cutting service functions.
- Absence of a mechanism for delegating authorities results, on the one hand, in overloading top-managers with current issues, and on the other – to blurring the responsibility.

- Revision of approaches to directing activities of CEBs coordinated immediately by the Cabinet of Ministers requires significant political reconciliation.

» Plans and Approaches to Risks Mitigation

- Completion of reorganization of ten pilot ministries
- Ensuring coordinated optimization of the CEBs system
- Continuation of comprehensive functional study of the ministries aimed at elimination of their unnatural authorities
- Study of the possibility to introduce an institution for delegating governmental authorities and a clear delineation of responsibilities in the sphere of executive bodies


2.5. **Provision of Administrative Services**

- **Government’s Objective**
  
  is to improve the quality of provided services and to introduce electronic state services for citizens and businesses.

- **Improved Administrative Services**
  
  The priority in the sphere of provision of administrative procedures and administrative services is adoption of the law on the general administrative procedure in accordance with the European standards, and gradual harmonization of individual administrative services with the identified general principles. Implementation of the general administrative procedure should be based on the principles of legality, a right to effective protection, provision of a decision clearly stating the grounds for adoption thereof, a right to non-judicial appeal, a right to appeal in court, etc.

  To ensure implementation of a decision of the Coordination Council on Public Administration, the Ministry of Justice created a working group on drafting a law on administrative procedure for defining the basic principles and rules of administrative procedure. This will facilitate legal clarity and provision of guarantees of respect for the rights of citizens and legal entities in cases when state agencies determine their rights and responsibilities. It is planned to prepare and adopt the draft law On Administrative Procedure in the current year.

  For improving the quality of provision of administrative services for citizens and economic actors in accordance with the European requirements, decreasing corruption risks during provisions of administrative services, and increasing investment attractiveness and competitiveness of the country, the Cabinet of Ministers approved the action plan for implementation of the Concept on development of the system of provision of e-services (81).

  The administrator of the unified state portal of administrative services (https://poslugy.gov.ua/) is the State Research and Development Institute of Informatization and Economic Modeling falling under the sphere of management of the Ministry of Economic Development (82).
The Institute will be responsible for technical administration, development and proper functioning, integration of state authorities and local self-government bodies into the Portal of information systems.

For 2018, it is planned integrate the systems of electronic interaction of executive bodies with the Portal and to build a comprehensive system for protection of respective information (86). Completion of these activities will significantly increase the number of administrative services provided in an electronic form according to the one-stop-shop principle, and it will decrease the time necessary for submission of documents required for receiving an administrative service, and it will furthermore ensure protection of information on the Portal in accordance with the legislation.

» Decrease of Administrative Load and High Quality of Provision of Services through CPAS

The quality and accessibility of administrative services was growing also due to the centers for provision of administrative services and decentralization of basic administrative services. Special attention was paid to further development of the centers for provision of administrative services, and to increasing the number of administrative services provided by such centers as well as increasing the quality of provision thereof.

In 2017, 64 new CPAS were opened – from 682 in 2016 to 746 as of the end of 2017. In the united territorial communities, 71 CPAS are already functioning, and in 2017 their number increased by 50.

A list of services provided by the CPAS increased – on average, from 84 in 2016 to 95 services in 2017. Pursuant to the CMU executive order (84) a list of CEB services to be provided by CPAS was increased to 136.

In 2017, CPAS provided 11 million services, which is 33% more than in 2016 (8.3 million services). On average, every day all Centers provide more than 40 000 services to individuals and legal entities. The existing network of the Centers was analyzed, the results of which identified 240 “blank spaces”, and network optimization was suggested. The plan for ensuring 30-minute accessibility was suggested.

Standards of quality of provision of services to CPAS visitors were developed, and CPAS administrators were informed about them during 14 specialized training sessions. To ensure implementation of these standards in practice, a respective online course was developed, which is available on the Open University of Maidan (VUM)* platform. As of January 9, 2018 the course was completed by 821 persons, and as of March 12, 2018 – by 1 683 persons.

In order to improve the CPAS work, the system for evaluation of performance of centers for provision of administrative services was introduced, which is used for ongoing monitoring of their activities, and the results are posted on the official web-site of the Ministry of Economic Development on a quarterly basis. Based on the analysis of monitoring results, proposals are forwarded to the Cabinet of

* https://vumonline.ua/course/administrative-service-standards/
Ministers and to central executive bodies. Among other things, these proposals may refer to improving performance of the centers for provision of administrative services (forwarded to oblast state administrations and local self-government bodies), and issues pertaining to ensuring interaction of CEBs with the canters for provision of administrative services.

Proposals were submitted for respective draft normative legal acts.

Seminars and round tables were conducted with participation of CPAS staff and the public for discussing the quality of services and searching the ways to improve them.

» Map of CPAS

[Map showing the distribution of CPAS across different regions in Ukraine, with numbers indicating the total number of CPAS and new ones added in 2017.]

- Total number of CPAS: 746
- New CPAS in 2017: +64
- Of them in UTCs: 50
Administrative Services Provided in an Electronic Form

E-services are provided through the Unified State Portal of Administrative Services, poslugy.gov.ua

The list of e-services was increased in 2017 to 35:

- **in the registration sphere** – 9 services.

  The most popular service is state registration of an individual entrepreneur, https://online.minjust.gov.ua/registration-fiz

  More than 4,000 entrepreneurs for registration and more than 1,000 for termination of activities

- **in the social sphere** – 5 services.

  More than 6,000 families used the possibility to receive childbirth allowance, https://e-services.msp.gov.ua

- **in the construction sphere** – 14 services.

  Online notification on the beginning of preparatory works was used by more than 3,000 enterprises, and more than 500 construction sites were commissioned online, https://e-dabi.gov.ua

- **in the land sphere** – 5 services.

  The most popular service is registration of a land plot, https://e.land.gov.ua/services

- **in the nature protection sphere** – 2 services.

  The most popular service is submission of a Waste Declaration, https://e-eco.gov.ua

Electronic administrative services available in 2017

- **9 services** in the registration sphere
- **5 services** in the social sphere
- **14 services** in the construction sphere
- **5 services** in the land sphere
- **2 services** in the nature protection sphere
In the registration sphere

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In the social sphere

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In the construction sphere

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In the land sphere

The most popular service is registration of a land plot, https://e.land.gov.ua/services

In the nature protection sphere

The most popular service is submission of a Waste Declaration, https://e-eco.gov.ua
Additionally: starting 2017, Ukrainian citizens can find the list of e-services on the updated CMU portal, [https://www.kmu.gov.ua/ua/services#](https://www.kmu.gov.ua/ua/services#)

The Law of Ukraine on Fiduciary Services was approved, and a draft normative legal act was prepared on identifying the mechanism of electronic identification of citizens for receiving administrative services in an electronic form, including through the mobile ID.

In order to decrease the administrative pressure and to optimize the procedure for provision of electronic administrative services, the Government identified 15 most popular services (re-engineering), and prepared a plan for their optimization.

Analytical study was conducted to explore the situation, problems and prospects of developing 23 highest priority state electronic information resources for implementing electronic interaction, and a roadmap was prepared for developing national inter-operability.

Procurements were organized and a respective contract was signed for the System of Electronic Interaction of State Electronic Information Resources (hereinafter – SEI SEIR) Trembita. The system is development within the framework of the the EGOV4UKRAINE project that provided support to the program of decentralization in Ukraine EGOV4UKRAINE with financing from the European Union, and with support of cooperation development framework of Sweden and Estonia.

As of today, the feature set for the software maintaining the SEI SEIR infrastructure was developed and tested, industrial, test, and training environment of the SEI SEIR was installed on the servers of the State Agency for E-Governance, and work was started to connect the basic state registers to the SEI SEIR. In 2017, it 28 700 000 hryvnias were allocated from the State Budget for financing development, administration and maintenance of functioning of the system of electronic interaction of the state electronic information resources.
Additionally: starting 2017, Ukrainian citizens can find the list of e-services on the updated CMU portal, https://www.kmu.gov.ua/ua/services/

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Open Data Development

The Government created a uniform state open data web-portal, data.gov.ua. The portal provides access to public information in the form of open data and envisages access to information for state authorities for its further use. During the period of existence, more than 27,480 data sets were posted on the unified state open data portal, and more than 2,000 managers of such sets were registered. In 2016, more than 11,000 open data sets were registered, and more than 800 managers of information were registered; in 2017, more than 16,000 open data sets were registered, and more than 1,200 new managers of information were registered.

On December 20, 2017 the Cabinet of Ministers adopted a resolution on amending the Provisions on data sets subject to publication in the form of open data (79). This document will make it possible to increase the number of data sets for publication from 300 to 616.

Conducted activities include:

- two assessments of the status of publication and update of the data sets in the uniform state open data portal

- a national competition of innovations and self-sufficient IT-projects and solutions based on the Open Data Challenge in order to provide a possibility for developers, entrepreneurs, designers and public activists to use open data for developing services and provides that will facilitate solving problems of the Ukrainian society.

The winners of the competitions were the Open Coal Market project – an online auction for selling coal, the Court on a Palm – an analytical instrument for searching, studying and visualizing court decisions, and Штрафи.UA [Fines.UA] – a mobile tracking technology that offers a possibility to determine the quality of driving using telemetric features of a smartphone. The winners received financial prizes totaling 600, 500 and 400 thousand hryvnias.

Based on the results of the Open Data Leader contest, the most progressive leaders were determined in the open data sphere among state institutions, civil society organizations and businesses in six categories:

- Open Data Business Award (for the most efficient use of open data for transforming business) – Open Data Bot service – monitoring registration data of Ukrainian companies and the court register for protection from illegal takeovers and control of contract partners.

- Open Data Government Award (for the highest standards of publication of open data by central management bodies) – Ministry of Justice.

- Open Data City Award (for the highest standards of publication of open data by local management bodies) – Lviv City Council. The Breakthrough of the Year – Dnipro City Council.

- Open Data Social Impact Award (for the largest social impact of the use of open data) – the Better Regulation Delivery Office, BRDO – a non-governmental structure created for accelerating the reform process in Ukraine.
Open Data Leader Award (for the best personal merits in open data development) – Andrii Hazin, a journalist and analyst of Texty.org.ua.

Open Data Media Award (for the best use of open data in journalism) – Kantselarska Sotnia– an organization dealing with decryption and digitalization of declarations of officials, council members, law enforcement officers, and other civil servants.

Number of data sets and managements, data.gov.ua

In 2017, financing allocated from the State Budget for support and administration of work of the uniform state open data web-portal totaled 3000000 hryvnias. Open data mean transparency and efficiency of the Government’s work and are a powerful source for development of civil society and commercial projects.
Implementation Challenges and Risks

- Absence of a uniform consolidated resource in Ukraine that would contain information about all state registers (135 state registers in more than 40 state authorities)
- Imperfect legislation regulating general principles of creation and maintenance of state registers, which results in a large number of heterogeneous state resources not designed for electronic interaction
- Difficulty with developing a one-stop-shop system for e-services. Individual services are developed through individual departmental systems and local self-government bodies
- Absence of methodology and procedure for evaluation of provision of administrative services that makes it impossible to assess objectively the quality of provision of administrative services in the CPAS and e-services.

Plans and Approaches to Risks Mitigation

- Continued work on the project for implementation of the basic principles and rules of administrative procedure in accordance with the European standards
- Implementation of the electronic interaction system TREMBITA, and connection of minimum 20 basic registers to e-interaction
- Introduction of an integrated system of electronic identification with the help of all e-ID means – digital signature, BankID, MobileID, ID-card in one service
- Introduction of more than 20 new priority electronic administrative services, namely permits for transportation; vehicle registration, childbirth registration, etc.
- Increase of the number of recipients of electronic administrative services online to 30%
- Increase of the list of CEB services that are provided through the centers for provision of administrative services to 136
- Ensuring implementation of the plan of accessibility of administrative services through the increase of a number of CPAS, geographic coverage and better functioning
- Introduction of re-engineering for 15 most popular services. Development and adoption of the procedure for provision of administrative services built around citizens’ needs (citizen-centric policy)
- Introduction of the principle of one entry of data, definition of terminology for basic notions of the system of electronic interaction, its objects and subjects, modernization of the National Register of Electronic Information Resources
- Development of the uniform state open data web-portal that will make it possible to process data set formats in an automatic mode that are uploaded to the portal for avoiding uploading erroneous formats.
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3.1. Quantitative Data for Civil Service

» Number of Civil Servants

Dynamics of the number of civil servants as of:
(number of persons)

<table>
<thead>
<tr>
<th>January 1, 2016</th>
<th>January 1, 2017</th>
<th>January 1, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>295 709</td>
<td>268 370</td>
<td>242 028</td>
</tr>
</tbody>
</table>

» Number of Civil Servants as of December 31, 2017

<table>
<thead>
<tr>
<th>State agencies supporting exercises of powers and authorities of the President of Ukraine, VRU and CMU</th>
<th>Categories of positions</th>
<th>Number of positions in the staff register</th>
<th>Actual number of staff</th>
<th>Hired total</th>
<th>Hired including based on the competition results</th>
<th>Fired</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>B</td>
<td>A</td>
<td>B</td>
<td>B</td>
</tr>
<tr>
<td>State agencies supporting exercises of powers and authorities of the President of Ukraine, VRU and CMU</td>
<td>11</td>
<td>762</td>
<td>1 540</td>
<td>2 313</td>
<td>1 938</td>
<td>283 120 230</td>
</tr>
<tr>
<td>Ministries</td>
<td>17</td>
<td>5 738</td>
<td>22 937</td>
<td>28 692</td>
<td>25 015</td>
<td>8 647 7 415 4 480</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Central executive bodies (including their local offices)</td>
<td>105</td>
<td>30</td>
<td>289</td>
<td>87</td>
<td>347</td>
<td>117</td>
</tr>
<tr>
<td>Central executive bodies with a special status (including their local offices)</td>
<td>7</td>
<td>90</td>
<td>3</td>
<td>244</td>
<td>2</td>
<td>954</td>
</tr>
<tr>
<td>Collegial bodies</td>
<td>4</td>
<td>474</td>
<td>1</td>
<td>306</td>
<td>1</td>
<td>508</td>
</tr>
<tr>
<td>Judicial and prosecutorial bodies</td>
<td>26</td>
<td>724</td>
<td>3</td>
<td>895</td>
<td>4</td>
<td>645</td>
</tr>
<tr>
<td>Other state agencies (including their local offices)</td>
<td>6</td>
<td>563</td>
<td>1</td>
<td>866</td>
<td>2</td>
<td>435</td>
</tr>
<tr>
<td>Coordinating, research, consultative and advisory bodies (including their local offices)</td>
<td>6</td>
<td>214</td>
<td>3</td>
<td>06</td>
<td>5</td>
<td>26</td>
</tr>
<tr>
<td>Newly established</td>
<td>5</td>
<td>153</td>
<td>7</td>
<td>58</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Oblast, Kyiv city state administrations (including raion state administrations)</td>
<td>400</td>
<td>21</td>
<td>526</td>
<td>40</td>
<td>995</td>
<td>62</td>
</tr>
<tr>
<td>Courts with special subordination (appeal, district, administrative, economic courts)</td>
<td>0</td>
<td>1</td>
<td>071</td>
<td>5</td>
<td>262</td>
<td>6</td>
</tr>
<tr>
<td>Town, raion, and town district courts</td>
<td>0</td>
<td>1</td>
<td>239</td>
<td>9</td>
<td>805</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>587</td>
<td>63</td>
<td>656</td>
<td>177</td>
<td>785</td>
<td>242</td>
</tr>
</tbody>
</table>
## Statistics of competitions for Category A positions

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of conducted competitions</th>
<th>Selected winners</th>
<th>Selected as the second candidate according to the competition results</th>
<th>Appointed winners</th>
<th>Number of persons, applications for competition</th>
</tr>
</thead>
<tbody>
<tr>
<td>State secretary (deputy state secretaries)</td>
<td>30</td>
<td>25</td>
<td>13</td>
<td>22 2 women, 20 men</td>
<td>451</td>
</tr>
<tr>
<td>Heads, deputy heads of CEBs, and others</td>
<td>42</td>
<td>37</td>
<td>29</td>
<td>35 5 women, 30 men</td>
<td>453</td>
</tr>
<tr>
<td>Head of OSA</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>141</td>
</tr>
<tr>
<td>Head of RSA</td>
<td>131</td>
<td>85</td>
<td>22</td>
<td>75 17 women, 58 men</td>
<td>687</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>208</strong></td>
<td><strong>152</strong></td>
<td><strong>69</strong></td>
<td><strong>137</strong></td>
<td><strong>1732</strong></td>
</tr>
</tbody>
</table>

## Total number of RS positions (pursuant to the CMU Resolution № 647 as of August 18, 2017)

<table>
<thead>
<tr>
<th>CEB</th>
<th>Number of positions in the agency directorate</th>
<th>Number of RS positions, Category A (State Secretary)</th>
<th>Number of RS positions, Category B (General Directorate)</th>
<th>Number of RS positions, Category C</th>
<th>Number of RS positions, Category B and C, total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat of the Cabinet of Ministers</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>175</td>
<td>180</td>
</tr>
<tr>
<td>Ministry of Education and Science</td>
<td>7</td>
<td>1</td>
<td>7</td>
<td>70</td>
<td>77</td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td>Ministry of Agrarian Policy and Food</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>20</td>
<td>22</td>
</tr>
</tbody>
</table>
## Quantitative Data for Civil Service

<table>
<thead>
<tr>
<th>Ministry of Finance</th>
<th>5</th>
<th>1</th>
<th>5</th>
<th>93</th>
<th>98</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Culture</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>40</td>
<td>44</td>
</tr>
<tr>
<td>Ministry of Energy and Coal Industry</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>60</td>
<td>63</td>
</tr>
<tr>
<td>Ministry of Social Policy</td>
<td>8</td>
<td>1</td>
<td>8</td>
<td>80</td>
<td>88</td>
</tr>
<tr>
<td>Ministry of Infrastructure</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>Ministry of Regional Development, Construction, Housing and Municipal Economy</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>65</td>
<td>70</td>
</tr>
<tr>
<td>State Agency for E-Governance</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>National Agency on Civil Service</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51</strong></td>
<td><strong>18</strong></td>
<td><strong>51</strong></td>
<td><strong>770</strong></td>
<td><strong>821</strong></td>
</tr>
</tbody>
</table>
## Statistics of RSP competitions as of January 31, 2018

<table>
<thead>
<tr>
<th>State agency</th>
<th>All vacancies</th>
<th>Candidates (applications)</th>
<th>Candidates admitted to competition</th>
<th>rejected, %</th>
<th>Filled vacancies</th>
<th>Candidates (applications)</th>
<th>Candidates admitted to competition</th>
<th>Average number of candidates per vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Agency for E-Governance</td>
<td>16</td>
<td>341</td>
<td>303</td>
<td>11</td>
<td>16</td>
<td>341</td>
<td>303</td>
<td>19</td>
</tr>
<tr>
<td>Ministry of Agricultural Policy and Food</td>
<td>36</td>
<td>943</td>
<td>893</td>
<td>5</td>
<td>23</td>
<td>858</td>
<td>813</td>
<td>35</td>
</tr>
<tr>
<td>Ministry of Energy and Coal Industry</td>
<td>32</td>
<td>747</td>
<td>705</td>
<td>6</td>
<td>19</td>
<td>561</td>
<td>535</td>
<td>28</td>
</tr>
<tr>
<td>Ministry of Infrastructure</td>
<td>18</td>
<td>376</td>
<td>330</td>
<td>12</td>
<td>7</td>
<td>191</td>
<td>180</td>
<td>26</td>
</tr>
<tr>
<td>Ministry of Culture</td>
<td>16</td>
<td>283</td>
<td>210</td>
<td>26</td>
<td>16</td>
<td>283</td>
<td>210</td>
<td>13</td>
</tr>
<tr>
<td>Ministry of Education and Science</td>
<td>108</td>
<td>1144</td>
<td>901</td>
<td>21</td>
<td>59</td>
<td>976</td>
<td>788</td>
<td>13</td>
</tr>
<tr>
<td>Ministry of Defense</td>
<td>10</td>
<td>317</td>
<td>268</td>
<td>15</td>
<td>10</td>
<td>317</td>
<td>268</td>
<td>27</td>
</tr>
</tbody>
</table>
## Quantitative Data for Civil Service

### Public Administration Reform Report for 2016 - 2017

<table>
<thead>
<tr>
<th>State agency</th>
<th>All vacancies</th>
<th>Candidates (applications)</th>
<th>Candidates admitted to competition</th>
<th>rejected, %</th>
<th>Filled vacancies</th>
<th>Candidates (applications)</th>
<th>Candidates admitted to competition</th>
<th>Open vacancies</th>
<th>Average number of candidates per vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Regional Development, Construction, Housing and Municipal Economy</td>
<td>70</td>
<td>2020</td>
<td>1361</td>
<td>33</td>
<td>70</td>
<td>2020</td>
<td>1361</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Ministry of Social Policy</td>
<td>49</td>
<td>1417</td>
<td>1283</td>
<td>9</td>
<td>39</td>
<td>1397</td>
<td>1266</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Ministry of Finance</td>
<td>11</td>
<td>573</td>
<td>490</td>
<td>14</td>
<td>6</td>
<td>441</td>
<td>375</td>
<td>63</td>
<td>5</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>43</td>
<td>1503</td>
<td>1358</td>
<td>10</td>
<td>29</td>
<td>1344</td>
<td>1250</td>
<td>43</td>
<td>14</td>
</tr>
<tr>
<td>National Agency on Civil Service</td>
<td>15</td>
<td>407</td>
<td>321</td>
<td>21</td>
<td>12</td>
<td>389</td>
<td>313</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Secretariat of the Cabinet of Ministers</td>
<td>49</td>
<td>2840</td>
<td>2460</td>
<td>13</td>
<td>28</td>
<td>2353</td>
<td>2034</td>
<td>73</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>473</strong></td>
<td><strong>12911</strong></td>
<td><strong>10883</strong></td>
<td><strong>16</strong></td>
<td><strong>334</strong></td>
<td><strong>11471</strong></td>
<td><strong>9696</strong></td>
<td><strong>29</strong></td>
<td><strong>139</strong></td>
</tr>
</tbody>
</table>
Shares of permanent and variable parts in salaries

<table>
<thead>
<tr>
<th>The central executive bodies</th>
<th>2015, %</th>
<th>2016, %</th>
<th>2017, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic payments (thousand hryvnias) (official salary, rank, extra pay for length of service)</td>
<td>1,6 / 36</td>
<td>3,6 / 53</td>
<td>7,0 / 56</td>
</tr>
<tr>
<td>Salary increments, bonuses (thousand hryvnias)</td>
<td>2,8 / 64</td>
<td>3,2 / 47</td>
<td>5,6 / 44</td>
</tr>
</tbody>
</table>

Local state administrations

| Basic payments (thousand hryvnias) (official salary, rank, extra pay for length of service) | 1,5 / 49 | 3,1 / 66 | 5,0 / 72 |
| Salary increments, bonuses (thousand hryvnias) | 1,6 / 51 | 1,6 / 34 | 1,9 / 28 |

Analysis of the change in the structure of salaries of civil servants in ministries and other CEBs broken down by salary group in 2015-2017

<table>
<thead>
<tr>
<th>Name of a civil service position</th>
<th>Salary group</th>
<th>Ministries And CEBs (without local offices)</th>
<th>2015, %</th>
<th>2016, %</th>
<th>2017, %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>basic payments</td>
<td>incentive payments</td>
<td>basic payments</td>
<td>incentive payments</td>
</tr>
<tr>
<td>Head of the state agency, first deputy head, deputy head of the state agency</td>
<td>1,2,3</td>
<td>47</td>
<td>53</td>
<td>53</td>
<td>47</td>
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<tr>
<td>Head of an independent structural unit</td>
<td>4</td>
<td>35</td>
<td>65</td>
<td>51</td>
<td>49</td>
</tr>
<tr>
<td>Deputy head of independent structural unit</td>
<td>5</td>
<td>37</td>
<td>63</td>
<td>52</td>
<td>48</td>
</tr>
</tbody>
</table>
### Average Salary of Civil Servants of CEBs, Category A of Civil Service Positions

<table>
<thead>
<tr>
<th>Period</th>
<th>2016</th>
<th>2017</th>
<th>Increase, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons</td>
<td>181</td>
<td>140</td>
<td>136</td>
</tr>
<tr>
<td>Average salaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average amount of payments (plan)</td>
<td>16,7</td>
<td>21,6</td>
<td>29,6</td>
</tr>
<tr>
<td>Average amount of payments (fact)</td>
<td>21,6</td>
<td>29,6</td>
<td>35,0</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (taking into consideration financial and social assistance), thousand hryvnias</td>
<td>15,2</td>
<td>19,6</td>
<td>25,9</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (without financial and social assistance), thousand hryvnias</td>
<td>71</td>
<td>56</td>
<td>71</td>
</tr>
</tbody>
</table>
### Average Salary of Civil Servants of CEBs (without local offices). Category B of Civil Service Positions

<table>
<thead>
<tr>
<th>Period</th>
<th>2016</th>
<th>2017</th>
<th>Increase, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons</td>
<td>4966</td>
<td>4567</td>
<td>4933</td>
</tr>
<tr>
<td>Average salaries</td>
<td>Average amount of payments (plan)</td>
<td>Average amount of payments (fact)</td>
<td>Average amount of payments (plan)</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (taking into consideration financial and social assistance), thousand hryvnias</td>
<td>12,5</td>
<td>13,5</td>
<td>19,7</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (without financial and social assistance), thousand hryvnias</td>
<td>11,1</td>
<td>12</td>
<td>17,1</td>
</tr>
</tbody>
</table>

### Average Salary of Civil Servants of CEBs (without local offices). Category C of Civil Service Positions

<table>
<thead>
<tr>
<th>Period</th>
<th>2016</th>
<th>2017</th>
<th>Increase, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons</td>
<td>13282</td>
<td>11572</td>
<td>11212</td>
</tr>
<tr>
<td>Average salaries</td>
<td>Average amount of payments (plan)</td>
<td>Average amount of payments (fact)</td>
<td>Average amount of payments (plan)</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (taking into consideration financial and social assistance), thousand hryvnias</td>
<td>6,2</td>
<td>7,1</td>
<td>12,3</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (without financial and social assistance), thousand hryvnias</td>
<td>5,5</td>
<td>6,3</td>
<td>10,8</td>
</tr>
</tbody>
</table>
## Average Salary of Civil Servants in Oblast and Raion State Administrations. Category B of Civil Service Positions

<table>
<thead>
<tr>
<th>Period</th>
<th>2016</th>
<th>2017</th>
<th>Increase, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons</td>
<td>13153</td>
<td>12392</td>
<td>19584</td>
</tr>
<tr>
<td>Average salaries</td>
<td>Average amount of payments (plan)</td>
<td>Average amount of payments (fact)</td>
<td>Average amount of payments (plan)</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (taking into consideration financial and social assistance), thousand hryvnias</td>
<td>3,4</td>
<td>6,3</td>
<td>5,6</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (without financial and social assistance), thousand hryvnias</td>
<td>3,1</td>
<td>5,7</td>
<td>5,1</td>
</tr>
</tbody>
</table>

## Average Salary of Civil Servants in Oblast and Raion State Administrations. Category C of Civil Service Positions

<table>
<thead>
<tr>
<th>Period</th>
<th>2016</th>
<th>2017</th>
<th>Increase, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of persons</td>
<td>28192</td>
<td>25000</td>
<td>39128</td>
</tr>
<tr>
<td>Average salaries</td>
<td>Average amount of payments (plan)</td>
<td>Average amount of payments (fact)</td>
<td>Average amount of payments (plan)</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (taking into consideration financial and social assistance), thousand hryvnias</td>
<td>6,0</td>
<td>3,9</td>
<td>9,6</td>
</tr>
<tr>
<td>Average amount of payments for one person per month (without financial and social assistance), thousand hryvnias</td>
<td>5,3</td>
<td>3,4</td>
<td>8,6</td>
</tr>
</tbody>
</table>
3.2. List of Key NLA in the PAR Sphere

<table>
<thead>
<tr>
<th>№ of document</th>
<th>Requisite details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority Area 1 Fundamental Strategic Principles of Public Administration Reform</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CMU Resolutions</strong></td>
<td></td>
</tr>
<tr>
<td>1. Regulations on the Cabinet of Ministers of Ukraine</td>
<td>№394 dd. 24.06.2016</td>
</tr>
<tr>
<td>2. On Coordination Council for Public Administration Reform</td>
<td>№335 dd. 18.05.2016</td>
</tr>
<tr>
<td><strong>CMU Orders</strong></td>
<td></td>
</tr>
<tr>
<td>5. On Transfer of Some Budget Allocations to the Economic and Financial Department of the Secretariat of the Cabinet of Ministers of Ukraine in 2017 for supporting implementation of a comprehensive public administration reform</td>
<td>№581-p dd. 18.08.17</td>
</tr>
<tr>
<td>6. On Redistribution of Some State Budget Expenses Allocated by the NACS for 2017</td>
<td>№591-p dd. 30.08.17</td>
</tr>
</tbody>
</table>
### Priority Area 2 Strategic Planning, Policymaking and Coordination

#### CMU Resolutions

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>On Amending § 10 of the Rules of Procedure of the Cabinet of Ministers of Ukraine (on excluding Clause 2)</td>
<td>№14</td>
<td>16.01.17</td>
</tr>
<tr>
<td>9.</td>
<td>On Amending the Rules of Procedure of the Cabinet of Ministers of Ukraine (Paragraphs 33 and 44 concerning a person authorized to sign an international)</td>
<td>№31</td>
<td>25.01.17</td>
</tr>
<tr>
<td>10.</td>
<td>On Amending the Rules of Procedure of the Cabinet of Ministers of Ukraine (on simplifying the decision-making procedure for creation of commissions on investigating the causes of an emergency situation, and on creating, organization of activities and termination of a supervisory board, an executive body of an economic actor of a state sector of economy, election and termination of authorities of members thereof, approval of financial plans of economic actors of a state sector of economy)</td>
<td>№264</td>
<td>05.04.2017</td>
</tr>
<tr>
<td>11.</td>
<td>Some issues related to preparation of draft legislative acts in an electronic form</td>
<td>№608</td>
<td>18.08.17</td>
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</tbody>
</table>

#### CMU Orders

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.</td>
<td>Midterm Action Plan till 2020</td>
<td>№275</td>
<td>03.04.2017</td>
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</tbody>
</table>

### Priority Area 3 Civil Service and Human Resource Management

#### CMU Resolutions

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.</td>
<td>Procedure for Remunerating Unexpected Expenses of a Civil Servant Related to Recalling a Civil Servant from Regular or Additional Leave</td>
<td>№231</td>
<td>25.03.2016</td>
</tr>
<tr>
<td>17.</td>
<td>On Changing Members of the Commission for Senior Civil Service</td>
<td>№ 259-p</td>
<td>April 12, 2017</td>
</tr>
<tr>
<td>18.</td>
<td>On Changing Members of the Commission for Senior Civil Service</td>
<td>№ 839-p</td>
<td>November 22, 2017</td>
</tr>
<tr>
<td>20.</td>
<td>Terms of Paying Salaries to Officers of State Agencies Performing Service Functions</td>
<td>№268</td>
<td>06.04.16</td>
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<tr>
<td>-----</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>---------------------</td>
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<tr>
<td>28.</td>
<td>On Terms for Paying Services to Officers of Executive Support Services in State Agencies</td>
<td>№323 dd. 05.05.2016</td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Procedure for Conducting Internal Investigation by the National Agency on Civil Service or its Local Offices Concerning the Head of a State Agency or a Civil Servant of the Top Level Agency</td>
<td>№393 dd. 24.06.2016</td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>On Approving the Procedure for Providing Material Assistance to Civil Servants for Solving Social and Household Problems</td>
<td>№500 dd. 08.08.2016</td>
<td></td>
</tr>
<tr>
<td>33.</td>
<td>Some Issues Related to Reforming the System of Professional Training for Civil Servants and Officers of Local Self-Government Bodies</td>
<td>№674 dd. 27.09.2016</td>
<td></td>
</tr>
<tr>
<td>34.</td>
<td>On Amending the Resolution of the Cabinet of Ministers of Ukraine № 98 dd. February 2, 2011 (specific features of sending civil servants on business trips for exercising their official duties outside the permanent place of work, namely to work in the secretariats of international organizations, representative offices of international organizations in other countries or state agencies of other countries are determined pursuant to the procedure approved by the Cabinet of Ministers of Ukraine)</td>
<td>№681 dd. 05.10.2016</td>
<td></td>
</tr>
<tr>
<td>35.</td>
<td>Some Issues Pertaining to Paying Salaries (concerning payments for additional workload related to performing the duties of state secretaries of ministries before appointment to the respective positions based on the results of competition)</td>
<td>№633 dd. 14.09.2016</td>
<td></td>
</tr>
<tr>
<td>36.</td>
<td>Issues Pertaining to Paying Salaries to Employees of State Agencies</td>
<td>№15 dd. 18.01.2017</td>
<td></td>
</tr>
<tr>
<td>37.</td>
<td>Some issues pertaining to implementation of the Law of Ukraine On Civil Service (delimitation of political and administrative functions between the minister, deputy ministers and the state secretary of the ministry, and definition of the mechanism of their giving orders to civil servants and employees of the ministerial secretariat)</td>
<td>N243 dd. 05.04.2017</td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>On organizing attestation of persons applying for civil service positions to determine the level of command of the official language</td>
<td>N301 dd. 26.04.2017</td>
<td></td>
</tr>
<tr>
<td>39.</td>
<td>Individual program of increasing the level of professional competency of a civil servant</td>
<td>N640 dd. 18.08.2017</td>
<td></td>
</tr>
<tr>
<td>40.</td>
<td>Issues pertaining to the Secretariat of the Cabinet of Ministers (concerning establishment in the Secretariat of the Cabinet of Ministers of the Directorate for Coordination of State Policies and Strategic Planning, the Directorate of Public Administration, the Directorate of Digital Development of the Government, the Directorate of Monitoring and Control, the Governmental Office for Coordination of European and Euro Atlantic Integration, and the Office on Adherence to Anticorruption Legislation)</td>
<td>N646 dd. 18.08.2017</td>
<td></td>
</tr>
<tr>
<td>41.</td>
<td>On Amending the Procedure for Conducting Competition for Civil Service Positions</td>
<td>N648 dd. 18.08.2017</td>
<td></td>
</tr>
<tr>
<td>42.</td>
<td>On Approving the Standard Procedure for Evaluation of Results of Performance of Official Duties by Civil Service</td>
<td>N640 dd. 23.08.2017</td>
<td></td>
</tr>
<tr>
<td>43.</td>
<td>On Amending the Resolution of the Cabinet of Ministers of Ukraine № 15 dd. January 18, 2017</td>
<td>N645 dd. 18.08.17</td>
<td></td>
</tr>
<tr>
<td>44.</td>
<td>Some issues pertaining to implementation of comprehensive public administration reform (the procedure and terms for distribution and use of budget funds for supporting implementation of the comprehensive public administration reform)</td>
<td>N647 dd. 18.08.17</td>
<td></td>
</tr>
<tr>
<td>45.</td>
<td>On amending procedures approved by the Resolutions of the Cabinet of Ministers of Ukraine № 246 dd. March 2, 2016 and № 647 dd. August 18, 2017</td>
<td>N694 dd. 06.09.17</td>
<td></td>
</tr>
<tr>
<td>46.</td>
<td>On amending Clause 5 of the Resolution of the Cabinet of Ministers of Ukraine № 647 dd. August 18, 2017</td>
<td>N772 dd. 11.10.17</td>
<td></td>
</tr>
<tr>
<td>47.</td>
<td>On approving the Procedure for disciplinary process regarding ministers and deputy ministers, heads and deputy heads of other central executive bodies, heads and deputy heads of local executive bodies not subject to provisions of legislation on civil service</td>
<td>N1087 dd. 27.12.2017</td>
<td></td>
</tr>
<tr>
<td>48.</td>
<td>On normalization of the structure of salaries for employees of state agencies, courts, judicial bodies and institutions in 2018</td>
<td>N24 dd. 25.01.2018</td>
<td></td>
</tr>
</tbody>
</table>

**CMU Orders**

| 50. | On approving the Concept for introducing reform staff positions | N 905-p dd. 11.11.16 |
| 51. | On amending the order of the Cabinet of Ministers of Ukraine on the Concept of introducing reform staff positions № 905 dd. November 11, 2016 | № 580-p dd 18.08.17 |
| 52. | On approving the Concept of reforming the system of professional training for civil service, heads of local state administrations, first deputy head and deputy heads, officers of local self-government bodies, and local council members | № 974-p dd 01.12.17 |
| 53. | On approving the Concept of introducing an information system for human resource management in state agencies, and approving the action plan for its implementation | № 844-p dd 01.12.17 |

**Orders of the NACS and other CEBs**

<p>| 54. | Standard Provisions on Personnel Management Service | № 47 dd. 03.03.2016, reg. in the Ministry of Justice on 23.03.2016 under №438/28568 |
| 55. | Procedure for Internship of Civil Servants | № 48 dd. 03.03.2016, reg. in the Ministry of Justice on 23.03.2016 under №439/28569 |
| 56. | Procedure for registration and work with disciplinary cases | № 49 dd. 03.03.2016, reg. in the Ministry of Justice on 25.03.2016 under №456/28586 |
| 57. | Standards rules of internal service procedures | № 50 dd. 03.03.2016, reg. in the Ministry of Justice on 25.03.2016 under №457/28587 |
| 58. | Procedure for maintaining and storing personal files of civil servants | № 64 dd. 22.03.2016, reg. in the Ministry of Justice on 15.04.2016 under №567/28697 |
| 59. | Procedure for identifying special requirements for applicants for Category B and C positions in civil service | № 72 dd. 06.04.2016, reg. in the Ministry of Justice on 27.04.2016 under №647/28777 |
| 60. | List of test assignments for candidates who went through documents examination process as provided for in Part 1 Article 26 of the Law of Ukraine On Civil Service | № 97/1328/5 dd. 06.05.2016 |
| 61. | Procedure for involving representatives of civil society associations as members of selection commissions | № 76 dd. 12.04.2016, reg. in the Ministry of Justice on 30.05.2016, under №786/28916 |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
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<td>On approving the Procedure for preparing and forwarding (servicing) a requirement for cancelling decisions of state authorities and their officers on civil service that contradict legislation in the part of the citizens’ exercise of their right to civil service, on elimination of violations of the rights of a civil servant or elimination of the results of a competition for a vacant civil service position</td>
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### Priority Area 4 Accountability – Organization, Transparency, Oversight

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### CMU Resolutions

| **79.** On Approving the Concept for Optimization of the System of Central Executive Bodies | № 1013-p dd. 27.12.17 |

### Priority Area 5 Provision of Administrative Services, Administrative Procedures, Decrease of Administrative Load, Quality of Service Provision, E-Governance

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<td><strong>88.</strong> On transferring some budget allocations for the State Agency for E-Governance in 2017</td>
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3.3. List of Newly Created Directorates (General Departments)

- **Ministry of Health Care of Ukraine**
  - Directorate of Medical Services
  - Pharmaceutical Directorate
  - Public Health Directorate
  - Directorate for Science, Innovations Education, and Human Resources
  - Directorate for Strategic Planning and European Integration

- **Ministry of Agrarian Policy and Food of Ukraine**
  - Directorate of Safety and Quality of Food Products
  - Directorate for Strategic Planning and European Integration

- **Ministry of Finance of Ukraine**
  - Directorate of Budget Policy
  - Directorate of Policy of Budget Expenses Management
  - Directorate of Fiscal Policy
  - Directorate of Financial and Debt Policy and Liquidity Management
  - Directorate of State Property Policy
  - Directorate for Strategic Planning and European Integration

- **Ministry of Education and Science of Ukraine**
  - Directorate of Higher Education and Adult Learning
  - Directorate of the New Ukrainian School
  - Directorate of Professional Education
  - Directorate of Inclusive and Extracurricular Education
  - Directorate of Innovations and Transfer of Technologies
  - Directorate of Science
  - Directorate for Strategic Planning and European Integration
List of Newly Created Directorates
(General Departments)

» **Ministry of Infrastructure of Ukraine**
  - Directorate of Transport Safety
  - Directorate of State Policy on Development and Functioning of Postal Communication and Digital Infrastructure
  - Directorate of Strategic Planning and State Policy Coordination

» **Ministry of Culture of Ukraine**
  - Doctorate of Cultural Heritage
  - Directorate of State Language Policy
  - Directorate of Religious Affairs and Ethnic Policy
  - Directorate for Strategic Planning and European Integration

» **Ministry of Regional Development, Construction, Housing and Municipal Economy of Ukraine**
  - Directorate of Regional Development
  - Directorate for Development of Local Self-Governance
  - Directorate for Implementation of Regional Development Policy
  - Directorate of Energy Efficiency
  - Directorate for Strategic Planning and European Integration

» **Ministry of Justice of Ukraine**
  - Directorate of Human Rights, Access to Justice and Legal Awareness
  - Directorate for Strategic Planning and European Integration

» **Ministry of Social Policy of Ukraine**
  - Directorate of Norms and Decent Labor Standards
  - Directorate for Development of Labor Market and Employment
  - Directorate for Development of Social Insurance and Pension Provision
  - Directorate for Protection of Children’s Rights
  - Directorate of Family and Social Protection of Population
  - Directorate of Social Services and Integration
  - Directorate for Protection of Rights of People with Disabilities
  - Directorate for Strategic Planning, Policy Coordination and European Integration

» **Ministry of Energy and Coal Industry of Ukraine**
  - Directorate of Fossil Fuels
  - Directorate of Energy Markets
  - Directorate for Strategic Planning and European Integration
List of Newly Created Directorates
(General Departments)

» Secretariat of the Cabinet of Ministers of Ukraine
  · Directorate of Monitoring and Control
  · Governmental Office for Coordination of European and Euro Atlantic Integration
  · Directorate of Public Administration
  · Directorate of State Policy Coordination and Strategic Planning
  · Directorate of Digital Development of the Government

» National Agency of Ukraine on Public Service
  · Main Department on Developing Personnel Management Services

» State Agency for E-Governance of Ukraine
  · Main Department of Digital Transformation

More information about the directorates can be found at -
career.gov.ua/site/view-article?id=16

Information from Appendices 3.4 and 3.5
can be found on the Governmental portal at:
www.kmu.gov.ua/ua/diyalnist/reformi/reforma-derzhavnogo-upravlinnya
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