

**CAPABLE SERVICE-ORIENTED AND DIGITAL STATE THAT ENSURES CITIZENS' INTERESTS
BASED ON THE EUROPEAN PRINCIPLES AND PRACTICES**

STRATEGIC GOALS

1. Citizens and legal entities receive **quality and accessible administrative services** through unified and user-friendly procedures

2. Professional and politically neutral **civil service and service in local self-government** committed to integrity and to ensure the interests of citizens

3. Government bodies ensure **evidence-based policy making** with stakeholders engagement and ensure **effective policies implementation** for the sustainable development of Ukraine

OPERATIONAL OBJECTIVES

1.1 Administrative procedure is implemented

1.2 High-quality and accessible services for citizens are ensured

1.3 Efficient infrastructure is put in place

2.1 Fair and transparent selection and recruitment are ensured, based on merit and equal treatment of candidates

2.2 Civil servants benefit from appropriate work conditions and competitive, transparent salary system based on job classification

2.3 People management departments use modern effective HRM methods and support organizational and managerial culture

2.4 Professional development system is coherent, flexible, focused on development and aligned with the needs of civil service and each civil servant individually

3.1 A system for planning and development of coherent public policies is implemented

3.2 An effective system of organization and accountability of public institutions is created

3.3 Advanced tools for handling citizens' submissions are implemented

4. **Communication** supports effective PAR Strategy implementation, with proper internal and external tools, within a **"one voice"** approach

1. Citizens and legal entities receive quality and accessible administrative services through unified and user-friendly procedures

1.1. Administrative procedure is implemented	1.2. High-quality and accessible services for citizens are ensured	1.3. Efficient infrastructure is put in place
1.1.1 Law on Administrative Procedure adopted <small>MinJustice</small>	1.2.1 Development and optimization of the network of administrative services centres (ASCs), making them inclusive, accessible, and user-friendly <small>MinDigital</small>	1.3.1 Prioritized state electronic information resources connected to the interoperability system TREMBITA <small>MinDigital</small>
1.1.2 Legal acts aligned with Law on Administrative Procedure <small>MinJustice</small>	1.2.2 Administrative services offer in ASCs expanded (integration of services in ASCs) <small>MinDigital</small>	1.3.2 Agreement between Ukraine and EU on mutual recognition of qualified electronic trust services signed; EU acquis implemented in the area of electronic identification <small>MinDigital</small>
1.1.3 Civil servants trained on how to conduct administrative procedures <small>MAES</small>	1.2.3 Decentralization of competency related to state registration of land ensured (also by delegating them to LSG). <small>MinAgro</small>	1.3.3. 100 ITC systems of e-services providers connected to the integrated electronic identification. system to enable access to e-services and other activity using electronic identification <small>MinDigital</small>
	1.2.4 Decentralization of competency related to vehicle registration and issuance of driver's license ensured (also by delegating them to LSG) <small>MinInterior</small>	1.3.4 Strategy for the development of electronic identification and electronic trust services up to 2024 elaborated <small>MinDigital</small>
	1.2.5 Decentralization of competency related to civil registration ensured (also by delegating them to LSG) <small>MinJustice</small>	
	1.2.6 Decentralization of competency related to social administrative services ensured (also by delegating them to LSG) <small>MinSocial</small>	
		1.2.7 A system for monitoring quality of administrative services put in place <small>MinDigital</small>
		1.2.8 Annual review of applicants' satisfaction with quality of administrative services conducted <small>MinDigital</small>
		1.2.9 The number of administrative services accessible electronically increased <small>MinDigital</small>
		1.2.10 Procedures for administrative services delivery simplified; comprehensive services introduced for: - Opening and conduct of business; - Integrated service related to termination of a person's life <small>MinDigital</small>
		1.2.11 Procedure and methodology for calculation of administrative fees amended <small>MinDigital</small>

2. Professional and politically neutral civil service and service in local self-government committed to integrity and to ensure the interests of citizens

OPERATIONAL OBJECTIVES

- 2.1.** Fair and transparent selection and recruitment are ensured, based on merit and equal treatment of candidates
- 2.2.** Civil servants benefit from appropriate work conditions and competitive, transparent salary system based on job classification
- 2.3.** People management departments use modern effective HRM methods and support organizational and managerial culture
- 2.4.** Professional development system is coherent, flexible, focused on development and aligned with the needs of civil service and each civil servant individually

ACTIVITIES

2.1.1 Law on Service in Local Self-Government adopted	2.2.1 A civil service salary system implemented based on job classification	2.3.1 Human resource management information system in public authorities (HRMIS) implemented	2.4.1 External review of the civil service training system conducted and proposals for its further development prepared	2.4.5 Development of gender competencies of civil servants by incorporating a gender component in training and in-service training programmes for civil servants
2.1.2 Civil Service Competitive Recruitment Procedure updated	2.2.2 A comprehensive salary reform implemented, increasing fixed pay, reducing number of pay elements, and eliminating pay gaps	2.3.2 Professional programmes for civil service onboarding implemented	2.4.2 In-service training programmes for civil servants on project management, strategic planning, management and European integration implemented	2.4.6 Equal opportunities for education providers of different forms of ownership in the area of civil servants' in-service training created
2.1.3 Civil service cadre reserve introduced (ensuring equal opportunities for men and women)	2.2.3 Matching exercise for salaries in typical civil service jobs and similar jobs in private sector conducted in order to identify competitive levels of remuneration	2.3.3 Development of organizational and managerial culture, and ethical behaviour in civil service, focusing on collaboration, results and people-centredness	2.4.3 In-service training programme for civil servants in category A and B positions on people management and performance management, as well as for employees of people management departments implemented	2.4.7 Training on practical aspects of integrity and ethical conduct of civil servants delivered (within professional development programmes)
2.1.4 Policy towards balanced representation of men and women in various civil service posts implemented		2.3.4 Competency frameworks for various professional groups in civil service in line with the catalogue of typical civil service jobs introduced	2.4.4. Procedures and tools of civil servants' performance appraisal improved, aligning them with strategic planning and reporting processes	2.4.8 Open and transparent system for placing government contracts, using the functionality of the knowledge management web-portal in the area of professional training implemented
2.1.5 Career progression ensured for senior civil service posts for civil servants who received excellent grade upon annual performance appraisal		2.3.5 In-service training programmes for staff in people management departments implemented		2.4.9 Higher school of public administration established
2.1.6 Internship programmes implemented to attract young talent to civil service		2.3.6 Safeguards to prevent arbitrary dismissals of civil servants strengthened		

3. EFFECTIVE GOVERNANCE

PAR STRATEGY 2022-2025

OPERATIONAL OBJECTIVES

3. Government bodies ensure evidence-based policy making with stakeholders engagement and ensure effective policies implementation for the sustainable development of Ukraine

3.1. A system for planning and development of coherent public policies is implemented

3.2. An effective system of organization and accountability of public institutions is created

3.3. Advanced tools for handling citizens' submissions are implemented

ACTIVITIES

3.1.1 The system of legal drafting improved through unification of rules for legal drafting and review of legal drafts MinJustice

3.1.2 Appropriate amendments to the Laws on Central Executive Bodies and on the Cabinet of Ministers of Ukraine adopted SCMU

3.1.3 Procedures for drafting and monitoring of execution of CMU planning documents prepared SCMU

3.1.4 The process for monitoring and control of execution of decisions reengineered SCMU

3.1.5 Law on Public Consultations adopted MinJustice

3.1.6 Process of public consultations and consultations with civil society on public policy development and implementation improved SCMU

3.1.7 A module for public consultations and consultations with civil society implemented within the online platform enabling interaction of executive bodies with citizens and civil society MinDigital

3.2.1 Procedure for establishment and termination of central executive bodies simplified SCMU

3.2.2 Structures of ministries' apparatus brought in compliance with the established requirements SCMU

3.2.3 Ministries relieved of non-essential functions and competences by assigning them to other central executive bodies or transferring them to local executive bodies or local self-governments SCMU

3.2.4 A catalogue of typical processes and regulation on optimization of procedures and business processes in executive bodies developed SCMU

3.2.5 Optimization of procedures and business processes in executive bodies carried out SCMU

3.2.6 Electronic archive introduced, and specialized software developed enabling work with electronic documents MinJustice

3.3.1 Modules for electronic submissions and electronic queries with the possibility to track their review on the online platform for interaction of executive bodies with citizens and civil society implemented MinDigital

3.3.2 Law on Citizens' Petitions adopted SCMU

4. COMMUNICATION

PAR STRATEGY 2022-2025

4. Communication supports effective PAR Strategy implementation, with proper internal and external tools, within a "one voice" approach

OPERATIONAL OBJECTIVES

ACTIVITIES

4.1. High-quality services and user-friendly procedures	4.2. Professional public service and HRM	4.3. Effective governance
4.1.1 Information campaign to increase awareness and support implementation of general administrative procedure	4.2.1. Nation-wide information campaign to popularize civil service	4.3.1. Institutional capacity for PAR communication ensured
4.1.2. Information campaign to increase citizens' awareness about the list, possibilities and means to use electronic administrative services	4.2.2. Nation-wide information campaign on the development and support of organizational and managerial culture, and ethical conduct in civil service	4.3.2. PAR web-portal created
	4.2.3. An interactive exhibition about civil service implemented	4.3.3. Awareness-raising materials on PAR disseminated among various target groups
	4.2.4. A mechanism for internal communication, interaction and feedback within civil service implemented	4.3.4. Regular public events and discussions with representatives of the public and reform stakeholders (once every quarter) with annual conference for stock-taking conducted
	4.2.5. Information campaign to increase awareness of key stakeholders, in particular civil servants, about salary reform based on civil service job classification	4.3.5. Surveys of target groups and key stakeholders to evaluate effectiveness of public administration and communication (once every year) conducted
		4.3.6. A solution for electronic interaction with key stakeholders and the public on pertinent issues of public administration reform implemented
		4.3.7. Information campaign to introduce public consultations on policy proposals and draft laws submitted for approval by the Cabinet of Ministers, using relevant ICT tools
		4.3.8. Information campaign to increase citizens' awareness about the list, possibilities and means to access public information and file submissions to public authorities (citizens' inquiries)

INDICATORS

PAR STRATEGY 2022-2025

BASELINE 2022 2023 2024 2025

1. HIGH-QUALITY SERVICES AND USER-FRIENDLY PROCEDURES

1	The rate of increased citizens' satisfaction with quality of administrative services, %, provided by:				
1a	administrative services centres	70%	73%	75%	78%
1b	public authorities	40%	50%	60%	65%
1c	electronically	50%	60%	70%	80%
2	Number of electronic services with high impact on citizens and business implemented at Levels III–IV (according to UN Methodology), units	120	130	250	300
3	Share of public electronic information resources included in the interoperability arrangement and sharing data through the interoperability system TREMBITA, from the list of prioritized public electronic information resources	50%	60%	70%	80%
4	Degree of integration of some groups of services in the offer of administrative services centres (as % of total number of administrative services centres providing these groups of services):				
4a	civil registration	20%	30%	70%	80%
4b	passport related services	20%	30%	50%	65%
4c	social administrative services	50%	60%	70%	80%
4d	pension related services	3%	10%	25%	40%
4e	tax related services for citizens	-	5%	25%	40%
4f	vehicle registration (re-registration) and issuance (replacement) of driver's license	6%	10%	25%	40%
5	Alignment of the network of administrative services centres with the new administrative territorial set-up:				
5a	share of settlements – administrative centres of rayons (as of 1 January 2020) where administrative services centres are established	49%	60%	70%	75%
5b	share of territorial communities with population above 10,000 residents where administrative services centres are established	25%	37%	50%	65%
5c	share of territorial communities with population below 10,000 residents where administrative services centres are established (when public financing has been allocated for construction, overhaul and equipment of premises)	8%	15%	60%	70%
6	Number of simplified procedures for administrative service delivery, units	-	5	5	5
7	Implementation of the Law on Administrative Procedure:				
7a	share of legislative proposals instrumental for the implementation submitted to the Parliament	-	70%	80%	90%
7b	share of civil servants trained on the new framework of administrative procedure, as % of total number of civil servants requiring such training	-	20%	40%	60%

2. PROFESSIONAL PUBLIC SERVICE

1	Average number of candidates per civil service post	3	10	12	13
2	Turnover in category A posts	18%	17%	15%	13%
3	Turnover in category B and C posts	25%	20%	15%	13%
4	Share of civil service posts covered by the salary system based on job classification, % of total number of posts for which common remuneration conditions apply	0	1%	70%	75%
5	Share of institutions with implemented HRMIS	0,50%	25%	50%	65%
6	Share of civil servants who received in-service training, % of total headcount	49%	55%	60%	65%
7	Share of institutions' expenditures on in-service training of civil servants in the apparatus, % of wage bill	до 1%	1%	1,50%	1,75%

3. EFFECTIVE GOVERNANCE

1	Degree of satisfaction of applicants who have filed submissions via the unified system for processing submissions	-	15%	25%	35%
2	Share of citizens' submissions filed electronically	15%	25%	35%	40%
3	Share of directorates in ministries that have been fully staffed	80%	82%	85%	88%
4	Share of implemented activities defined in the Government's Priority Action Plan	45%	47%	50%	53%
5	Share of central executive bodies that have integrated local systems of documentation flow with the unified integrated portal for monitoring and control of implementation of managerial decisions	0	5%	70%	80%
6	Number of business processes (procedures) reengineered by each central executive body	0	1	4	6