PUBLIC ADMINISTRATION REFORM STRATEGY OF UKRAINE THROUGH 2021*

PASSPORT OF REFORM (LOGIC MODEL)**

* According to CMU Resolution of December 18, 2018 №1102p
** Developed on the basis of «Result Based Management» methodology together with EDGE and EU4PAR projects
Efficient and accountable public administration system enables rights and meets the needs of citizens, ensures the country’s sustainable development and enhances living standards for citizens providing them high-quality services.

1. Government decisions are substantiated and coordinated, ensure the implementation of strategic goals and take into account public interests.

2. Civil service is professional, respectable, politically neutral and citizen-oriented.

3. Central executive bodies’ system is clear and publicly accountable with reasonable structure and clear distribution of competences and responsibilities.

4. Individuals and legal entities obtain high-quality and affordable administrative services under convenient procedures.

5. PAR is efficiently implemented and coordinated. It is provided substantially with appropriate financial and human resources. Goals, stages and outcomes are communicated timely and clearly.

**PASSPORT OF PUBLIC ADMINISTRATION REFORM**

**PURPOSE OPERATIONAL GOALS**

1.1. Procedures for preparation of public policy and strategic planning documents improved (the CMU Rules of Procedure and methodologies)

2.1. Automation of human resource management processes based on up-to-date ICT to ensure civil service efficiency and transparency

3.1. Efficient accountability and cooperation system of central executive bodies established (competences, functions and responsibilities are clearly distributed among the central executive bodies)

4.1. General administrative procedure introduced featuring basic guarantees for individuals and legal entities

**STRAATEGIC GOALS**

2. Strengthening of strategic coordination in e-governance development (IT HUB)

2.1. System for selection to civil service positions is transparent, based on the SIGMA principles, consistent with the best practices, attracting the most professional experts

3.2. Scope of responsibility, competences and functions of ministries and other CEBs clearly distributed

4.2. Providers of administrative services interact efficiently and consistently

2.2. System for selection to civil service positions is transparent, based on the SIGMA principles, consistent with the best practices, attracting the most professional experts

3.2. Scope of responsibility, competences and functions of ministries and other CEBs clearly distributed

4.2. Providers of administrative services interact efficiently and consistently

2.3. Consistent, flexible, competence oriented professional development system which meets the needs of civil service and each civil servant

3.3. Structure of the central executive bodies’ offices ensuring efficient performance of their functions introduced

4.3. Administrative services regularly improved based on monitoring and assessment results

2.4. Appropriate working environment for civil servants, in particular, competitive, transparent and understandable remuneration system

3.4. Free access for users to information on executive bodies and their activities in convenient form and plain language

4.4. Affordable administrative services for individuals and legal entities in electronic format


Regulated by Law “On Civil Service”

Updates of PAR Strategy of December 18, 2018 №1102
1. PUBLIC POLICY STRATEGIC PLANNING AND DEVELOPMENT

1. GOVERNMENT DECISIONS
are substantiated and coordinated, ensure the implementation of strategic goals and take into account public interests

1.1. Procedures for preparation of public policy and strategic planning documents improved (the CMU Rules of Procedure and methodologies)

1.2. Strengthening of strategic coordination in e-governance development (IT HUB)

1. The system of state strategic planning documents defined
2. Amendments to the CMU Rules of Procedure to enhance strategic planning, coordination of public policy development and implementation introduced
3. Approval of methodologies of preparing state strategic planning documents (stipulated by law)
4. Information materials developed and distributed, training activities implemented regarding amendments to the CMU Rules of Procedure
5. Methodological recommendations on implementation of the amended CMU Rules of Procedure developed or updated
6. At least 500 civil servants trained on application of the developed methodological recommendations for the implementation of the amended CMU Rules of Procedure
7. Legal acts aligned with the CMU Rules of Procedure
8. Capacity of the SCMU and ministries to comply with the CMU Rules of Procedure strengthened
9. The information system to plan and manage the legislative drafting process introduced
11. A public institution (Centre for E-Governance Competencies) established and its operation ensured

Updates of PAR Strategy of December 18, 2018 №1102
# 2. CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT

## 2.1. Automation of human resource management processes based on up-to-date ICT (HRMIS)

### 12. Modules of the human resource management information system (HRMIS) in civil service implemented

### 13. Ministries and other CEBs connected to the Human Resource Management Information System (HRMIS)

### 14. Training activities for human resource management services and accounting units at central executive bodies on the use of the Human Resource Management Information System (HRMIS) implemented

### 15. Amendments to the Law of Ukraine “On Civil Service” regarding improving the procedure for entering, performing and terminating civil service and remuneration for civil servants, amending the procedure for appointment and dismissal of directors and deputy directors of central executive bodies approved

### 16-17. Tests as a round of competitive selection for civil service positions in ministries and other CEBs at the premises of the assessment centre created by the NACS introduced (CMU resolution approved)

### 18. Announcements on competitive selection for civil service positions placed on the single web portal for vacancies career.gov.ua

### 19. Training for members of competitive selection committees on tools used in qualification assessment conducted

### 20-21. Competitive selection for reform staff positions in order to complete the staffing of directorates, general departments and Governmental Office for Coordinating European and Euroatlantic Integration conducted

### 22. National awareness raising campaign to attract professionals to civil service positions conducted

## 2.2. System for selection to civil service positions is transparent, based on the Sigma principles, attracting the most professional experts

### 15. Needs assessment methodology for professional education for civil servants based on their qualification assessment introduced

### 24. In-service training for Category A civil servants to develop their leadership competencies introduced

### 28. On-line availability of the generic HRMIS data on civil servants’ wages broken down by positions ensured

## 2.3. Consistent, flexible, competence oriented professional development system which meets the needs of civil service

### 23. Needs assessment methodology for professional education for civil servants based on their qualification assessment introduced

### 24. In-service training for Category A civil servants to develop their leadership competencies introduced

### 29. Results of survey of civil servants on corporate culture received and analyzed

## 2.4. Appropriate working environment for civil servants, in particular, competitive and transparent remuneration system

### 25-26. Proposals prepared and amendments to regulations on reforming the remuneration system for civil servants drafted

### 27. Research conducted and proposals on job classification in the civil service, as well as requirements to professional competencies developed

### 31. Training for chiefs and staff of HRM services to improve their knowledge and competencies on modern approaches to HRM conducted

## 2.5. Corporate culture for the civil service, which would be values-based, results-oriented, responsible, innovative, open in its communication

### 25-26. Proposals prepared and amendments to regulations on reforming the remuneration system for civil servants drafted

### 27. Research conducted and proposals on job classification in the civil service, as well as requirements to professional competencies developed

### 29. Results of survey of civil servants on corporate culture received and analyzed

### 30. Professional training on “Human Resources Management in Public Bodies” for Category B civil servants conducted

### 32 Professional training on “Assessment of civil servants’ performance based on key performance, efficiency and quality indicators” conducted for civil servants from human resource management services of public bodies and Category B civil servants

### 33. A concept of civil service culture developed

### 34. CMU resolution on training system of civil servants approved

### 35. Amendments to legislation regarding extending the range of educational service providers in the sphere of professional training approved

### 36. A list of priority topics and a catalogue on professional education for civil servants developed

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### Regulated by Law “On Civil Service”

### Updates of PAR Strategy of December 18, 2018 №1102
3. ACCOUNTABILITY — ORGANIZATION, TRANSPARENCY, SUPERVISION

3. CENTRAL EXECUTIVE BODIES’ SYSTEM
is clear and publicly accountable with reasonable structure and clear distribution of competences and responsibilities

3.1. Efficient accountability and cooperation system of central executive bodies established (competences, functions and responsibilities are clearly distributed among the CEBs)

3.2. Scope of responsibility, competences and functions of ministries and other CEBs clearly distributed

3.3. Structure of the central executive bodies’ offices ensuring efficient performance of their functions introduced

3.4. Free access for users to information on executive bodies and their activities in convenient form and plain language

37. Laws of Ukraine “On CEBs” and “On CMU” updated

38. Key indicators of effectiveness, efficiency and quality of performance of directors of central executive bodies with due regard to achievement by the central executive body of determined results in relevant areas of public policies introduced

39. The procedure for planning of the CEBs’ activity improved

40. Electronic document flow system at CEBs introduced and integrated into the System of Electronic Interaction of Executive Bodies

41. Functions related to provision of administrative services, public property management, control and supervision delegated from ministries

42. Functions related to supporting activities of central executive bodies, including document management, accounting and reporting, IT support, logistical and utility support, public procurement centralized

43. Requirements to the structure of ministerial offices developed

44. Regulations on ministries and organizational structure of their offices aligned with the target model

45. Functional study of other (than ministries) CEBs carried out

46. Regulations on central executive bodies (other than ministries), organizational structure of their offices aligned with the target model

47. Functional study of the SCMU regarding analytical, legal, organizational, logistical support for the activity of the CMU carried out

48. The functions and mandate of the SCMU reviewed in view of the experience of the EU Member States and OECD member-countries

49. Mechanisms for delegating certain powers of ministers and directors of other central executive bodies to chiefs of relevant units introduced

50. Methodology of optimizing and analyzing core workflows at central executive bodies introduced

51. CEB responsible for developing and implementing public policy on ensuring access to information designated

52. Uniform requirements to official websites of CEBs established

53. The websites of central executive bodies brought in conformity with the uniform requirements

54. Procedure for access to public information optimized and digitalized

Updates of PAR Strategy of December 18, 2018 №1102
4. ADMINISTRATIVE PROCEDURES AND SERVICES

4.1. General administrative procedure introduced featuring basic guarantees for individuals and legal entities

4.2. Providers of administrative services interact efficiently and consistently

4.3. Administrative services regularly improved based on monitoring and assessment results

4.4. Convenient access of individuals and legal entities to electronic administrative services ensured

55. Law of Ukraine “On Administrative Procedure” approved

56. Action plan for drafting secondary legislation to implement the Law of Ukraine “On Administrative Procedure” approved and implemented

57. 70 registers in the National Register of State Electronic Information Resources

58. State electronic information resources connected to the electronic interoperability system

59. Recommendations for requirements to an administrative service centre and a list of services developed depending on a body that established a centre

61. Administrative service centres provided with equipment for issuance of passports, driver licences and registration of vehicles

62. Survey of customer satisfaction with administrative services rendered by administrative service centres conducted

63. Trainings and public events on improvement of quality of administrative services and of administrative service centres’ performance conducted

64. Law on delegation of powers related to registration of land plots to local self-government bodies approved

65. Law on delegation of powers related to registration of vehicles and issuance of driver licences to local self-government bodies approved

66. The procedure for provision of 15 most popular administrative services, including services related to childbirth, simplified

67. E-service websites of public bodies connected to the integrated system of electronic interoperability (integrated system of identification)

68. 130 electronic services of high importance according to III-IV levels for citizens and legal entities introduced

69. E-contracting system within executive bodies established

Updates of PAR Strategy of December 18, 2018 №1102
# PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>REFORM AREA</th>
<th>INDICATOR</th>
<th>BASELINE</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. PUBLIC POLICY DEVELOPMENT</td>
<td>1. Share of the strategies adopted in the current year that meet the established requirements, as %</td>
<td>-</td>
<td>-</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>2. Share of the strategies subject to annual implementation progress reporting, as %</td>
<td>-</td>
<td>-</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>3. Share of implemented activities from the Government annual action plan, as %</td>
<td>40</td>
<td>45</td>
<td>55</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>4. Share of central executive bodies connected to the 1st HRMIS module, as %</td>
<td>0</td>
<td>25</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>5. Share of competitive selections to the civil service positions in ministerial offices through centralized testing in the assessment centre created by the NACS, as %</td>
<td>0</td>
<td>20</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>6. Share of the civil service vacancies announced on the career.gov.ua website, as %</td>
<td>1</td>
<td>50</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>7. Share of Category A civil servants who have worked in the civil service for at least 1 year and attended at least one training course in the leadership programme for civil servants, as %</td>
<td>0</td>
<td>25</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>8. Share of the fixed part of wages within the general payroll of concerned bodies (salaries and other mandatory payments), as %</td>
<td>45</td>
<td>50</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>9. Share of HR management service chiefs successfully trained in performance evaluation techniques, as %</td>
<td>-</td>
<td>25</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>10. Average number of candidates in competitive selection to civil service positions</td>
<td>2</td>
<td>5</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>2. CIVIL SERVICE</td>
<td>11. Share of central executive bodies for which relevant CMU member has approved performance indicators for the following year, as %</td>
<td>-</td>
<td>20</td>
<td>30</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>12. Share of central executive bodies which have published their annual progress reports, as %</td>
<td>-</td>
<td>-</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>13. Share of ministries with the staff structure that meets unified requirements, as %</td>
<td>-</td>
<td>-</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>14. Share of central executive bodies whose websites are brought in compliance with approved unified standards, as %</td>
<td>0</td>
<td>10</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>3. ACCOUNTABILITY</td>
<td>15. Draft Law “On the Administrative Procedure” is submitted to the Verkhovna Rada of Ukraine and followed-up till adoption</td>
<td>-</td>
<td>yes</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>16. Number of registers listed in the National Register of State Electronic Information Resources, pcs.</td>
<td>5</td>
<td>25</td>
<td>40</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>17. Number of registered state electronic information resources connected to e-cooperation system of state electronic information resources, pcs</td>
<td>0</td>
<td>12</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>18. Share of administrative service centres providing core administrative services, as %</td>
<td>60</td>
<td>70</td>
<td>80</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>19. Share of customers satisfied with the quality of administrative services provided by administrative service centres</td>
<td>-</td>
<td>40</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>20. Number of simplified procedures of provision of administrative services</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>4. ADMINISTRATIVE PROCEDURES AND SERVICES</td>
<td>21. Number of e-services with significant impact on citizens and legal entities developed up to levels III-IV (according to the UN methodology), pcs.</td>
<td>90</td>
<td>100</td>
<td>120</td>
<td>130</td>
</tr>
</tbody>
</table>