

**The National Council for the Recovery of Ukraine from the  
Consequences of the War**

**Draft Ukraine Recovery Plan**

**Materials of the  
“Public administration” working group**

**July 2022**

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## Executive summary

Accountable and transparent public administration is an important precondition for the European integration of Ukraine. Without it, it would be impossible to build a powerful European democracy. Public administration reform is a comprehensive fundamental reform which enables the government to promote and implement all other reforms.

SIGMA Principles of Public Administration, building on the governance practices in the EU Member States and giving ground for the assessment of the public administration capacity of the EU candidate countries, are the cornerstone of the public administration reform in Ukraine. Each principle targets specific objectives and tasks that need to be addressed to modernise public administration and bring it in line with the European requirements. Implementation of the public administration reform that is expected to ensure adequate capacity and transparency of public institutions is a key milestone in the process of the European integration and a major factor of support of the post-war reconstruction and recovery.

Public administration is facing significant challenges of the wartime. Thus: 9,500 civil servants displaced abroad, 5,500 are staying in the occupied territories and in the areas of hostilities, almost 32 thousand civil servants are now idle. Funding of the civil service, including wages of civil servants, decreased by 10–15%. The situation is exacerbated by the change in the list and scope of the functions vested in civil servants due to heavy displacements of the population, restriction of their functions within the temporarily occupied territories and difficulties in accessing workplaces. Destruction of physical resources of public authorities and cyberthreats to public authorities, including public registers and personal data of citizens, add to the troubles.

Despite all that, thanks to the changes that have been introduced in this sector in the recent years, public administration remains operational now, during the wartime: most civil servants keep performing their duties, even remotely. The government keeps paying salaries to civil servants. Administrative service centres remain operational and provide services. The Verkhovna Rada of Ukraine holds meetings in the framework of the plenary session started on 24 February. In the first three months of the war, the Verkhovna Rada met 11 times and passed 112 laws. The Government continues its operation. Since the beginning of the invasion, it adopted 511 resolutions and 281 ordinances. Access to public registers that had been temporarily shut down for security reasons has been restored. People, in particular IDPs, receive e-services through Diia application.

The Recovery Plan in the area of public administration is premised on the practices and principles of the EU Member States and SIGMA and is aimed at building a capable public administration system as a basis for the resilient and efficient functioning of the state and Ukraine's integration into the EU. The purpose of the Recovery Plan in the area of public administration is:

*Building a capable service and digital state in Ukraine with an efficient local self-government system ensuring the protection of the interests of citizens, the resilience and continuity of public authorities operation, the capacity and transparency of the implementation of activities aimed at Ukraine's recovery after the war, as well as the implementation of policies aimed at receiving the European Union membership.*

To achieve the set purpose, a set of tasks has been designed under four pillars: parliament, central executive authorities and approximation to the EU governance standards, local executive bodies and local self-government. Below are the expected effects of the Recovery Plan implementation during the recovery period in each of the areas:

**parliamentary reform:**

- rationalisation of legislative drafting, increasing its effectiveness and improving the quality of legislative acts adopted by the Verkhovna Rada of Ukraine;
- strengthening parliamentary control;
- shaping of procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency;
- strengthening the role of the Cabinet of Ministers of Ukraine within the law-making process;
- making the Verkhovna Rada of Ukraine more open to the public, improving public awareness of the parliamentary work;
- improving the support of activities of Ukrainian members of parliament and parliamentary activities in general.

**reform of the system of central executive authorities and approximation to the EU governance standards:**

- compact, result-oriented, efficient and accountable system of central executive authorities;
- transformation of the Secretariat of the Cabinet of Ministers of Ukraine into the Centre of Government providing support in coordination and management of ministries and ensuring effective management of national recovery and the EU integration programmes;
- civil service reform aimed at ensuring an efficient recruiting and hiring system, introduction of a unified remuneration system, improvement of the civil servant professional development system, strengthening the autonomy of the managerial staff and building capacity of human resources units, completion of the introduction of the information system for human resources management;
- consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof;
- introduction of a single administrative procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.

**local executive bodies:**

- updating the areas of work of oblasts and raion state administrations in line with the needs of the post-war time;
- establishing efficient cooperation between local executive bodies and local self-government bodies, territorial departments of central executive authorities;
- improving professional qualification of employees of local state administrations;

- defining the legal status of heads of local executive bodies;
- provision of high-quality services to people in the post-war and subsequent periods.

### **local self-government:**

- introduction of a capable system of local self-government bodies at all levels of the administrative and territorial division of the state to properly perform the public functions vested in it, to be resilient to permanent crises and unpredictable threats, to adequately respond to challenges and enjoy trust among local communities;
- ensuring adequate funding to support the performance of public functions, reasonable distribution of powers between levels and subjects of public governance to allow for better quality of public services, efficient spending of limited funds and rapid development of territories;
- optimisation and digitalisation of civil service at the local level and making it result-oriented, and therefore aimed at achieving the key performance indicators;
- adapting the election procedures at the local level to the challenges of the post-war recovery, abolishing the size of the population as a factor determining the election system to allow for a more balanced reflection of the needs of the local population.

The public administration system in the wartime and post-war context determines the capacity of the state to efficiently respond to challenges and ensure development in various areas of recovery. Equally important is the ability to introduce changes to bring Ukraine closer to the EU standards and legislation, which is a key task in the context of Ukraine's EU candidate status and its EU integration processes. Implementation of complex measures in the area of parliamentarism, executive power and local self-government is aimed at ensuring efficient post-war development and consistent integration of all sectors in line with the EU standards and requirements.

## **I. Reform of the system of central executive authorities and approximation of governance to the EU standards**

In general, the current system of executive authorities has ensured the implementation of its tasks in wartime – the continuous functioning of the state, decision-making, performing critical functions and providing services to citizens.

Since 2016 with the support of the EU Ukraine has been consistently implementing public administration reform. In 2021 the Government approved a new Strategy for Public Administration Reform until 2025 and an action plan for its implementation. The new Strategy is a continuation of the previous stage of public administration reform and is based on the results of the assessment of the state of public administration of Ukraine conducted by experts of the Support for Improvement in Government and Management Programme (SIGMA). Many tasks of the plan remain relevant at the moment.

Given that there is no strict *acquis communautaire* in the field of public administration, and there is no single model to follow in the reforms of horizontal governance structures, the SIGMA Principles are a tool for candidate countries to improve governance based on best practices of EU member states.

Therefore, taking into account the existing challenges, the main expectations for the candidate countries for EU accession, and the results of the consultations within the Working Group on Public Administration, the main directions of the reform are:

- optimization;
- efficiency;
- professionalization;
- human-centredness;
- digitalization.

### **Problem description**

In the context of a full-scale war, the system of executive authorities of Ukraine faced a number of challenges that exacerbated the existing ones and identified new problems in this area.

Due to the cessation of the implementation of a significant number of functions in the pre-war format and the reduction or renewal of those functions that are actually being performed, changes in workloads, there is an urgent need for appropriate redistribution/optimization of resources. The reduction in the number of employees actually involved in the performance of functions (due to dismissal, travel abroad, stay in the temporarily occupied territories, underemployment, downtime, unpaid leave, etc.), and the level of remuneration of civil servants are particularly painful issues. In this regard, there are risks

of losing the most qualified personnel, in particular those involved in policy-making, and levelling the achievements of public administration reform in this area.

Reduction of the time to complete tasks and need for quick results without losing quality has exacerbated the problem of obsolescence and bureaucratization of workflows and the need for their optimization and automation. In addition, according to the “Authorities processes efficiency: the position of civil servants” survey conducted in February 2022, there is virtually no customer orientation of the results of processes: only 4% of civil servants focus on consumer requirements, while 13% are governed by the established practice, 17% – by the instructions of the head, if such requirements are not defined by the regulatory document.

The issue of qualified personnel and efficient work processes has become especially relevant in terms of ensuring the capacity of the state apparatus to implement EU legislation.

The CEAs' lack of capacity to respond quickly to martial law challenges due to an overly complex system of subordination and approval at all levels, dispersal/duplication of functions, and responsibility for the quality of their implementation has also become obvious. Therefore, the insufficiently efficient and irrationally constructed system of CEAs, the lack of a clear division of functions and powers between CEAs, the redundant and duplicative functions remain problematic.

The ongoing process of reforming ministries to enhancing their institutional capacity to develop state policy needs to be completed. Therefore, the issue of removing the inappropriate functions from the ministries by gradually transferring them to other CEAs or entities, including in the framework of authority decentralization, is still relevant. The mechanism for directing and coordinating the CEA activities through the relevant ministers is imperfect and should be revised in the light of the principles of management accountability set out in SIGMA.

An important task is to improve the process of development and implementation of long-term decisions on state development, coordination of policy development and implementation, which are key elements of the executive branch in the system of public administration. At the same time, the planning process of the Cabinet of Ministers of Ukraine should be consistent with the long-term vision of the state development, the medium-term budget process, Ukraine's international obligations and the need to approximate the laws to the EU acquis.

There is a need to improve management accountability in accordance with European principles, taking into account the peculiarities of the public administration system of Ukraine, as well as increase the prestige of the state and its competitiveness as an employer, creating possibilities to attract and retain most qualified specialists in the civil service providing them with the opportunity for professional development in accordance with the needs and ensuring appropriate working conditions. At the same time, it is necessary to increase the capacity of civil servants in the field of European integration.

There have been positive changes caused by wartime: rapid acceleration of the government's use of modern approaches to the organization of work. This demonstrated the significant potential and professionalism of the civil service. The widespread introduction of remote work has demonstrated that it is effective in results-oriented public administration rather than public administration oriented on physical presence on the work place. Also, the use of IT tools in the preparation and processing of documents in electronic form instead of paper, is effective and convenient. Obviously, this approach must be maintained and developed in the future. After all, this is one of the ways to reduce overhead costs for the maintenance of the state apparatus.

An analysis of the European Commission's reports on the progress made in the implementation of reforms by the candidate countries for accession to the EU shows that main challenges for candidate states in public administration are:

- optimization of the organizational structure of authorities and ensuring their accountability and coordination;
- development of data and evidence-based policies through consultations with stakeholders;
- introduction of an administrative procedure and harmonization of relevant regulations;
- introduction of a merit-based and achievement-based system of selection of candidates for civil service.

### **Expected impact**

Achieving the goals set in the Plan will contribute to the development of an effective system of public administration in Ukraine, which will provide for the implementation of other sectoral reforms and acceleration of European integration processes.

It is expected that the implementation of the goals will lead to rapid post-war recovery and development through the achievement of appropriate results, namely:

- building a stable CEA system that can ensure coherence and efficiency under such conditions that require rapid response/flexibility, high institutional capacity of CEAs which ensures the achievement of a result in accordance with the needs/requirements of consumers (citizens, institutions, etc.), using optimal resources;
- creation of a strong centre of the Government which will provide high-quality analytical and expert support and effective cooperation of CEAs in resolving cross-sectoral issues;
- consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof;
- existence of reliable, qualified, motivated civil servants who receive fair pay and increase professional competence in accordance with their professional needs, have appropriate conditions and means for work;
- interaction between the state and citizens and business entities is based on clear and common administrative procedures principles ensuring the respect for the rights of individuals and legal persons.

**1. Key issues to be solved within the framework of the Recovery Plan within the direction “Executive Reform (CEAs) and Approximation to European Standards”**

Impact of the war on the defined analysis area:	
<b>1) Key challenges (in general, for the defined area)</b>	<p>Ensuring the most comfortable conditions and creating a convenient system for women and men belonging to different groups with regard to issues related to the activities of authorities or the provision of state services</p> <p>The need to restructure State Budget expenditures for the state apparatus</p> <p>Ministries and central executive authorities lack practical experience of operation under the circumstances of martial law</p> <p>Optimization of the number of employees actually involved in the performance of functions</p> <p>Cessation of the implementation of a significant number of functions in the pre-war format and the reduction or renewal of those functions that are actually being performed</p> <p>Revision of the structure of executive bodies in view of the war and post-war period</p> <p>Time allocated for work processes is reduced, the demand to perform urgent tasks without loss of quality of their performance is increased</p> <p>The need for maximum digitalization of the public services product and hardware processes</p> <p>The need to ensure the capacity of the state apparatus to implement EU legislation</p> <p>Incomplete reforms, which are the cause of some elements of the public administration system working inefficiently</p> <p>Lack of confidence and motivation of the staff due to the dissemination of information about mass redundancies, including category B and C civil servants, most of whom are women.</p> <p>Lack of balanced representation of women and men belonging to category A positions in CEAs.</p>
<b>2) Key opportunities (in general, for the defined area)</b>	Existence of political will for change and clear awareness of the need to make public administration human-centred and as effective as possible

	<p>The experience gained during the war will allow for the assessment and prioritization of reforms, as well as a more thorough review of the goals, functions, tasks, conditions and form of work of ministries and CEAs.</p> <p>The possibility of radical change if all interested parties reach a consensus</p>
<b>3) Key restrictions (in general, for the defined area)</b>	<p>Impossibility to change the Constitution of Ukraine before the end of martial law</p> <p>Rigid cost savings given the urgent need to secure protected budget items</p> <p>Lack of time to prepare quality decisions at all levels of government and, as a consequence, reduced quality of the adopted regulations and individual acts</p> <p>Impossibility of medium- and long-term planning</p> <p>The CEAs' lack of capacity to respond quickly to problems due to a complex system of subordination and approval at all levels</p> <p>Restrictions on the performance of functions in the temporarily occupied territories</p> <p>Mass internal movement of workers and outflow of professional staff</p> <p>Impossibility to ensure a quality selection of employees due to the simplified competitive procedure</p> <p>Danger associated with working in administrative buildings.</p>

## **2. Goals, tasks and stages of the Recovery Plan within the direction “Executive Reform (CEAs) and Approximation to European Standards” for specific fields:**

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<b>OPTIMIZATION</b>			
<p><b>Problem 1: Shortage of financial resources call for optimization of the organizational and functional structure of the central executive authorities system.</b></p> <p>Fiscal conditions of wartime determine the need for public administration to work with significantly less resources. It is also likely that limited funding will remain an issue even after the war. This will be dictated by the need to direct all available resources to solve social, economic and other problems. The existing structure of public administration is the result of:</p> <ul style="list-style-type: none"> <li>- irregular functional audits and analyses of expenditures in institutions, lack of incentives for their performance;</li> </ul>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<ul style="list-style-type: none"> <li>- lack of instructions and rules on what to do and at what level. As a result, there is no principle of functional subsidiarity, the system is too centralized;</li> <li>- all institutions, large or small, spend resources to perform the same support functions, the economy of scale through consolidation is not used;</li> <li>- managers do not have incentives to analyse and restructure work processes and make them <i>lean</i> (thrifty, optimized);</li> <li>- a significant number of civil servants are involved in providing information to citizens upon their requests and consideration of appeals;</li> <li>- the fact that many territorial units of central executive bodies still operate as legal entities, which increases costs;</li> <li>- the existence of various internal control systems with questionable benefits and effectiveness;</li> <li>- too many institutions still do not belong to the system of line ministries and report directly to the Cabinet of Ministers of Ukraine.</li> </ul>			
<p><b>Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.</b></p> <p>The system of central executive bodies is becoming more compact, while its institutions are actively cooperating to effectively achieve the goals of Ukraine's recovery and EU integration. A new governance model is developed and implemented for each type of executive body (ministries and other CEAs, collegial CEAs and CEAs with special status, including national regulators). The model should promote results-oriented management, combining operational autonomy with strong accountability for results, gender-based governance, internal control system and audit. In addition, a system and culture of decentralized management using delegation is being created.</p>			
<b>Goal to be achieved to solve the issue during each stage</b>	<p><b>Model a compact, accountable, result-oriented and rationally built system of central executive authorities.</b></p> <p>Ensure continuous and efficient performance of state functions by each CEA in the process of optimization.</p> <p>Audit the functions and form proposals for optimizing the CEA functions based on the results of such audit.</p> <p>Prepare an updated model of institutional and organizational support for implementation of the EU acquis in accordance with EU recommendations.</p>	<p><b>Introduce a culture of continuous improvement in government agencies</b></p> <p>Carry out a comprehensive assessment of the public administration system and develop a plan for its approximation to the standards set by the OECD/SIGMA</p> <p>Introduce an updated model of institutional and organizational support for implementation of the EU acquis.</p>	Make CEAs focus exclusively on their core activities, including EU integration.

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<b>Deadline within the stage</b>	12/2022	12/2025	
<b>Risks related to the goal achievement</b>	<p>Extension of martial law.</p> <p>Lack of practical experience of CEAs operation under the circumstances of martial law.</p> <p>Lack of strong political leadership to coordinate the process of CEAs system optimization</p>	<p>Lack of political consensus on constitutional changes</p>	
<b>Measurable goal achievement indicator</b>	<p><b>A new model of the institutional structure of the executive power at the central level and a step-by-step plan for its implementation have been prepared.</b></p> <p><b>A step-by-step plan to reduce the maximum number of CEAs employees is prepared.</b></p> <p><b>Control and supervisory functions are consolidated within a single body.</b></p> <p>An audit of the functions of the CEAs was conducted, an optimized model of the institutional structure of the executive branch was formed using:</p> <ul style="list-style-type: none"> <li>- optimization and digitization of functions</li> <li>- consolidation and liquidation of CEAs</li> </ul> <p>A mechanism/procedure is developed to ensure a quality policy-making process</p>	<p><b>CEAs regularly analyse and improve the processes of their activities.</b></p> <p><b>A new model of the institutional structure of the executive power at the central level has been gradually implemented.</b></p> <p><b>The number of ministries is reduced to approximately 12-16.</b></p> <p><b>The general salary fund was reduced by approximately 30% due to a reduction in the number of employees.</b></p> <p>The number of CEAs (apart from ministries) whose activities are directed and coordinated directly by the Cabinet of Ministers is reduced.</p> <p>A result-oriented mechanism for directing and coordinating the CEAs activities through the relevant ministers is introduced.</p>	<p>CEAs system fully corresponds to the defined model of the institutional structure.</p> <p>100% of adopted legislation complies with the EU acquis</p> <p>100% of legislation is approximated to the EU acquis (% of implementation)</p> <p>At least 50% of draft laws adopted by the Verkhovna Rada have been drafted by the Cabinet of Ministers</p>

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
	<p>and meeting deadlines at all stages of the process.</p> <p>Amendments to the legislation on the conceptual vision of the planning and reporting system have been made.</p> <p>The procedure for coordinating European integration at the ministry level is developed and approved.</p> <p>Proposals for the use of international experience in creating a laboratory of innovation policy have been prepared.</p> <p>Proposals regarding the use of IT tools for policy making based on inventory findings have been prepared.</p> <p>Normative changes have been made to check the quality of draft acts of the Cabinet of Ministers.</p>	<p>Territorial bodies of the CEAs which functioned as legal entities were terminated by being reorganized into structural subdivisions of the CEAs apparatus.</p> <p>The directorate of the ministry responsible for each policy area is appointed.</p> <p>Proposals have been developed to improve the procedure for the formation and termination of CEAs.</p> <p>A system for exercise of the delegation is introduced.</p> <p>The processes of consideration of citizens' appeals have been optimized.</p> <p>Amendments to the legislation on consolidation of the policy areas for ministries have been made.</p> <p>100% of policy documents are prepared in compliance with all policy analysis requirements.</p> <p>IT systems for the preparation and passing of acts are introduced and used, which includes, in particular, interdepartmental consultations and consultations with the public during policy making</p> <p>General guidelines for periodic policy reviews have been developed to determine the effectiveness of adopted legislation in specific areas.</p>	

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Total funding requirement for the goal achievement</b>		Reduction costs – approximately 100 thousand per 1 person, up to 10 billion UAH in total (compensation for unused leave, severance pay, unemployment benefits after dismissal, grants, retraining, etc.)	
<b>Links between the goal and other directions</b>			
<p><b>Problem 2: Institutional fragmentation is not compensated by a strong management centre.</b></p> <p>The implementation of the reconstruction and recovery agenda, as well as European integration, will require effective leadership and coordination of all central executive bodies at all levels, from policy making to the achievement of expected outcomes. In addition to the political aspect of such a system, the support of the Prime Minister requires an institution with a strong mandate for strategic leadership, coordination and quality control. Although elements of such an institutional structure are present, it still needs to be developed in terms of authority and capacity.</p> <p>All CEAs are considered separate legal persons under public law but due to the lack of clearly defined legal status of a legal person under public law CEAs act as legal persons under private law, resulting in fragmentation of the system and attempts to resolve conflicts between CEAs in ways suitable for legal persons in private, in particular using lawsuits;</p> <p>Accession to the EU will require Ukraine to fulfil a wide range of legislative, organizational and institutional tasks. Effective, efficient and fast implementation of European integration tasks is impossible without proper planning and coordination. Therefore, a fast and efficient (according to Ukraine's interests) accession process requires a strong and efficient coordinating administrative level body at the centre of the government. Unfortunately, the Government Office for the Coordination of European and Euro-Atlantic Integration has gaps in its capacity compared to its role and mission. This capacity needs to be strengthened, starting with additional staff (industry lawyers capable of working with EU law), strengthening the role of the Office, making it monitoring the compliance with EU law relevant, binding and heard by decision-makers. More than 130,000 pages of the EU acquis need to be enshrined in Ukrainian law. In addition, the EU acquis will need to be translated into Ukrainian and new will need to be terminology developed.</p>			
<p><b>Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes</b></p>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Goal to be achieved to solve the issue during each stage</b>	<p><b>Develop a regulatory and technical framework for the centralization of support functions</b></p> <p><b>Strengthen the strategic functions of the government centre:</b></p> <ul style="list-style-type: none"> <li><b>- preparation of draft laws,</b></li> <li><b>- preparation of consolidated strategies, plans and action programmes of the government</b></li> <li><b>- legal and strategic examination of draft legal and normative acts</b></li> </ul>	<p><b>Centralize the main functions related to supporting CEAs activities</b></p> <p><b>Prepare legal support for the creation of a single legal entity – the Cabinet of Ministers of Ukraine</b></p> <p><b>Implement an efficiency management system.</b></p> <p>Ensure the efficient performance of the functions of the Government Centre by SCMU:</p> <ol style="list-style-type: none"> <li>1) support of the Prime Minister/Deputy Prime Minister(s) in the planning, management and coordination of ministries, including those related to the EU integration;</li> <li>2) control the quality of materials/proposals to the agenda of government committees, take part in the meetings of the Cabinet of Ministers;</li> <li>3) ensure effective cooperation of CEAs in resolving cross-sectoral issues;</li> <li>4) systematically monitor and assess the consequences of the implementation of state policy</li> <li>5) become the centre of development of key draft laws, strategic and program documents</li> </ol>	<p><b>Centralize the vast majority of CEAs support functions</b></p> <p><b>Increase the efficiency of ministries by depriving them of the status of a legal entity and creating a single legal entity – the Cabinet of Ministers.</b></p> <p>The SCMU is transformed into a Government Centre, which has the appropriate status and high reputation for ministries and other central executive bodies.</p>

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
		6) provide effective guidance to category A officials.	
<b>Deadline within the stage</b>	12/2022	12/2025	12/2032
<b>Risks related to the goal achievement</b>	Lack of political leadership and political will to change	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
<b>Measurable goal achievement indicator</b>	<p><b>The regulatory framework for centralization of functions ministries' provision is prepared</b></p> <p><b>The normative and technical (IT products) framework for centralization of provision functions is prepared.</b></p> <p><b>Amendments to the legislation on granting the appropriate status and powers to the CMU Secretariat is prepared.</b></p> <p>The concept of the Government Centre and its implementation plan have been approved, which in particular envisages the development of the capacity of the unit responsible for coordinating EU integration and ensuring quality control in matters related to compliance with the EU acquis.</p> <p>A draft of the new structure of the CMU Secretariat is prepared.</p> <p>The function of examination of draft legal and normative acts by SCMU is strengthened.</p>	<p><b>The main functions related to ensuring that CEAs' activities are consolidated in one institution (personnel, IT, business support, accounting, security) are centralized.</b></p> <p><b>SCMU has implemented the function of “talent management” – selection, professional development of category A personnel.</b></p> <p><b>An efficiency management system is introduced in the Cabinet of Ministers of Ukraine</b></p> <p>SCMU was reorganized in accordance with the approved concept and implementation plan.</p> <p>A system for monitoring the implementation of state policy using quantitative and qualitative methods of data collection, processing and dissemination is created and functioning.</p>	<p><b>The vast majority of the functions related to ensuring the CEAs activity in one institution have been centralized and the corresponding costs have been reduced due to this.</b></p> <p><b>Ministries were deprived of the status of legal entities and consolidated into a single legal entity.</b></p> <p>A culture of continuous improvement is introduced in the SMU.</p> <p>Information on monitoring key aspects of reconstruction and integration in the EU is prepared regularly and at regular intervals.</p>

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Total funding requirement for the goal achievement</b>			
<b>Links between the goal and other directions</b>		Digitalisation European integration	Digitalisation European integration
<b>EFFICIENCY</b>			
<p><b>Problem 3: Inefficient management of state-owned enterprises and state-owned property</b></p> <p>There are more than 3,000 state-owned enterprises under CEAs management. A significant proportion of them are unprofitable or do not function. Corporate governance standards are not implemented in most enterprises. The assets of government agencies (buildings, etc.) are managed in a decentralized manner, and economies of scale are not used. Property management takes CEAs resources from their core functions.</p>			
<p><b>Goal 3: Consolidation of management of state-owned enterprises and state-owned property to ensure efficiency thereof</b></p> <p>Create a single management centre for state-owned enterprises. Privatize or liquidate non-core and non-performing assets. Introduce centralized property management that ensures transparency and efficiency.</p>			
<b>Goal to be achieved to solve the issue during each stage</b>	<p><b>Optimize the management system of state-owned enterprises and state-owned property.</b></p> <p><b>Establish an asset management company in accordance with OECD requirements</b></p> <p><b>Create a Real Estate Management Agency for centralized real estate management</b></p>	<p><b>Ensure rapid privatization of surplus property</b></p> <p><b>Liquidate unprofitable and “dead” enterprises</b></p>	
<b>Deadline within the stage</b>	12/2022	12/2025	
<b>Risks related to the goal achievement</b>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Measurable goal achievement indicator</b>	<p><b>The list of enterprises that should remain and which should be privatized or liquidated is prepared.</b></p> <p><b>An asset management company is established in accordance with OECD requirements</b></p> <p><b>The Real Estate Management Agency is established</b></p> <p><b>Management of state-owned enterprises and state-owned property is no longer a function of CEAs</b></p> <p><b>Amendments to the legislation On Management of State Property Assets are introduced (draft law 5593-d)</b></p>	<p><b>Enterprises and surplus property have been privatized, enterprises that have no prospects have been liquidated or declared bankrupt</b></p> <p><b>Corporate governance of state-owned enterprises based on best international practices is introduced</b></p>	
<b>Total funding requirement for the goal achievement</b>		<p>Budget expenditures for the an asset management company: 40 mln per year</p> <p>Budget expenditures for the Real Estate Management Agency: 40 mln per year</p>	<p>Budget expenditures for the an asset management company: 40 mln per year</p> <p>Budget expenditures for the Real Estate Management Agency: 40 mln per year</p>
<b>Links between the goal and other directions</b>	digitalisation	digitalisation	digitalisation
<b>PROFESSIONALISM</b>			
<p><b>Problem 4: The civil service is not unified which hinders common efforts for the country's rebuilding and recovery.</b></p>			

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<p>The civil service is not unified, even if it operates under the same laws and procedures. In fact, the civil service reflects the current structure of the central executive authorities where ministries are independent and act almost as legal entities under private law. Senior civil servants are not managed or developed as a single team. There is no institution that has full authority to do so. Although the resolution of the Cabinet of Ministers of Ukraine establishes a single framework for basic salaries of civil servants, and the Law “On Civil Service” provides for several other standard requirements, the remuneration system is currently unbalanced. The solvency of institutions does not depend on the wage system, but on other, less formal factors. Executive bodies compete with each other when it comes to better salaries for potential employees. Also, various specialized laws fragmented the civil service even further.</p>			
<p><b>Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy, accountability and unified system of remuneration</b></p>			
<b>Goal to be achieved to solve the issue during each stage</b>	<p>Addressing conceptual and practical bottlenecks for the introduction of the main pillars of unification in the civil service.</p> <p>Civil servants are instructed on the main aspects of wartime work.</p>	<p>All civil servants work within the same legal framework that ensures internal mobility. The following general systems apply to all institutions:</p> <p>1) unification, digitization and exchange, monitoring, reporting and analysis of civil service data;</p> <p><b>2) reform of the system of remuneration in the civil service;</b></p> <p>3) pre-selection, selection and development of senior officials as a group;</p> <p>4) placement of advertisements for competitions for civil service positions on a single web portal of vacancies career.gov.ua;</p> <p>5) formation of civil service branding, creation of an attractive image of the state as an employer</p>	<p>Civil service legislation and its application are well balanced between centrally established general systems, rules and guidelines on the one hand, and managerial autonomy and accountability in their application in each institution on the other.</p> <p>Professional groups within the civil service (specialists in law, finance, personnel management, political analysts, etc.) develop their own networks and cooperate.</p> <p>An effective system of communication with civil servants is fully operational, creating a sense of community among civil servants.</p>

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Deadline within the stage</b>			
<b>Risks related to the goal achievement</b>	Extension of martial law. Lack of political leadership and political will to change.	Extension of martial law. Lack of political leadership and political will to change.	Lack of political leadership and political will to change.
<b>Measurable goal achievement indicator</b>	Legal and normative acts necessary for the formation of a balanced system of public administration (human resources management system, new remuneration system, independent competitive selection, personnel reserve) have been developed and approved.	<p><b>a new system of remuneration for the civil service based on best international practices is introduced;</b></p> <p>a unified personnel reserve system was created.</p> <p>The official NACS portal provides an opportunity for civil servants to promptly receive information on the main aspects of their activities and leave information on problematic issues related to the organization of their work (NACS Communication Centre)</p>	<p>HRMIS human resources management system allows tracking and analysing information on vacancies, salaries, specialists in various fields, etc. in all government agencies;</p> <p>remuneration in the civil service is clear (the size of all components is known), transparent (low influence of the head on the size of the head's salary) and fair (same work is remunerated equally);</p> <p>- all state bodies have access to the personnel reserve system and have the opportunity to find the necessary specialist in accordance with their requirements.</p> <p>The system of exchanging information with civil servants through the official NACS portal allows civil servants to address any issues related to the civil service.</p>
<b>Total funding requirement for the goal achievement</b>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Links between the goal and other directions</b>	digitalisation	digitalisation	digitalisation
<p><b>Problem 5: Insufficient ability to attract highly qualified professionals and specialists to the public service.</b> The state is one of the largest employers in Ukraine. Before the war total expenditures for civil service increased every year while the actual number of employees decreased. Therefore, it creates significant potential for the civil service to become an attractive and competitive employment opportunity. However, there is a strong opinion that the civil service does not attract a sufficient number of highly qualified professionals and talented specialists. There is also a view that existing competition procedures are a bureaucratic and inefficient obstacle. Therefore, there is a suggestion to simplify competition procedures. At the same time, the civil service is one of the few employment opportunities that is non-transparent regarding the expected level of wages and other employment conditions for potential employees. In the absence of a unified approach, each institution seeks to create its own employer brand.</p>			
<p><b>Goal 5. Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.</b></p>			
<b>Goal to be achieved to solve the issue during each stage</b>	Resume competitions for civil service positions as soon as security conditions allow.	<p>Introduce a new system of selection and recruitment for the civil service based on the concept of “paths to civil service positions”, at the same time ensuring the appropriate ratio:</p> <ol style="list-style-type: none"> <li>1) centralized and decentralized recruitment and selection;</li> <li>2) common rules and autonomy in case of a decentralized approach.</li> <li>3) gender balance.</li> </ol>	<p>The system of selection and recruitment for the civil service is reliable and is based on the assessment of the professional suitability of candidates and equal rights and opportunities for women and men, not on the selection based on loyalty. As a result, the number of candidates for one vacancy is on a par with the high-reputation positions in the private sector.</p>
<b>Deadline within the stage</b>	December 2022	December 2025	December 2032
<b>Risks related to the goal achievement</b>	<p>Extension of martial law. Lack of political leadership and political will to change</p> <p>Recruitment of a large number of persons to civil service without proper verification</p>	<p>Extension of martial law. Lack of political leadership and political will to change</p> <p>The procedure for amending the legislation provides for conciliation</p>	<p>Lack of political leadership and political will to change</p> <p>Not all civil service positions can be fully compared to private sector</p>

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
	of their professional competencies in the event of prolonged martial law.	procedures between interested parties. Finding a compromise solution can delay the adoption of the necessary laws and regulations.	positions, so there is a risk that using a private sector-oriented selection system will not have the expected outcome.
<b>Measurable goal achievement indicator</b>	Competitions held or announced for positions that have been filled under the simplified procedure.  The characteristics of the competition to ensure the maximum safety of candidates, members of competition commissions and administrators in a state of emergency or martial law have been approved.	Legislation and regulations have been amended to ensure independent, transparent, fair selection of the most effective candidates for all job categories by automating the selection process, increasing the number of centrally assessed competency requirements, and technically improving the Single Civil Service Vacancy Portal.	The number of candidates for one civil service vacancy is not less than the average number of candidates for a similar position in the private sector.
<b>Total funding requirement for the goal achievement</b>			
<b>Links between the goal and other directions</b>	European integration (digitalisation)	European integration (digitalisation)	European integration
<p><b>Problem 6:</b> Low quality of personnel management in government agencies</p> <p>Nowadays most managers of state bodies think of the role of the personnel management service exclusively as personnel records management. There is no practice of preparing strategies for staff development, talent management in government agencies, for forming the internal culture within institutions. There is a formal approach to the use of such personnel management tools as selection, adaptation of newly appointed employees, annual evaluation, development of a motivation system, etc. The future major transformation of public administration and civil service will require an active and capable personnel management service which will become the support for senior management in each central executive body not only in making decisions on proper staffing but also in organizational development of the public body. Over the last few years the National Agency of Ukraine for Civil Service has supported the development of HR functions, however currently the role of personnel management services in public administration institutions remains insufficiently important compared to the private sector.</p>			
<p><b>Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.</b></p>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Goal to be achieved to solve the issue during each stage</b>			
<b>Deadline within the stage</b>	December 2022	December 2025	December 2032
<b>Risks related to the goal achievement</b>	Extension of martial law. Lack of political leadership and political will to change	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
<b>Measurable goal achievement indicator</b>	Personnel record keeping, preparation of reporting documents take up to 50% of the working time of employees of the personnel management service.	Personnel record keeping, preparation of reporting documents take up to 30% of the working time of employees of the personnel management service.  Public authorities have their own HR strategies and use HR analytics in their work.	The human resources management service efficiently uses the advanced methods and tools of personnel management for the proper organisational development of the public authority, taking into account its strategic objectives and tasks. Personnel record keeping and preparation of reporting and accounting documents are automated to the greatest possible extent.
<b>Total funding requirement for the goal achievement</b>			
<b>Links between the goal and other directions</b>	digitalisation	digitalisation	digitalisation

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
<b>Problem 7: The system of professional training of public servants is not effective enough.</b>			
<p>Continuous professional development of employees is part of every successful organization. Before the war training of civil servants within the framework of the educational and professional training master's programme “Public Policy and Management” in higher education institutions, as well as advanced training of civil servants in the Ukrainian School of Governance and other institutions providing educational services was financed from the state budget. At the same time, the system has a number of shortcomings: the civil service does not have a comprehensive profile of general and position-specific competencies necessary for planning and managing the professional training of civil servants, etc.; professional training of senior officials is not systemic; training programs do not cover all priorities of public administration reform despite the annual review of vocational training needs; some executive bodies provide neither regular training of employees nor funding of such training at the expense of funds within the approved budget allocations; there is no system of regular involvement of civil servants as trainers for trainings; the performance evaluation system of civil servants is excessively focused on achieving the “production” KPI but does not pay enough attention to the development of professional and personal competencies.</p> <p>In general, the transformation of tasks and functions of civil servants during the war has weakened the relationship between the real needs of civil servants for training, training content and public administration practices, which negatively affects the formation and development of professional competencies of civil servants as well as their ability to perform their duties in the new circumstances.</p>			
<b>Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service</b>	<b>Goal to be achieved to solve the issue during each stage</b>		
	Reliable and effective connection between the needs for advanced training of public servants, the content of advanced training programs and the level of application of acquired / improved professional competencies in practice (in the official capacity) during the martial law period	<p>The system of advanced training of civil servants has changed so that their training at the expense of the state budget covers areas (topics) related to horizontal needs/gaps in management skills in general (e.g. law-making, EU integration, etc.), and the issue of adaptation of newly appointed civil servants of various categories.</p> <p>Public bodies provide additional training to their staff based on the results of performance evaluation of civil servants</p>	Civil servants not only have access to professional training of appropriate quality, but also proactively participate in such training. Vocational training is financed from the state and local budgets, expenditures of state bodies and local self-government bodies.

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
		and professional development plans at the expense of their own expenditures.	
<b>Deadline within the stage</b>	December 2022	December 2025	December 2032
<b>Risks related to the goal achievement</b>	Extension of martial law. Lack of political leadership and political will to change  Limited resources	Extension of martial law. Lack of political leadership and political will to change  Limited funding.	Lack of political leadership and political will to change  Limited funding.
<b>Measurable goal achievement indicator</b>	100% of civil servants have improved their skills based on the state order	The share of expenditures of state bodies allocated for advanced training of civil servants is 2% of the salary fund	70% of civil servants have improved their skills
<b>Total funding requirement for the goal achievement</b>	-	-	-
<b>Links between the goal and other directions</b>	-	-	-
<b>HUMAN-CENTEREDNESS</b>			
<p><b>Problem 8:</b> Excessive number of administrative procedures related to interaction between citizens and the state.</p> <p>The relations of citizens and business entities with the state, when the latter determines the rights and responsibilities of the former, are regulated by several hundred laws and numerous other legal acts. There is no single set of principles which all citizens could use in all cases of interaction with the state. This creates space for abuse of regulations and even corruption. Ukraine is one of the few countries in the entire European administrative space where there is no single administrative procedure established by law. Such a system is not optimal in terms of efficiency, as each institution invents its own rules of interaction with citizens and businesses.</p> <p>The issue of administrative procedures as well as improving the efficiency of administrative services to meet the needs of citizens using convenient and clear procedures are the most relevant to the daily needs of citizens related to public service administration. The adoption of the Law of Ukraine “On Administrative Procedure” requires a set of measures to be implemented so that for the citizens could actually use the opportunities and government officials comply with them.</p> <p><b>Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.</b></p>			

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<b>Goal to be achieved to solve the issue during each stage</b>	-	The Law “On Administrative Procedure” is in force and the necessary measures for its implementation have been taken to ensure the full functioning of the law after the end of the transition period.	Interaction between the state and citizens and business entities is based on clear and common administrative procedures principles ensuring the respect for the rights of individuals and legal persons.
<b>Deadline within the stage</b>	-	December 2025	December 2030
<b>Risks related to the goal achievement</b>	-	Extension of martial law. Lack of political leadership and political will to change	Lack of political leadership and political will to change
<b>Measurable goal achievement indicator</b>	-	50% of laws comply with the basic principles set out by the administrative procedure	100% of laws comply with the basic principles set out by the administrative procedure
<b>Total funding requirement for the goal achievement</b>	-	?	?
<b>Links between the goal and other directions</b>	-	European integration	European integration
<b>DIGITALIZATION</b>			
<b>Problem 9:</b>  <b>There are no tools for unification and digitalization of functions and work processes in ministries, CEAs and other government bodies.</b>  The policy of consultations with stakeholders regarding the development of rules and regulations requires an appropriate digital tool that will directly affect the quality of preparation and approval of draft legal and normative acts. The lack of ability to effectively monitor the process of drafting legal and normative acts has a negative impact on the quality and compliance with deadlines. Fragmentation of the digitalization of legal and normative acts drafting by the executive authorities does not ensure compliance with the paperless principle at all stages — from the idea (task) regarding the development to publishing an adopted government act or transfer to the entity that adopts the act.  Ensuring data-driven policy development requires creating a data management system within the authorities. At present, the authorities have data on the development and implementation of policy (reporting and statistical information) is stored on non-consolidated media, including paper, the availability of which is limited to their owners, although the vast majority of information has no characteristics of data with limited access. The vast majority of reports are collected in forms that provide for their further manual processing.			

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<p>The lack of a unified personnel data system makes operational management and civil service development planning impossible. Much of the data needed to develop personnel policy is collected manually and is not completely accurate.</p>			
<p><b>Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.</b></p>			
<b>Goal to be achieved to solve the issue during each stage</b>	<p>Development of a model of unified digitalization of the draft legal and normative acts preparation by executive bodies providing for a single platform for consultations with stakeholders.</p> <p>Ensuring the capacity of National Agency for Civil Service (NACS) to implement the HRMIS system and preparation of HRMIS components according to the measured indicators.</p>	<p>Development and implementation of IT support in accordance with the model of unified digitalization of the draft legal and normative acts preparation by executive bodies.</p> <p>Development and implementation of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.</p> <p>Ensuring the operation and implementation of HRMIS in accordance with the measured indicators.</p>	<p>Ensuring the functionality of the model of unified digitalization of the draft legal and normative acts preparation by executive bodies.</p> <p>Ensuring the functionality of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.</p> <p>Ensuring the operation and implementation of HRMIS in accordance with the measured indicators.</p>

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
<b>Deadline within the stage</b>	12/2022	12/2025	12/2032
<b>Risks related to the goal achievement</b>	Lack of funding; limited resources; martial law.	Lack of funding; limited resources; resistance from government agencies.	Lack of funding; limited resources; resistance from government agencies.
<b>Measurable goal achievement indicator</b>	<p>A single system of training and control of knowledge of working in HRMIS is approved.</p> <p>The concept for contact centre operation is approved.</p>	<p>at least 50% of draft legal and normative acts (except those with restricted access) undergo a full cycle of development and implementation using the IT system.</p> <p>Time for drafting legal and normative acts is reduced.</p> <p>CEAs' statistics on policy development and implementation are consolidated on a single platform accessible to employees of all CEAs.</p> <p>Reporting information is collected by filling out electronic forms and is processed (summarized) automatically.</p> <p>The expert team for HRMIS implementation, administration and support consists of a certain number of specialists indicated in the Terms of Reference.</p> <p>A single system of training and control of knowledge of working in HRMIS is in place.</p> <p>The HRMIS contact centre is fully operational.</p> <p>HRMIS is fully operational and used as the main HRM IT system in at least:</p> <ul style="list-style-type: none"> <li>50% of CEAs — 12/2023.</li> <li>65% of CEAs — 12/2024.</li> <li>80% of CEAs — 12/2025.</li> </ul>	<p>100% of draft legal and normative acts are developed following a paperless principle.</p> <p>The number of requests from one executive body to another regarding the provision of statistical information is reduced.</p> <p>Time for collecting and processing reporting and statistical information is reduced.</p> <p>The number of timely and high-quality implemented program documents, policies, strategies, measures, tasks is growing exponentially.</p> <p>Reporting on programme documents takes place as scheduled to demonstrate the progress (%) and give an update on expenditures, and passes efficiency verification.</p> <p>State budget funds are spent in the period planned and for the objectives set</p> <p>The expert team for HRMIS implementation, administration and support consists of a certain number of specialists indicated in the Terms of Reference.</p>

	<b>Stage 1: June 2022 – end of 2022</b>	<b>Stage 2: January 2023 – December 2025</b>	<b>Stage 3: January 2026 – December 2032</b>
			<p>A single system of training and control of knowledge of working in HRMIS is in place.</p> <p>The HRMIS contact centre is fully operational.</p> <p>HRMIS is fully operational and used as the main HRM IT system.</p>
<b>Total funding requirement for the goal achievement</b>	<p>Need for state budget funds to ensure NACS capacity in accordance with Ukraine's commitments to maintain a team of specialists responsible for implementation, administration and support of HRMIS</p>	<p>Need for state budget funds or funding from other sources for technical support, maintenance and updating of HRMIS related to changes in legislation:</p> <p>2023 — UAH 32 744 thousand</p> <p>2024 — UAH 26 390 thousand</p> <p>2025 — UAH 22 866 thousand</p>	TBD
<b>Links between the goal and other directions</b>	European integration (digitalisation)	European integration (digitalisation)	European integration (digitalisation)

### 3. Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area:

No.	Title of the programme document	Current situation
1.	Public Administration Reform Strategy for 2022–2025 and action plan for its implementation approved by the resolution of the Cabinet of Ministers No. 831-r of 21 July 2021 “Some issues of public administration reform in Ukraine”	Public administration reform is being implemented in accordance with the Public Administration Reform Strategy adopted in June 2016 and updated at the end of 2018 in accordance with short-term recommendations formulated by the SIGMA based on the results of the public administration system assessment in Ukraine. SIGMA's principles of public administration have been fundamental to the Strategy since its adoption in 2016. They are not just technical guidelines. Each principle is aimed at specific objectives and tasks that need to be addressed to modernise public administration and bring it in line with the European requirements. The Action Plan for the implementation of the Strategy contains

		<p>69 measures, 60 of which (87%) have been implemented by the end of 2021. The Strategy also contains 21 performance indicators which have targets for each year of the Strategy implementation. Targets for 2021 were achieved for 12 indicators (57%).</p> <p>In July 2021 the Government approved a new Public Administration Reform Strategy of Ukraine for 2022–2025. The preparation and development of this document was the result of a broad discussion involving the maximum number of interested parties' representatives, including civil society and European partners.</p>
2.	Concept of optimization of the system of central executive bodies approved by the CMU Regulation 1013-r of 27 December 2017	The action plan for the implementation of the Concept was not approved by the Government as the goals of the Concept were achieved within the framework of the action plan for the implementation of the Public Administration Reform Strategy of Ukraine. In particular, the reforms of ministries launched in the basis of the results of the pilot project with the participation of individual ministries. However in 2020-2021 this process was slowed down by restrictive measures put in place to prevent the spread of COVID-19 (restrictions on reform funding and the suspension of competitions affected the process of completing and staffing directorates in ministries).
3.	The concept of introducing the positions of reform specialists, approved by the Ordinance of the CMU No. 905-r of 11 November 2016	As of 31 December 2021, 74 directorates were established in 16 ministries, employing 722 reform specialists. Taking into account the positions of category A reform specialists, which include State Secretaries of Ministries, the Office of the President of Ukraine, the Secretariat of the Cabinet of Ministers of Ukraine and NACS, as of 31 December 2021 a total of 758 civil servants worked as reform specialists. In 2022 the number of directorates decreased slightly and as of 31 May there were 66 directorates where 702 civil servants worked as reform specialists. Taking into account the positions of category A reform specialists a total of 740 civil servants worked in these positions.
4	The concept of implementation of human resources information management system within the public authorities and the Action Plan	According to the Public Portal ( <a href="https://public.nads.gov.ua/">https://public.nads.gov.ua/</a> ) as of 09.06.2022:

	for its implementation approved by the Ordinance of the CMU No. 844-r of 1 December 2017	<ul style="list-style-type: none"> <li>– 87 state bodies (ministries, other central executive bodies and their territorial bodies / subdivisions) are connected to HRMIS. Among them 29 are CEAs, which is 36% of the total number of CEAs (according to the single web portal of the executive authorities of Ukraine (<a href="https://www.kmu.gov.ua/catalog">https://www.kmu.gov.ua/catalog</a>), there are 80 CEAs in total);</li> <li>– information on 21,931 identity cards of civil servants and employees of state bodies is entered into HRMIS</li> </ul>
5.	The concept of reforming the system of remuneration of civil servants, approved by the order of the Cabinet of Ministers No. 622-r of 27 May 2020	<p>The reform of the remuneration system has been underway since 2020 which includes the classification of civil service positions, the development of a grading system and the approximation of the level of remuneration to the market level in order to attract highly qualified specialists to civil service. The main problems related to renumeration are: the imbalance of the system, the disparity in the wages for similar positions, the unevenness and non-transparency of wages, unreasonable incentive payments, etc. According to the preliminary plan for the reform implementation, starting from 2023 all civil servants had to switch to a new system of remuneration.</p> <p>In January-February 2022 the classification of civil service positions began, in particular, classification committees were set up in state bodies, and more than 10,000 civil servants received the relevant training. As of February 24 the classification process has been temporarily suspended due to hostilities on the territory of Ukraine.</p> <p>During the martial law the order and forms of work of state bodies changed. However, civil servants continue to perform their duties. A significant part of the total salary of civil servants are incentive payments, which, in accordance with the Law of Ukraine “On Civil Service” are applicable until 31 December 2022. Taking into account the reduction of expenditures, including wages, and the fact that the optimization of structures is being considered, there is a risk that in 2023 civil servants’ wages may remain at the level of salary, rank and</p>

	seniority allowances. This will reduce the institutional capacity of public authorities, cause the outflow of staff and increase corruption risks.
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#### 4. Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
		<b>Stage 1: June 2022 – end of 2022</b>		
1.	<b>Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.</b>	Develop a methodology for performance-based functional audits, including crash tests (what happens if the result is no longer produced), a public interest test (what public benefit does this result help provide), delivery options/subsidiarity test (decentralisation/ deconcentration, outsourcing, consulting, delegation, transfer to the judiciary and agencification or production by ministries/CEAs)	09/2022	
2.		Develop a state program for support during the transition period (reorientation, retraining, social support, etc.) of the employees of state institutions during the optimization of their numbers.	12/2022	
3.		Develop a concept of institutional audit that will provide for an inventory of existing and described functions, hierarchical dependence, decision-making chains and interacting processes throughout the structure, including subordinate and subsidiary bodies and enterprises, based on international experience.	11/2022	
4.		Develop the vision (map) of the institutional system (according to policy areas) of the central executive authority	12/2022	
5.		Agree on the concept of the modernised organizational structure of ministries and prepare a legal basis for transformation.	12/2022	
6.		Improve the mechanism for directing and coordinating the CEAs activities through the relevant ministers, providing for a result-oriented relationship between the Minister and the CEAs and giving the heads of CEAs greater managerial autonomy	12/2022	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
7.		Prepare a vision, institutional and functional model, legal framework for centralisation of work with citizens' appeals and requests in order to reduce the burden on government bodies.	12/2022	
8.		Develop a regulatory framework for the implementation of decentralised management through delegation	12/2022	
9.		Carry out a comparative analysis of the administrative structures recommended by the EU for the implementation of the EU acquis as well as the relevant organization of such structures in Ukraine; prepare proposals for updating the model of institutional and organisational support for the implementation of the EU acquis.	12/2022	
10.	<b>Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes</b>	Prepare and agree on the areas of competence of the SCMU as the main "centre of government" within the structure of the transformed central executive bodies. Prepare the implementation plan that will also include areas in need of capacity development.	12/2022	
11.	Identify areas where joint services related to the performance of CEA provision functions will be introduced. Develop an institutional model and plan to secure resources for it. Develop regulatory and technical framework (IT tools) to centralize support functions	12/2022		
12.	Create a capacity development plan for the SCMU unit responsible for coordinating EU integration and ensuring quality control in compliance with the EU acquis. Strengthen the role of this SCMU function in legal and normative acts.	12/2022		

No •	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
13.	<b>Goal 3: Consolidation of management of state-owned enterprises and state-owned property</b>	Establish an asset management company in accordance with OECD requirements for effective strategic property management	12/2022	
14.		Create a Real Estate Management Agency for centralized real estate management	12/2022	
15.		Complete the audit of property and SoEs and determine the list of property and enterprises that will remain and those that are to be privatized, liquidated. Audit the premises used by central executive bodies	12/2022	
16.		Prepare amendments to the legislation on state property management to ensure the implementation of a centralized management model, in particular related to screening criteria, simplified privatization procedures, revision of moratoriums, etc.	12/2022	
17.	<b>Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy, accountability and unified system of remuneration</b>	Develop and agree on the concept of a new, modern, user-friendly (through user engagement) vacancy portal with a data protection system, subscription and application tracking system.	12/2022	
18.		Agree on the parameters of the new remuneration system and the plan for its implementation, taking into account the transformation of the central executive bodies system and the civil service.  Develop a remuneration system based on international standards set by the ILO, in particular	12/2022	
19.		Develop the concept of the Centre for the Selection and Development of Senior Civil Servants using the EU and OECD best practices.	12/2022	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
20.		Provide easy-to-understand information and advice on key issues related to employment in the civil/public service during wartime to all civil servants	12/2022	
21.		Develop and agree on a proposal to include each civil servant to the common communication channel of the civil service.	12/2022	
22.	<b>Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.</b>	Simplify selection procedures, if necessary, so that they can fully take place online.	12/2022	
23.	Develop a concept of “paths to civil service” which includes different ways of filling vacancies: internal relocation and promotion (within one institution), internal relocation, promotion and competition (within the civil service), as well as open competition for external candidates, including candidates from the reserve list, personnel reserve, etc.	12/2022		
24.	Establish data and reporting needs as part of the preparation of a new single vacancy portal.	12/2022		
25.	<b>Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.</b>	Carry out an informational and explanatory campaign on the functions and tasks of the personnel management service in the state body. Update regulations on personnel management services in state bodies.	12/2022	
26.	Develop methodology and ensure self-assessment of the capacity of personnel management services and of the time spent on keeping personnel records.	12/2022		

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
27.	<b>Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service</b>	Update the priority areas for advanced training and the content of advanced training programs for civil servants during the martial law period and the post-war period. Prepare and adopt the necessary legal framework.	12/2022	
28.	<b>Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure human rights and freedoms.</b>	Ensure the development of regulations to the Law of Ukraine "On Administrative Procedure".	12/2022	
29.	<b>Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.</b>	Audit the automation level of all stages of CEAs' legal and normative acts preparation and develop proposals on the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2022	
30.		Develop and approve the Concept of the system of training and control of knowledge of working in HRMIS and the plan of measures for its implementation.	12/2022	
31.		Develop and approve the concept of HRMIS contact centre.	12/2022	
		<b>Stage 2: January 2023 – December 2025</b>		

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
1.	<b>Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.</b>	Introduce annual Workflow Optimization and Efficiency Projects as a key performance indicator for all senior civil servants. Link the variable component of heads' salary with productivity.	12/2023	
2.		Reform the territorial bodies of the CEAs which function as legal persons into structural subdivisions of the CEAs' apparatus.	12/2023	
5.		Improve the procedure for the creation and termination of CEAs (strengthening the requirements for the creation of new CEAs, simplification of the procedure for termination of CEAs).	12/2023	
3.		Introduce (through reorganisation) a new institutional map of the central executive authority — policy areas, ministerial portfolios and institutional systems (ministries, types of executive bodies).	12/2023	
4.		Ensure that the transformation of ministries and ministerial portfolios is consistent with the agreed model of senior ministry structure.	12/2023	
5.		Gradually implement and improve the updated mechanism for directing and coordinating the CEAs activities through the relevant ministers which facilitates results-oriented management, combining the operational autonomy of accountable bodies with clear monitoring of their results. This applies to, but is not limited to, the selection, rating, evaluation, promotion and dismissal of staff, budget implementation, structural changes, delegation rules, etc.	12/2023	
6.		Introduce a European system of internal audit and control in institutions.	12/2025	
7.		Reduce the functions of ministerial portfolios and individual institutions after functional audits thereof	12/2025	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
8.		Conduct a gender audit of CEAs on a permanent basis.	12/2025	
9.		Organize the interaction of the state with citizens and businesses by conducting functional audits of customer-oriented functions of institutions.	12/2025	
10.		Develop criteria and methods for evaluating the effectiveness of executive bodies, taking into account gender approaches, best practices and experience of EU member states.	06/2023	
11.		Ensure the phased implementation of performance evaluations of the executive authorities in general and senior management in particular in order to achieve the stated political and strategic goals and improve the system of executive authorities.	12/2025	
12.		Develop general guidelines for policy-based reviews. Identify areas that need to be reviewed on an annual basis.	12/2023	
13.		Institutionalise / conduct regular policy reviews to determine the effectiveness of adopted legislation.	12/2025	
14.		Carry out a comprehensive assessment of the public administration system for compliance with SIGMA standards. Develop a plan to bring the public administration system closer to SIGMA standards	12/2023	
15.		Centralise and digitalise the systems of appeals and inquiries of citizens. Create an analytical function to identify appeal templates and formulate proposals for improving public administration.	12/2023	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
16.		Develop and amend the regulatory framework, take measures to provide resources and organisational support for updating the model of institutional and organizational support for the implementation of the EU acquis.	12/2023	
17.		Develop a regulatory framework for the creation of a single legal entity — the Cabinet of Ministers of Ukraine.	12/2025	
18.		Reorganize the SCMU in accordance with the concept and develop the potential in the areas of competence.	12/2025	
19.		Create a centre of common services and gradually transfer the functions related to the support of CEAs and other central executive authorities of all levels to it.	12/2025	
20.		Create an easy-to-use digital mechanism for tracking the progress of European integration and adaptation of the legislation.	12/2025	
21.		Form an integral and effective system of monitoring and quality control of government decisions, implementation of laws, implementation of acts of the President of Ukraine (ensuring a quality result of management decisions with a high degree of compliance with the stated goal)	12/2025	
22.		Introduce a “talent management” function in the SCMU for the professional development of managers belonging to category A	12/2025	
23.	<b>Goal 3: Consolidation of management of state-</b>	Privatise/liquidate surplus property and enterprises. Transfer the management of office premises and other property of the Centre to the Real Estate Management Agency	12/2025	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
24.	<b>owned enterprises and state-owned property</b>	Introduce corporate governance of state-owned enterprises based on best international practices is introduced, in particular, using the gender quota system	12/2025	
25.		Implement a unified remuneration system based on the best international practices which reflects the qualification of the person, his/her systematic work productivity, the complexity and responsibility of the tasks performed.		
26.		Create a Centre for the Selection and Development of Senior Civil Servants responsible for determination of the structure of leadership competencies (for the civil service in general and for specific positions in particular), pre-selection, evaluation and selection of (shortlisted) candidates for senior positions in the civil service (involving relevant branch specialists, if necessary), organisation of regular performance evaluations as well as of training and self-education for senior management independently and in collaboration with the private sector.		
27.		<i>Introduce a senior civil servant position (such as a central government secretary of state) to manage the development of senior civil service leaders who must work as a team to achieve our nation's strategic goals.</i>		
28.		Disseminate information about the mission and values of public authorities and civil servants, strengthen the brand of the state as an employer, strengthen positive public opinion and form a positive image of public service.		
29.		Promote the search, involvement and capacity development of professional and motivated young people to work in the public service.		
30.		Develop and create a <i>Bank of talents and experts</i> of the civil service (consisting of former civil servants, students and graduates of universities, independent		

No •	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
	<b>31.</b> <b>32.</b> <b>Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.</b> <b>33.</b> <b>34.</b> <b>35.</b>	experts, etc.), as one of the sources of both applicants for civil service vacancies and the experts for outsourced work.		
31.		Provide easy-to-understand information and advice on key issues related to employment in the civil/public service during post-war period to all civil servants.		
32.		Develop a new version of the Single Civil Service Vacancy Portal, taking into account the possibilities of its transformation into the Single Public Service Vacancy Portal (if draft law No. 6504 is adopted).		
33.		Implement a new recruitment and selection system, in particular:  1) establishing criteria for choosing ways of acting in a specific situation;  2) introducing requirements and instructions for filling various types of vacant civil service positions;  3) introducing transparency and integrity requirements.		
34.		Regularly publish comparative statistics using data disaggregated by gender and other gender-sensitive indicators regarding the recruitment, selection and appointment of civil servants (vacancies by institution, type of position, vacancy announcement period, candidates for vacancies, candidates at the competition stage, etc.)		
35.		ensure the existence of favourable working conditions to combine professional and personal life.		

No •	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
36.		Provide leadership, training, and exchange best practices related to recruitment and selection of personnel for central executive bodies.		
37.		Create modern and user-friendly templates for job descriptions and job announcements to be used by institutions (compatible with a single job portal and HRMIS).		
38.		Ensure the possibility of involving experienced companies in the search for managers and evaluation during selection, exchange of experience between public administration institutions regarding the competition stage.		
39.	<b>Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.</b>	Analyse legal and normative acts with regard to the possibility of optimizing personnel management processes and their digitalization. Ensure the development and implementation of the relevant amendments.	12/2025	
40.	Ensure that informational and explanatory measures are taken regarding the use of HR-analytics tools in the work of personnel management services of state authorities.	12/2025		
41.	Ensure that best practices of personnel management are collected and analysed, adapted with the possibility of being used in the work of state authorities. Ensure the development of relevant legal and normative acts, methodologies and recommendations, if necessary.	12/2025		

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
42.		Create a methodology for the development and implementation of HR strategy in state bodies. Conduct an information campaign regarding the implementation of strategic management of human resources in state authorities.	12/2025	
43.		Create a platform for the exchange of best practices and innovations in the field of personnel management not only between public authorities, but also between private sector organizations. ( <i>HR Workshop</i> )	12/2025	
44.		Strengthen the role of NACS as a competence centre responsible for establishing principles, providing recommendations to personnel management services, and disseminating best practices.	12/2025	
45.	<b>Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service</b>	Create a high school of public administration and its regional branches by reorganising the Ukrainian School of Governance  Its functions are determined (upgrading the qualifications of: persons holding political positions; persons belonging to the personnel reserve of the high-level civil service positions; persons planning to join the civil service, members of local councils).	12/2025	
46.		Introduce a system of professional development in which training in the higher school of public administration at the expense of state budget is only possible for priority areas (topics) which are determined on an annual basis and are based mainly on the strategies of public administration reform, public finance management and the EU integration, as well as topics related to the adaptation of newly appointed civil servants.	12/2025	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
47.		Create a pool of internal (in the civil service) and external trainers in key areas of public administration (based on groups of positions). Provide an opportunity for public servants to participate in training events (as trainers) during working hours and on a paid basis — outside of working hours at their main place of work.	12/2025	
48.		Ensure that the task of organizing the training of civil servants is included in the KPI of top managers and officials responsible for personnel management.	12/2023	
49.		Ensure the creation and training of a pool of experts from among public servants of Ukraine, the preparation of training programs and the organisation of appropriate training (within the Natolin4CapacityBuilding, Association4U and other projects) for analytical support of the EU membership process.	12/2025	
50.		Provide sufficient number of personnel and ensure their professional training to the level necessary for effective management of the EU accession process (including negotiations).	12/2025	
51.		Ensure that 50% of the current legislative acts are in line with the Law of Ukraine "On Administrative Procedure"	12/2025	
52.	<b>Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure</b>	Conduct training of civil servants and other public sector officials, including local self-government officials, on the application of the Law "On Administrative Procedure".	12/2025	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
53.	<b>human rights and freedoms.</b>	Hold an information campaign to increase citizens' awareness of new rights and obligations acquired as a result of the adoption of the Law of Ukraine "On Administrative Procedure".	12/2024	
54.	<b>Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.</b>	Ensure the development of IT components of the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2023	
55.		Implement a model of the model of full unified digitalisation of legal and normative acts preparation by executive bodies.	12/2025	
56.		Ensure the development of a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.	12/2023	
57.		Implement a single management platform (collection, processing, exchange) of reporting and statistical data of executive bodies.	12/2025	
58.		All personnel management operations (for civil servants and other employees) are fully digital and are implemented within a unified HRMIS system, which also provides analytical reports to the heads of the civil service.		
59.		Ensure implementation bodies are connected to HRMIS, public authorities receive support in the process of HRMIS operation and HRMIS administration.	12/2025	
60.		Create a system of continuous training of HRMIS users.	12/2025	
61.		Launch the operation of a fully functional contact centre (consultations, support, technical support).	12/2023	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
62.		Improve the variety and quality of analytical reports and introduce additional modules/functions as needed.		
63.		Link the HRMIS with the job posting portal and the platform for communicating with civil servants.		
64.		Introduce a mobile application for HRMIS.		
65.		Establish a common system of communication with each civil servant (PC/mobile application with authorization through DIIA, linked to HRMIS).		
		<b>Stage 3: January 2026 – December 2032</b>		
1.	<b>Goal 1: Compact, result-oriented, efficient and accountable system of central executive authorities.</b>	Limit the creation of new subjects within the central government system. Entrusting new functions to the existing institutional units (where possible). Reach a political consensus on limiting large-scale reorganizations.	2026	
2.		Continue to implement EU recommendations on internal audit and control.	2032	
3.		Introduce regular functional audits and cost analysis as part of the multi-year budget process.	2026	
4.		Institutionalize “customer feedback” in performance management and senior management evaluation.	2026	
5.		Introduce the practice of regular assessments of the effectiveness of executive authorities and take it into account during the annual assessment of the work of senior management, as well as in the process of planning the state budget.	2026	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
6.		Promote policy reviews and the inclusion of results of such reviews in the policy-making process.	2027	
7.		Provide regular analysis of work results of administrative structures and prepare proposals for improving the model of institutional and organisational support for the EU acquis implementation process, if necessary.	2032	
8.	<b>Goal 2: Implementation on the basis of the SCMU of the concept of Centre of Government (CoG) capable of supporting the Prime Minister in coordination and management of ministries, as well as for the effective management of national reconstruction and EU integration programmes</b>	Deprive ministries of the status of a legal persons and make them function within the framework of the single legal personality of the CMU.	2032	
9.		Continue to develop SCMU functions and the scope of services provided by other executive authorities.	2032	
10.		Ensure effective coordination of the EU integration process and approximation of legislation, including by ensuring the qualitative verification of draft legal and normative acts of Ukraine for compliance with the EU acquis.	2026	
11.		Regularly provide decision-makers with accessible, high-quality information on monitoring key aspects of recovery and EU integration.	2026	
12.	<b>Goal 4: Single, balanced system of civil service based on the principles of equal rights and opportunities with management autonomy,</b>	Integrate the Single Civil (Public) Service Vacancy Portal with other job posting platforms. Ensure the use of artificial intelligence by the Portal to actively identify and notify potential candidates for specific vacancies, generate analytical data to inform the civil service in its capacity as an employer about trends, etc.		
13.		<i>The renumeration system encourages senior managers to pursue organizational efficiency rather than budget maximization strategy, as was the case in the past.</i>		

No •	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
14.	<b>accountability and unified system of remuneration</b>	Create a Centre for the Selection and Development of Senior Civil Servants as a reliable recruiter that can attract high-level professionals to the highest civil service positions following the gender balance principle.		
15.		Prepare senior civil service managers for work in a team of professionals with common values.		
16.		Continue regular branding projects and announcement of civil service vacancies in accordance with the competitive position in the labour market.		
17.		Ensure further development of the Bank of talents and civil service experts. Launch a centralised internship program for university graduates.		
18.		Provide regular updates to public servants on issues related to employment in the public service, ensure the opportunity to provide feedback and ask questions through digital means. Take into account the information received from civil servants during such communication in the development of personnel policy.		
19.	<b>Goal 5: Civil service is an attractive, efficient and reliable employer for highly qualified professionals and young specialists.</b>	Ensure the Single Civil (Public) Service Vacancy Portal is updated in accordance with needs.		
20.		Improve the methodology of collecting statistical data on the candidates disaggregated by gender and other gender-sensitive indicators. Ensure that selection and hiring procedures are updated taking into account the situation on the labour market.		
21.		Ensure that existing recruitment and selection methods are updated and the new ones are implemented based on monitoring, feedback and analysis of data obtained during competitive selection taking into account SIGMA principles.		

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
22.		Provide continuous training on recruitment and selection best practices according to updated guidelines and methodologies.		
23.	<b>Goal 6: Public authorities apply the advanced methods and tools of personnel management, develop their organisational and managerial culture.</b>	Provide opportunities for continuous professional development of employees of personnel management services.		
24.		Continue to introduce innovations in HR and share best practices between institutions and the private sector.		
25.	<b>Goal 7: Improving the system of advanced training of civil servants to ensure their professional development in order to meet the needs of civil service</b>	Continue to provide advanced training of public servants at the expense of the state budget, budgetary appointments of state bodies, LSGB and organisations subject to the Laws of Ukraine <u>“On Civil Service”</u> and <u>“On Service in Local Self-Government Bodies”</u> according to public administration priority areas.		
26.		Continue engaging public servants as trainers and encouraging them to become trainers for professional development.		
27.		Continue to promote the professional and personal development of public servants as key element of public service productivity.		
28.	<b>Goal 8: Introducing a single procedure for all decisions, within which all public institutions use all available tools to ensure</b>	Complete the bringing the legal and normative acts regulating the relations between the state, citizens and business in line with the basic principles of the Law of Ukraine “On Administrative Procedure”.	12/2030	

No .	Goal	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
29.	<b>human rights and freedoms.</b>	Improve the legislation based on the practice of implementing the Law of Ukraine "On Administrative Procedure", in particular, the implementation of the procedure for appealing against negative decisions of subjects of authority.		
30.		Provide a system of continuous training of civil servants and other public sector officials, including local self-government officials, on the application of the Law of Ukraine "On Administrative Procedure".		
31.	<b>Goal 9: Developing unified digital systems to implement basic cross-sectoral workflows.</b>	Ensure that all draft legal and normative acts at all stages are prepared by the executive authorities in accordance with the model of full unified digitalization.	12/2026	
32.		Ensure the collection, processing and exchange of reporting and statistical data of the executive authorities through a single platform.	12/2026	
33.		High-quality analytical reports across the civil service are available through HRMIS.		
34.		The number of personnel management departments are reviewed as a result of the implementation and expansion of the common services centre and the HRMIS system.		

**5. List of national projects aimed at the completion of the task from paragraph 2.3 (for the corresponding task)**

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
1.	<b>The project for the optimisation of the system and organisational structure of central executive authorities</b>	Insufficiently effective CEAs system, lack of clear division of functions and policy areas, imperfect mechanism of direction and coordination of the CEAs.	An assessment (audit) of the current structure of the CEAs system was carried out. A new model of the institutional structure of the CEAs system is developed.  The system of CEAs corresponds to the defined model of the institutional structure. Directorates of ministries ensure policy development in all area	Reduction of state budget expenditures for CEAs maintenance by optimizing their number and functions, streamlining the structure, and reducing the number of employees	Minister of the CMU ministries, other CEBs SCMU	10 billion (expenses for reducing the number of civil servants)	State Budget/ITA	Laws of Ukraine "On Cabinet of Ministers of Ukraine", "On Central Executive Bodies", resolutions of the CMU No. 179 of 12.03.2005 and No. 442 of 10.09.2014	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
2.	Project of institutional/functional audit and re-engineering of work processes	Need to optimize functions (elimination of redundant/duplicated functions/ transfer of the functions to other entities, etc.) and create legal basis for their resource support.  Performance of functions related to management of the executive authorities' productivity. The need to optimize outdated, bureaucratized processes	Reasonable reduction of the number of civil servants (other resources), authorities. Simplified, unified/automated processes oriented on the consumer's requests	Decreased State Budget expenditures for the state apparatus, in particular the expenses for the maintenance of executive bodies which are unjustified compared with the results of their activities	Minister of the CMU, SCMU, NACS, ministries, other CEAs		State Budget/ITA	To be developed	
3.	Project for the support of civil servants, dismissed as a result of a layoffs	A significant number of civil servants who may be dismissed as a result of optimization	Help with reorientation/finding new employment provided. Impact of layoffs on the loss of personnel potential is reduced. The most qualified civil servants who have been dismissed	Reduction of the number of unemployed as a result of optimization of the CEAs system	NACS Ministry of Social Policy  Ministry of Economy  State Employment Service		State Budget/ITA		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			have been transferred to vacant positions in other public authorities.						
4.	<b>Centralization of support functions project</b>	A significant part of the CEAs' resources is spent on performing similar support functions.	Saving 25% of resources used for supporting functions; creation of a common services centre (personnel, IT, business support, accounting, security); centralisation of some support functions of CEAs in the ministries (documents flow, mass media and public relations)	Decreased State Budget expenditures for the state apparatus	Minister of the CMU ministries, other CEBs SCMU		State Budget/ITA	To be developed	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
5.	Project on citizens' electronic appeals (a single electronic personal account for sending and receiving responses)	Creation of a single window for receiving appeals and providing answers in electronic form using the Government contact centre Launching an information campaign regarding new opportunities for citizens to receive answers to all appeals using a single personal account	Simplification of the process of submitting electronic appeals by citizens and receiving answers in a single electronic personal account within the prescribed period. Shortening the terms of receiving answers.	Reduction of costs for processing the appeals of citizens	SCMU Government contact centre		State Budget/I TA	Law "On Appeals of Citizens", Resolution of the CMU No. 976 of 27 November 2019 "Certain Issues of the Single System for Processing Appeals"	
6.	<b>Project related to the centralisation of the management of state-owned enterprises, institutions, organizations, property, office premises</b>	The need to audit the property and the policy of use, reconstruction, privatisation, etc.	Typology of SeEs, centralisation of their management, privatisation, liquidation was developed	Improved results of the economic activity of SoEs. More efficient use of property	State Property Fund, Ministry of Economy	UAH 80 million annually starting from 2023. (National Recovery Foundation and Property Management	State Budget/International technical assistance/Proceeds from privatization		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
					ent Agency)				
7.	Informatisation and digitalisation project to support policy development	The need for a Unified Information System for preparation and coordination of draft legal and normative acts, consultations with stakeholders.  Need for digitization and data management in public authorities	All draft legal and normative acts are developed with the use of the IT system.  Productivity and quality of data-driven policy development is improved	Time for the development of legal and normative acts is reduced and the cooperation efficiency during their preparation is improved  Reducing the time to collect data necessary for policy development	MDT, Minister of the CMU, SCMU		State Budget/ITA	to be developed	
8.	Performance Organization Management Project (to design a simple and integrated planning and reporting	For effective planning and quality monitoring of policy development and legislative and strategic planning.  Need to ensure high-	Reporting on programme documents takes place as scheduled to demonstrate the progress (%) and give an update on	State budget funds are spent in the period planned and for the objectives set	Minister of the CMU SCMU		State Budget/ITA		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
	system)	quality implementation of plans	expenditures, and passes efficiency verification. The number of 100% timely and high-quality implemented program documents, policies, strategies, measures, tasks is growing exponentially.						
9.	<b>SCMU reform project</b>	Need to strengthen the role of the SCMU as the centre of the Government to support the Prime Minister in coordinating strategic planning and policy-making processes, European integration.	Transformation of the SCMU into the centre of the Government capable of qualitatively implementing its new powers which has the appropriate status and high reputation among the ministries and other central	Promoting the effective activity of the CMU, improving the quality of government decisions aimed at the country's recovery, its economic development.	Minister of the CMU SCMU		State Budget/ITA	Law of Ukraine "On the Cabinet of Ministers of Ukraine", Regulations on the Secretariat of the Cabinet of Ministers of Ukraine, other acts of the CMU on the	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			executive authorities.					activities of the SCMU.	
10.	Project on strengthening the capacity to coordinate EU integration	EU integration process requires the appropriate CEAs' capacity and strong coordination	An effective institutional component of European integration policy is created.		Government Office for European Integration of the SCMU, NACS.	TBD	ITA	Resolution of the CMU No. 759 of 4 October 2017; Resolution of the CMU No. 179 of 12 March 2005	
11.	<b>“Talent Management” project — development of high-ranking civil servants</b>	Formation of an effective team of managers in category A positions	Improvement of performance indicators of managers  Centralised assessment of professional competences of applicants for category A positions (certified HR specialists of	Increasing the degree of achievement of state policy goals	NACS, SCMU	UAH 2.2 million annually starting from 2023.	International technical assistance/State Budget		

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			the NACS Assessment Centre conduct structured interviews to assess soft skills)						
12.	<b>The project of reforming the remuneration system</b>	Need to introduce a transparent system of remuneration of civil servants which takes into account the complexity and responsibility of work in the relevant position.	The salary is 70% permanent, 30% variable.	Positive influence, promoting the preservation of personnel potential in Ukraine	NACS	UAH 38.5 million annually starting from 2023.	State Budget/ITA	Law of Ukraine “On Civil Service” No. 889-VIII of 10 December 2015; CMU Resolution No. 15 of 18 January 2017	
13.	Personnel and candidate reserve project	Increasing citizens' confidence in the procedure of selection for civil service positions and the civil service system as a whole, faster and more efficient filling of vacancies.	Maintaining communication with the best candidates, the possibility to actively search for the most professional and motivated	Saving resources while filing new vacant civil service positions.	NACS		State Budget/ITA	Law of Ukraine “On Civil Service” No. 889-VIII of 10 December 2015.	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			candidates for civil service positions.						
14.	Project of creating a higher school of public administration and its regional branches	Creation of a modern and integrated system of professional development of public servants with a developed infrastructure and effective management	Citizens who plan to be employed in public bodies and LSGB, as well as public servants, have equal access to high-quality professional development services, including at the regional level	Positive influence, promotion of employment and gaining new professional knowledge	NACS	To be determined (material and technical, personnel and other resource support)	State and local budgets /International technical assistance	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021, and the plan for its implementation	
15.	Human Resources Management Department transformation	Development of effective management of human resources	The human resources management service efficiently uses the advanced	More efficient use of resources in the performance of tasks and	NACS	UAH 5.0 million annually starting	State Budget/ITA	Law of Ukraine “On Civil Service” No. 889-VIII of 10 December 2	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
	project		methods and tools of personnel management for the proper organisational development of the public authority, taking into account its strategic objectives and tasks. Personnel record keeping and preparation of reporting and accounting documents are automated to the greatest possible extent.	functions of the state.		from 2023.		015 and other regulations.	
16.	Development of public service management services (HR Workshop) project	Creation of a platform for the exchange of best practices and innovations in the field of personnel management not only between public	A professional community of HR specialists from public authorities is formed. Constant communication and interaction is	More efficient use of resources in the performance of tasks and functions of the state. Saving	NACS	UAH 0.5 million annually starting from 2023.	State Budget/ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		authorities, but also between private sector organizations.	supported, international experience is used. Best practices of HR analytics are implemented. HR Workshop community forms trends in the development of personnel management in the public service and acts as an originator of the introduction of new personnel management tools to public authorities.	time and resources needed to search for effective and efficient personnel management tools				015 and other regulations.	
17.	“Youth for the country of the future” project	Search, involvement and capacity development of professional and motivated young people to work in the	Increasing the number of young people working in public authorities. Strengthening the	Promotion of youth employment and their service to their country	NACS, Ministry of Education and Science, Ministry of Youth and	UAH 5.0 million annually starting from	State Budget/I TA	Law of Ukraine “On Basic Principles of Youth Policy” of 27 April	European Union Youth Strategy 2019-2027

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		public service. Creation of conditions for for self-actualisation and development of youth potential for the development of Ukraine.	interest and involvement of youth in the development of state policy.  Young people are well informed about the activities of public authorities and actively participate in the implementation of new ideas for the development of the state.		Sports	2023.		2021 No. 1414-IX, Law of Ukraine "On Civil Service"	
18.	"Communication Centre of the Civil Service" project	Creating an effective system of communication and receiving feedback for civil servants	Civil servants have the opportunity to receive feedback and information on current civil service issues.		NACS	TBD	ITA	Law of Ukraine "On Civil Service" No. 889-VIII of 10 December 2015.  Resolution No. 500 of 1	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
								October 2015 “On Approval of the Resolution On the National Agency of Ukraine on Civil Service”	
19.	Draft effective recruitment and selection procedure for civil service positions (Single vacancy portal, competent and fair selection)	Developing an efficient and effective procedure for conducting a competition for public service positions which allows selecting the best candidates based on the meritocratic principle.	Objective, transparent, fair selection of the best candidates for civil service positions, creation of equal conditions and opportunities during the competition, automation of the selection process, increase in the number of competency requirements that are assessed centrally, creation of conditions for	Selection of the most effective candidates for all categories of civil service positions	NACS	UAH 15.25 million	State Budget/ITA	Law of Ukraine “On Civil Service” No. 889-VIII of 10 December 2015; Resolution of the CMU No. 246 of 25 March 2016 “On Approval of Procedure for Conducting a Competition for Public	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
			candidates to receive comprehensive information about the competition, promotion the increased public trust in public service.				Service Positions"		
20.	Project on implementation of administrative procedure in Ukraine	Preparation of regulatory framework and ensuring the compliance of current legislation. Training of public servants and other public sector officials on the application of the Law of Ukraine "On Administrative Procedure".  Increasing citizens' awareness of new rights and obligations acquired as a result of the adoption of the Law of Ukraine "On	Establishment of transparent rules of interaction between state, citizens and business in the implementation of public management functions	The number of appeals to the court regarding negative decisions of public authorities is reduced. Expenses for court proceedings are reduced.	Ministry of Justice		State Budget/ITA	Law of Ukraine "On Administrative Procedure"	

No.	Project description	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Legal and regulatory framework	Related areas of the EU law (general comment)
		Administrative Procedure”.							
21.	HRMIS Project	Creation of a single balanced system of public service as a collective, unified, digital data exchange system for personnel management	A single system of training and control of knowledge of working in HRMIS is approved.  HRMIS is fully operational and used as the main HRM IT system in at least 90% of public authorities.	Positive impact, optimisation of expenses due to digitalisation of personnel management processes	NACS	2023 — 32.744 UAH million 2024 — 26.39 UAH million 2025 — 22.866 UAH million	State Budget/ITA	CMU resolution No. 1343 of 28 December 2020 “On Approving the Regulation on Human Resources Management System Within the Public Authorities”	

## 6. Necessary legal framework

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
1.	Law of Ukraine "On Civil Service"	<p>Changes to the system and approaches to the regulation of wages in the field of public service by introducing a transparent system of wages for civil servants based on the classification of civil service positions, strengthening the role of salary and ending excessive unjustified payments, introducing a system of grades.</p> <p>Clarification of the terminology of the law, as well as the inclusion of basic provisions regarding the use of the human resources information management system within the public authorities.</p>	NACS	Developed	
2.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Catalogue of Typical Civil Service Positions and the Criteria of Such Positions"	Determining the list and description of families and levels of civil service positions for the purpose of classification of civil service positions and assignment of their classification codes, taking into account the jurisdiction and type of public body.	NACS	Developed	
3.	Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Concept of Reforming the System of Remuneration of Civil Servants and Approval of the Plan for its Implementation"	Needs clarification of the terms of implementation of the Plan of measures for the implementation of the Concept of reforming the system of remuneration of civil servants.	NACS		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
4.	Resolution of the Cabinet of Ministers of Ukraine “On Conducting Functional Audit of Executive Authorities”	On conducting functional audit of executive authorities	NACS		
5.	Strategy for the development of the system of professional training of public servants until 2027.	Determining strategic directions, mechanisms and tools for ensuring the development of the professional training system until 2027.	NACS	12/2023	
6.	Amending the Regulation on the Regional Training Centre, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1681 of 16 December 2004.	Optimising the organisational foundation of the functioning of regional training centres.	NACS	12/2023	
7.	Amending the Regulation on the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, officials of local self-government and members of local councils, approved by Resolution of the Cabinet of Ministers of Ukraine No. 106 of 6 February 2019.	Update issues regarding the content and implementation of training programs for public servants.	NACS	12/2023	
8.	Order “On Approval of the Functional Audit Methodology” approved by the Ministry of Justice	On approval of the Methodology for conducting a functional audit of executive authorities under martial law	NACS		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
9.	Law of Ukraine "On Amending the Law of Ukraine "On Central Executive Bodies"	Improving the mechanism for directing and coordinating the CEAs activities through the relevant ministers	Minister of the Cabinet of Ministers of Ukraine, SCMU		
10.	Law of Ukraine "On Amending the Law of Ukraine "On the Cabinet of Ministers of Ukraine"	Granting the status and updating the powers of the Secretariat of the CMU as the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		
11.	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"	Balancing the complexity of the legislative procedure for all bodies the amendment is relevant for	Verkhovna Rada of Ukraine		
12.	Resolution of the CMU "On Amending the Regulations of the CMU"	Balancing the complexity of the legislative procedure;  Improving the Government's work planning system and monitoring and control of the implementation of the Government's decisions;  Strengthening examination of compliance with the EU acquis	Minister of the Cabinet of Ministers of Ukraine, SCMU		
13.	Resolution of the CMU "On Approval of the Regulation on the Secretariat of the Cabinet of Ministers of Ukraine"	Recast of the Regulation on the SCMU in accordance with the concept of the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		
14.	Resolution of the CMU "On Amending Certain Resolutions of the CMU on Issues of the Secretariat of the Cabinet of Ministers of Ukraine"	Updating the maximum number of employees and structure of the SCMU in accordance with the concept of the centre of the Government	Minister of the Cabinet of Ministers of Ukraine, SCMU		

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
15.	Resolution of the CMU “On Optimisation of Work Processes in Executive Bodies”	Approval of the Procedure for Optimising Work Processes in Executive Authorities	Minister of the Cabinet of Ministers of Ukraine, SCMU		
16.	Resolution of the CMU “On Amending CMU Resolution No. 179 of 12.03.2005 “On Streamlining the Structure of the Apparatus of Central Executive Bodies, Their Territorial Units and Local State Administrations”	Regulating the number of deputy heads of all levels, reduction of hierarchy levels within the structure			
17.	Resolution of the CMU “On Expanding the Delegation Possibilities”				
18.	Resolution of the CMU “On Amending CMU Resolution No. 442 of 10 September 2014 “On Optimising the System of Central Executive Bodies”				
19.	Law of Ukraine “On Amending the Law of Ukraine “On Appeals of Citizens”	Regulate a new institutional and functional model for the centralisation of work with citizens’ appeals			
20.	Resolution of the Cabinet of Ministers of Ukraine “On Amending the Resolution of the Cabinet of Ministers	Settlement of organizational issues arising during the implementation of the human resources information management system within the public	NACS	draft developed	9/2022

No.	Title of the legal and normative act	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force
	of Ukraine No. 1343 of 28 December 2020"	authorities.			
21.	Order of the NACS "Procedure for working with the human resources information management system within the public authorities"	Determining the methodology of system implementation and management.	NACS	12/2022	12/2022
22.	Amendments to legal and normative acts regulating the issue of archival storage of documents and documentation on management activities	Settling the issue of not making a paper copy of documents compiled in electronic form, including the issue of archival storage of electronic documents.	Ministry of Justice, State Archive Service NACS	12/2023	12/2023
23.	Acts of the CMU "On institutional audit", "On functional audits"	Regulation of institutional and functional audits	NACS, Minister of the Cabinet of Ministers of Ukraine, SCMU	12/2023	12/2023
24	Legislative acts regarding the implementation of the Law of Ukraine "On Administrative Procedure"	Bringing administrative decision-making procedures in line with the principles enshrined in the Law of Ukraine "On Administrative Procedure	Ministry of Justice, SCMU	06/2023	01/2024

## II. Parliamentary Reform

The armed aggression and the imposition of martial law in Ukraine have significantly changed conditions of the state functioning. Public authorities work in the circumstances of the wartime, and the priorities of their activities are different now. Currently, to win against the aggressor and to fully de-occupy the territory of Ukraine are common priorities. This task raises the necessity to responsively make a significant number of management and legislative decisions.

Under the conditions of the war, the activities of all public authorities, including the parliament, are related to high risks. Hazard level depends on the course of military actions, but these risks will remain extant until the end of the war. Under such circumstances, it is important that the Verkhovna Rada of Ukraine continue working in Kyiv City and hold meetings in the parliamentary premises.

Despite the emergency circumstances, the Verkhovna Rada of Ukraine, in addition to fulfilling its legislative function, is active in enhancing the organisation of its activities. In this context, planning and taking actions which, in general, should ensure successful parliamentary reform in Ukraine are topical issues.

### Description and characteristics of problems to be resolved

Emergency circumstance caused by the armed aggression and the imposition of marital law have resulted in new challenges triggering new problems in the work of the Verkhovna Rada of Ukraine and aggravating and increasing the actuality of existing problems. The work of the parliament is significantly affected by such factors as complicated movement within Ukraine, danger in holding long-lasting meetings where a significant number of people participates, impossibility of using traditional forms of communication between the People's Deputies of Ukraine and the electorate, and, in general, between the parliament and citizens. It has become evident that it is necessary to make certain legislative decisions, especially those related to defence and aid to people who have suffered from the military actions. The parliamentary reform which was recommended before, in peacetime, by our international partners, has become more topical under the imposed marital law.

Key problems resolution of which constitutes the parliamentary reform:

- low quality and excessive amount of legislative initiatives, which result in ineffective usage of parliamentary resources;
- discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges;
- low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine;

- problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by the inconsistency between the parliamentary law and the Constitution of Ukraine;
  - inadequate parliamentary control level;
  - defects of the constitutional structure of the authority triangle;
  - necessity to enhance parliamentary procedures for increasing the quality of decisions;

*Low quality and excessive amount of legislative initiatives* submitted for consideration to the Verkhovna Rada of Ukraine is not a new problem. High amount of conceptually ill-considered, poorly structured and unreasoned draft laws makes the Verkhovna Rada of Ukraine, its bodies and services of the Apparatus of the Verkhovna Rada (hereinafter referred to as the Apparatus) waste a lot of time, efforts and funds to duly consider initiatives which, in the view of their content, have no potential to become laws. The majority of such draft laws are never considered by the end of the convocation. Therefore, the existing practice of submitting legislative initiatives results in ineffective use of parliamentary resources. It is worth noting that they are the People's Deputies of Ukraine who, in most cases, submit poorly drafted acts. These persons subject to the law of legislative initiative submit the highest amount of draft laws (compared to other persons) which exceeds the parliamentary capacity for considering them.

In order to resolve these problems, it is necessary to ensure higher quality of draft laws (including by determining clear and more regulated requirements for their content and structure and for content of supporting documents), lower number of legislative initiatives submitted by the People's Deputies of Ukraine by setting special requirements (collective initiatives or mandatory fraction support and etc.) and conditions under which the Cabinet of Ministers of Ukraine will be a key "supplier" of draft laws.

*Discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges.* Ensuring the work of the Verkhovna Rada of Ukraine is a key function of the Apparatus, thus in order to resolve the problem, it is primarily needed to improve the structure of the Apparatus and the work of its employees. It is, *inter alia*, needed to ensure the institutional independence of the Apparatus (as its dependence on decisions of executive authorities significantly complicates the process), to increase its hardware and software level and, in future, to align the structure of the Apparatus with modern needs and practices of the parliamentary work.

To replace, in the meeting room of the Verkhovna Rada of Ukraine, the obsolete electronic voting system "Rada-3" (produced in 2002) with a completely digital platform, in other words to create a new-generation electronic voting system ("Rada Tsyfrova" ("Digital Rada")) to ensure that plenary meetings of the Verkhovna Rada of Ukraine be held on site (directly in the meeting room) and remotely (with video conference means) is a vital and strategic priority in ensuring uninterrupted parliamentary work. A new system will ensure adequate computer-based workplaces for the People's Deputies of Ukraine in the meeting room with 100% personal voting and paperless technologies of paperwork.

*Low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine* is an important factor which influences the public opinion on the parliament, its work and results of its work. This problem also prevents from implementing legislative measures efficiently as citizens are not informed.

In order to resolve this problem, it is necessary to improve existing forms, means and channels of communication with citizens and establish new ones, to increase citizens' participation in the parliamentary work by submitting electronic petitions, participation in public discussions, public consultations and etc.

*Problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by inconsistency between the parliamentary law and the Constitution of Ukraine* appeared in February 2014 when the 2004 version of the Constitution of Ukraine was renewed. The parliamentary law and the constitutional provisions have not been aligned yet. Therefore, to draft and adopt a law which will bring the provisions of the parliamentary law into compliance with the provisions of the Constitution of Ukraine is a task of immediate relevance.

*Inadequate parliamentary control level* is another important issue. A need to expand and strengthen parliamentary control over the activities of the Cabinet of Ministers of Ukraine and the entire system of executive authorities, the activities of law-enforcement bodies, the processes of forming and implementing the State Budget of Ukraine and etc. has been existing for a long period of time. Measures defined by the Plan intend to increase possibilities of parliamentary control, but some of them require making changes and amendments to the Constitution of Ukraine.

*Defects of the constitutional structure of the authority triangle*, in other words, power distribution and relations of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of Ministers of Ukraine is also a problem impacting the efficiency of the work of the Verkhovna Rada of Ukraine. In the existing structure of the authority triangle, it is challenging for the Cabinet of Ministers of Ukraine to play more active role in shaping the agenda and, thus, in influencing the pace and content of the initiated reforms.

It is also proposed to reduce the constitutional composition of the Verkhovna Rada of Ukraine to 300 People's Deputies of Ukraine.

In order to ensure the sustainability of the legal system in the Constitution of Ukraine, it is necessary to classify laws as constitutional laws (the Law "On Amending the Constitution"), organic laws, ordinary laws and laws on treaty ratification determining the procedure for adopting the laws. A quorum which is required to hold a parliamentary meeting and should constitute a majority of its constitutional composition, should, *inter alia*, be defined. It is proposed to set different amounts of votes of the People's Deputies in order to adopt different types of laws.

Meanwhile, it is worth stressing that it is possible to redistribute power, change relations within the authority triangle and implement the mentioned proposals by making essential changes and amendments to the Constitution of Ukraine only.

Under the conditions of marital law, such a problem as a *necessity to enhance parliamentary procedures to increase the quality of decisions* has become evident and more acute. The provisions of the legislation, *inter alia*, stipulate for quite a complicated and long procedure for considering legislative initiatives by the Verkhovna Rada of Ukraine though a significant number of legislative decisions should be made in a very speedy manner. Meanwhile, thorough realisation of parliamentary procedures may result in late adoption of urgent decisions which would harm the interests of the state and society.

However, this problem is not limited to a necessity to define peculiarities of the realisation of parliamentary procedures under the conditions of marital law. Parliamentary procedures provided by the law should be comprehensively reviewed. Hence, some legislative acts, particularly the Rules of Procedure of

the Verkhovna Rada of Ukraine, require making changes so that parliamentary procedures be rationalised, their immediacy and efficiency be increased, possibilities for blocking or delaying parliamentary decisions be eliminated.

### **Expected impact of the implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform**

The implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform will have positive effect in the form of the improved parliamentary work and ensure, *inter alia*:

- rationalised law drafting activities, higher efficiency of law drafting activities, higher quality of legislative acts adopted by the Verkhovna Rada of Ukraine;
- stronger parliamentary control;
- available procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency;
- a stronger role of the Cabinet of Ministers of Ukraine in the law-making process;
- improved openness of the Verkhovna Rada of Ukraine to society, higher citizens' awareness of the parliamentary work;
- better support for activities of the People's Deputies of Ukraine and parliamentary activities in general.

### **Point of view on future development of parliamentarism in Ukraine**

Ukraine has always been and will always be a state where the parliament as a single legislative authority is extremely important. As parliamentarism is one of outstanding manifestations of democracy and freedom, the parliamentary reform should contribute to preserving and increasing the role of the parliament in the public life of Ukraine.

The parliamentary reform should ensure higher level of citizens' trust in the Verkhovna Rada of Ukraine. We have all reasons to expect that the reform will result in the increased work efficiency of and strong public support for the parliament. In addition, the parliamentary reform will, in future, contribute to higher level of political and legal culture of People's Deputies and society in general.

The proposed measures of the parliamentary reform will significantly align the work of the Ukrainian parliament with the standards of the best parliamentary practices in European countries.

Analysis area (of a specific component) within the direction:

Parliamentary reform

1	<b>Key issues to be solved within the framework of the Recovery Plan within the direction</b>	
	Impact of the war on the defined analysis area:	<p>Steadily functioning democratic parliament — a body which shapes and expresses people's will as regards issues of social and state interest, is absolutely trusted by the people and actively maintains social connections with the people — is one of the main features of the harmonious development of a society and state. The war and the imposition of martial law in Ukraine have significantly changed conditions of the functioning of a single Ukrainian law-making authority. Nowadays, to win against the aggressor and de-occupy the Ukrainian territories are the main priorities. This condition raises the necessity to responsively make a significant number of legislative and management decisions. Meanwhile, in view of unpredictable development of military actions, there is a risk that the Verkhovna Rada of Ukraine may hardly have or may have no opportunity to gather together to fulfil its constitutional functions. Despite emergency circumstances, the parliament must take actions to enhance its activities. In this context, planning and taking actions which, in general, should ensure successful parliamentary reform aiming to strengthen democracy development in Ukraine, increase the institutional capacity of the Verkhovna Rada of Ukraine and guarantee continuous law-making process, are topical issues. Recovery and European integration of Ukraine are not possible if the parliament does not work consistently and efficiently.</p>
1.	Key challenges (in general, for the defined area):	<p>The work of the parliament is significantly affected by such factors as complicated movement within Ukraine, danger in holding long-lasting meetings where a significant number of people participates, impossibility of using traditional forms of communication between the People's Deputies of Ukraine and the electorate, and, in general, between the parliament and citizens. It has become evident that it is necessary to make certain legislative decisions, especially those related to defence and aid to people who have suffered from the military actions. The Verkhovna Rada of Ukraine has faced the following key challenges:</p> <ol style="list-style-type: none"> <li>1) to ensure continuous law-making process under marital law;</li> </ol>

	<p>2) to establish and maintain high-quality communication channels between the Verkhovna Rada of Ukraine and citizens;</p> <p>3) to ensure that the work of the parliament be planned and predictable;</p> <p>4) to strengthen the role of the parliamentary control;</p> <p>5) to ensure the institutional capacity of the Verkhovna Rada of Ukraine</p>
1. 2	<p>Key opportunities (in general, for the defined area):</p> <p>The implementation of measures stipulated by the Recovery Plan in the context of the parliamentary reform will open opportunities of:</p> <p>1) shaping procedures and mechanisms for ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency;</p> <p>2) strengthening the role of the Cabinet of Ministers of Ukraine within the law-making process;</p> <p>3) improving the efficiency of expert and analytical assessment of draft laws;</p> <p>4) strengthening parliamentary control;</p> <p>5) expanding mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine and establishing new high-quality communication channels with citizens</p>
1. 3	<p>Key restrictions (in general, for the defined area):</p> <p>The key obstacles for the parliamentary reform to be realised are as follows:</p> <p>1) the ongoing armed aggression of the Russian Federation against Ukraine;</p> <p>2) lack of political consensus to make necessary changes;</p> <p>3) a long process of amending the Constitution of Ukraine;</p> <p>4) the possibility of implementing certain measures of the parliamentary reform only after the end of the war and termination of the marital law</p>

2	<b>Goals, tasks and stages of the Recovery Plan within the direction</b>	
2.1	<b>Description of issue 1 to be solved in the defined analysis area:</b>	<i>1. Low quality and excessive amount of legislative initiatives, which result in ineffective use of parliamentary resources</i>

2.1. 1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.1. 2	Goal to be achieved to solve the issue during each stage:		1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine (preparatory measures in 2022)	1.2. Reducing the number of legislative initiatives of the People's Deputies of Ukraine 1.3. Ensuring the dominant role of the Cabinet of Ministers of Ukraine in the law-making process	1.4. Improving the efficiency of expert and analytical assessment of the draft laws
2.1. 3	Deadline within the stage:	12/2022	12/2023	12/2025	12/2032
2.1. 4	Risks related to the goal achievement:		Lack of political consensus to implement relevant decisions Well-established parliamentary practice	Lack of political consensus to implement relevant decisions Well-established parliamentary practice	Lack of political consensus to implement relevant decisions Well-established parliamentary practice
2.1. 5	Measurable goal achievement indicator		Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 20% compared to an average value per convocation (the 8th–9th convocation)	Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 30% compared to an average value per convocation (the 8th–9th convocation) Higher percentage of governmental draft laws adopted by the Verkhovna Rada of Ukraine, including	Reduced number of registered legislative initiatives of the People's Deputies of Ukraine by 40% compared to an average value per convocation (8th–9th convocation)

				those initiated by the Cabinet of Ministers of Ukraine and those submitted in general  Higher number of proposals and amendments made by the Cabinet of Ministers of Ukraine to draft laws being prepared for the second reading	
2.1.6	Total funding requirement for the goal achievement:				
2.1.7	Links between the goal and other directions:				
2.2	<b>Description of issue 2 to be solved in the defined analysis area:</b>	<i>2. Discrepancy between the level of the institutional capacity of the support system for the work of the Verkhovna Rada of Ukraine and topical needs and challenges</i>			
2.2.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.2.2	Goal to be achieved to solve the issue during each stage:	2.1. Ensuring sustainable development of the human resources capacity of the Apparatus	2.2. Ensuring the institutional independence of the Apparatus 2.3. Establishing an innovative digital parliament (preparatory measures in 2022)	2.4. Ensuring a consistently high professional level of the Apparatus personnel (preparatory measures in 2022)  2.5. Adapting the organisational structure of the Apparatus to the current	

				needs and operation practices of the Verkhovna Rada of Ukraine and its bodies  2.6. Filling vacancies at the Apparatus by following the Human Resources Developing Strategy of the Apparatus and its new structure	
2.2. 3	Deadline within the stage:	12/2022	12/2023	12/2025	12.2032
2.2. 4	Risks related to the goal achievement:	Competitive selection, special anti-corruption inspection, submission of declarations of persons authorised to fulfil function of the state or a local self-government, submission of state language level certificates are suspended for the effective period of the marital law that can affect the quality of human resources, including those employed by the Apparatus.	Lack of political consensus to implement relevant decisions  Possibility of exerting political influence over the civil servants of the Apparatus	Low interest of target audience  Loss of institutional memory	
2.2. 5	Measurable goal achievement indicator	Approval of the Strategy for Human Resources Development in the Apparatus	High-level independence of the Apparatus (based on the results of a survey held among the employees of	Consistently high results of the annual assessment of the official service results of the civil servants of the	

			the Apparatus)  High assessment score for digital services in the Verkhovna Rada of Ukraine (based on the results of a survey held among the People's Deputies of Ukraine, the employees of the Apparatus and citizens)	Apparatus  Approval of a new structure of the Apparatus Vacant positions in the Apparatus not exceeding 5% of its personnel number limit	
2.2. 6	Total funding requirement for the goal achievement:				
2.2. 7	Links between the goal and other directions:				
2.3	<b>Description of issue 3 to be solved in the defined analysis area:</b>	<b><i>3. Low level of citizens' awareness of the work of the Verkhovna Rada of Ukraine</i></b>			
2.3. 1	Stages	Stage 1: 06/2022–12/2022	Stage 2 01/2023–12/2023      01/2024–12/2025		Stage 3: 01/2026–12/2032
2.3. 2	Goal to be achieved to solve the issue during each stage:		3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens (preparatory measures in 2022)  3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine		
2.3. 3	Deadline within the stage:		12/2023	12/2025	

2.3. 4	Risks related to the goal achievement:	<p>Inadequate reach to politically active target audience</p> <p>Low participation of committees of the Verkhovna Rada of Ukraine in establishing communication with the electorate</p>	Low citizens' interest and competence in participation in the law-making process	
2.3. 5	Measurable goal achievement indicator	<p>Increased level of citizens' awareness of the work of the Verkhovna Rada of Ukraine by 15% compared to a basic indicator measured when starting a new stage of the parliamentary reform (2022) Basic measurement of the indicator at the initial stage.</p> <p>Increased number of citizens' visits to the Verkhovna Rada of Ukraine by 10% compared to the number of visits within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation</p> <p>Events for pupils and</p>	Increased total number of citizens' comments for draft laws proposed for public discussion by 10% compared to the number of comments received within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation	

			students to be systematically held by committees and the Educational Centre of the Verkhovna Rada of Ukraine		
2.3. 6	Total funding requirement for the goal achievement:				
2.3. 7	Links between the goal and other directions:				
2.4	<b>Description of issue 4 to be solved in the defined analysis area:</b>	<i>4. Problems with the organisation of the work of the Verkhovna Rada of Ukraine caused by inconsistency between the parliamentary law and the Constitution of Ukraine</i>			
2.4. 1	Stages	Stage 1: 06/2022–12/2022	Stage 2 01/2023–12/2023      01/2024–12/2025		Stage 3: 01/2026–12/2032
2.4. 2	Goal to be achieved to solve the issue during each stage:		4.1. Bringing the parliamentary law into compliance with the Constitution of Ukraine		
2.4. 3	Deadline within the stage:		12/2023		
2.4. 4	Risks related to the goal achievement:		Lack of political consensus to make relevant decisions		
2.4. 5	Measurable goal achievement indicator		Adoption of relevant legislative acts		

2.4.6	Total funding requirement for the goal achievement:				
2.4.7	Links between the goal and other directions:				
2.5	<b>Description of issue 5 to be solved in the defined analysis area:</b>	<i>5. Inadequate parliamentary control level</i>			
2.5.1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	
2.5.2	Goal to be achieved to solve the issue during each stage:	5.1. Improving the performance of the Accounting Chamber as an operationally, functionally and financially independent authority, including in terms of control over the formation of state budget revenues	5.2. Ensuring the implementation of control powers at the level of committees of the Verkhovna Rada of Ukraine	5.3. Formalizing at the constitutional level the control function of committees of the Verkhovna Rada of Ukraine, the committee responsible for ensuring control over the activities of the security and defence sector bodies and other control committees (hereinafter referred to as special control committees)	5.4. Increasing the efficiency of the parliamentary control in public finances by establishing the Budget Office of the Verkhovna Rada of Ukraine
2.5.3	Deadline within the stage:	12/2022	12/2023	12/2025	
2.5.4	Risks related to the goal achievement:	Lack of political consensus to implement relevant decisions	Lack of human resources in secretariats of committees in the Verkhovna Rada of Ukraine	Difficulties in forming professional teams of	Lack of political consensus to implement relevant decisions

			Established practice in prioritising draft law work	special control committees and secretariats thereof	
2.5. 5	Measurable goal achievement indicator	Listening to reports of the Accounting Chamber on a regular basis and taking them into account in the work of the Verkhovna Rada of Ukraine, including in budget planning	Increased number of issues related to the fulfillment of control functions among the total number of issues considered by the committees of the Verkhovna Rada of Ukraine by 15% compared to the number of such issues within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation	Established special control committee at the start of the work of the Verkhovna Rada of Ukraine of the 10th convocation Changes to the Constitution of Ukraine as regards the work of special control committees	Reduced number of registered legislative initiatives without adequate financial and economic rationale by 10% compared to the number within sessions 1 and 2 of the Verkhovna Rada of Ukraine of the 9th convocation
2.5. 6	Total funding requirement for the goal achievement:				
2.5. 7	Links between the goal and other directions:				
2.6	<b>Description of issue 6 to be solved in the defined analysis area:</b>	<i>6. Defects of the constitutional structure of the authority triangle</i>			
2.6. 1	Stages	Stage 1: 06/2022–12/2022	Stage 2 01/2023–12/2023		Stage 3: 01/2026–12/2032
2.6. 2	Goal to be achieved to solve the issue during each stage:				6.1. Revising the authority of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of

					Ministers of Ukraine with the aim of creating an efficient checks and balances system
2.6. 3	Deadline within the stage:				12/2032
2.6. 4	Risks related to the goal achievement:				Lack of political consensus to implement relevant decisions
2.6. 5	Measurable goal achievement indicator				Affirming the effectiveness of the enhanced checks and balances system (based on the results of surveys held among experts in the area of parliamentarism and constitutionalism)
2.6. 6	Total funding requirement for the goal achievement:				
2.6. 7	Links between the goal and other directions:				
2.7	<b>Description of issue 7 to be solved in the defined analysis area:</b>	<i>7. Necessity to enhance parliamentary procedures for increasing the quality of decisions</i>			
2.7. 1	Stages	Stage 1: 06/2022–12/2022	Stage 2		Stage 3: 01/2026–12/2032
			01/2023–12/2023	01/2024–12/2025	

2.7.2	Goal to be achieved to solve the issue during each stage:	7.1. Ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	7.2. Auditing the procedural rules, developing the relevant road map and preparing comprehensive amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine 7.3. Ensuring that the work of the parliament be planned and predictable		
2.7.3	Deadline within the stage:	12/2022	12/2023		
2.7.4	Risks related to the goal achievement:	Possibility that crisis situations threatening the continuous work of the Verkhovna Rada of Ukraine and the Apparatus arise	Limited resources for comprehensive analysis		
2.7.5	Measurable goal achievement indicator	Approved parliamentary internal executive acts as regards ensuring the continuous work, relevant material and technical support, necessary changes and amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	Conceptual update of the Rules of Procedure of the Verkhovna Rada of Ukraine Higher planned development and predictability of the work of the Verkhovna Rada of Ukraine (based on the results of surveys held among the People's Deputies of Ukraine,		

			members of the Cabinet of Ministers of Ukraine, the employees of the Apparatus and field-specific civil society organisation)		
2.7. 6	Total funding requirement for the goal achievement:				
2.7. 7	Links between the goal and other directions:				

3 Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area			
3.1	Programme document	Implementation progress	Participant of a working group who has provided information
3.1.1	Recommendations of the Mission of the European Parliament on Internal Reform and Capacity-Building for the Verkhovna Rada of Ukraine specified in the Annex to the Resolution No. 1035-VIII of the Verkhovna Rada of Ukraine dated 17 March 2016	The recommendations of the Mission of the European Parliament are partially taken into account. Other topical recommendations will be realised within the implementation of the parliamentary reform.	
3.1.2	Communication Strategy of the Verkhovna Rada of Ukraine for 2017–2021	The Communication Strategy of the Verkhovna Rada of Ukraine for 2017–2021 is almost fully implemented The Communication Strategy of the Verkhovna Rada of	

		Ukraine for 2023–2026 is being drafted and is planned to be approved by June 2023.	
3.1.3	Electronic Parliamentarism Strategy for 2018–2020	<p>The Electronic Parliamentarism Strategy for 2018–2020 is implemented, excluding the development of a new-generation electronic voting system in the meeting room of the Verkhovna Rada of Ukraine.</p> <p>The Strategy for Forming Innovative Digital Parliament for 2023–2026 is being drafted and is planned to be approved by the end of 2022.</p>	
3.1.4	Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022	The Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022 is at its final implementation stage.	

4	Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)			
	Goal (from paragraph 2)	Description of the tasks for the achievement of the goal	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
4.1		Stage 1: 06/2022–12/2022		

4.1.1	1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine	Task 1.1.1. Establishing the Research Service: 1.1.1.1. Preparing and approving the concept of the Research Service 1.1.1.2. Developing and approving the Regulations of the Research Service 1.1.1.3. Establishing the Research Service and providing material and technical support to the Research Service 1.1.1.4. Ensuring adequate staffing based on the results of competitive selection 1.1.1.5. Creating a digital expert and analytical research platform integrated into the databases of the Inter-Parliamentary Union		
4.1.2	2.1. Ensuring sustainable development of the human resources capacity of the Apparatus	Task 2.1.1. Implementing the Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2022 in full		
		Task 2.1.2. Developing and approving the Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2027		
4.1.3	2.3. Forming an innovative digital parliament	Task 2.3.1. Developing and approving the Strategy for Forming Innovative Digital Parliament for 2023–2026		
4.1.4	2.4. Ensuring a consistently high professional level of the Apparatus personnel	Task 2.4.1. Developing and approving the development concept for the Training Centre as a department of the Research Service of the Verkhovna Rada of Ukraine based on the assessment of the needs of the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus		
		Task 2.4.2. Starting implementing the development concept for the Training Centre		
4.1.5	3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens	Task 3.1.1. Developing the Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks		
		Task 3.1.2. Developing the Comprehensive Programme for Parliamentary Enlightenment		

		Task 3.1.3. Developing the Brand Strategy of the Verkhovna Rada of Ukraine		
4.1.6	5.1. Improving the performance of the Accounting Chamber as an operationally, functionally and financially independent authority, including in terms of control over the formation of state budget revenues	Task 5.1.1. Developing the concept for increasing the efficiency of the Accounting Chamber in accordance with the best world practices		
		Task 5.1.2. Updating, based on the developed concept, relevant legislative acts in order to ensure operational, functional and financial independence of the Accounting Chamber and auditor occupational activity guarantees		
4.1.7	7.1. Ensuring the continuous work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	Task 7.1.1. Ensuring, in a technical and regulatory way, the continuous work of the Verkhovna Rada of Ukraine (at the level of the Apparatus): developing protocols of actions for various types of external threats and ensuring continuous management of affairs (reserving and preserving information, determining and maintaining vital elements in the parliament functioning system, maintaining alternative premises, updating evacuation plans and etc.)		
		Task 7.1.2. Ensuring procedures, software and technologies for remote voting of the People's Deputies of Ukraine: adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine as regards meetings of the Verkhovna Rada of Ukraine to be held in the remote mode"		
4.2		Stage 2: 01/2023–12/2023		
4.2.1	1.1. Improving the quality of legislative initiatives of the People's Deputies of Ukraine	Task 1.1.2. Establishing the Legislative Drafting Office: 1.1.2.1. Preparing and approving the concept of the Legislative Drafting Office 1.1.2.2. Developing and approving the Regulation of the Legislative Drafting Office 1.1.2.3. Establishing the Legislative Drafting Office and providing material and		

		technical support for the Legislative Drafting Office 1.1.2.4. Ensuring adequate staffing based on the results of competitive selection		
		Task 1.1.3. Improving the requirements for drafting the explanatory notes and other supporting documents to draft laws, in particular those related to: 1) financial and economic rationale 2) special requirements to European integration-related draft laws 3) impact assessment 4) gender analysis 5) preparation of a post-legislative scrutiny plan 6) set of the list of secondary legal acts required to implement the law as well as organisational, technical and other measures required to implement the law		
		Task 1.1.4. Enhancing preregistration review of supporting documents		
4.2.2	2.2. Ensuring the institutional independence of the Apparatus	Task 2.2.1. Adopting the law of Ukraine on the parliamentary service which would regulate the status of parliamentary servants and set guarantees for the independence of the parliamentary service		
4.2.3	2.3. Forming an innovative digital parliament	Task 2.3.2. Implementing the Strategy for Forming Innovative Digital Parliament for 2023–2026		
		Task 2.3.3. Increasing the number of IT specialists in the Apparatus  Introducing the best world practices in the implementation of innovative technologies in the field of electronic parliamentarism and cybersecurity to the employees of the Apparatus responsible for forming an innovative digital parliament		
		Task 2.3.4. Creating a new-generation electronic voting system (“Rada Tsyfrova”) to ensure the informational support for and automation of the law-making process during plenary meetings of the Verkhovna Rada of Ukraine held on site (directly in the meeting room) and remotely		

		Task 2.3.5. Developing modules for the software package “Technological Database of Normative and Legal Information — Zakonodavstvo (Law)”		
		Task 2.3.6. Developing modules and installing automation systems for the reporting of meetings of committees of the Verkhovna Rada of Ukraine based on technologies for recognizing continuous speech		
		Task 2.3.7. Procuring server hardware and software		
		Task 2.3.8. Procuring equipment to expand Wi-Fi 6 coverage		
		Task 2.3.9. Creating the detailed design of the system “Tsyfrovii comitet” (“Digital Committee”) for meeting rooms of committees of the Verkhovna Rada of Ukraine and other premises of parliamentary administrative buildings		
4.2.4	3.1. Establishing and maintaining high-quality communication channels between the Verkhovna Rada of Ukraine and citizens	Task 3.1.4. Developing and approving the Communication Strategy of the Verkhovna Rada of Ukraine for 2023–2026		
		Task 3.1.5. Approving and implementing the Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks		
		Task 3.1.6. Approving and implementing the Comprehensive Programme for Parliamentary Enlightenment		
		Task 3.1.7. Approving and implementing the Brand Strategy of the Verkhovna Rada of Ukraine		
		Task 3.1.8. Creating an international congress hall to make an open space for the work of People’s Deputies with the electorate, for the activities in the field of parliamentary enlightenment and etc.		
		Task 3.1.9. Comprehensive (material, methodical, meaningful) support for developing “Rada”, the parliamentary TV channel		

		Task 3.1.10. Comprehensive (material, resources-related, methodical) support for developing the Educational Centre of the Verkhovna Rada of Ukraine		
		Task 3.1.11. Enhancing the operation of “Holos Ukrayiny” newspaper office which, as stipulated by the law, officially publishes laws of Ukraine and other legal acts for them to become effective		
		Task 3.1.12. Developing and promoting the Verkhovna Rada of Ukraine mobile application for the purposes of enlightenment and citizens’ feedback		
		Task 3.1.13. Comprehensive (material, resources-related, methodical) support for developing accounts of the Verkhovna Rada of Ukraine in social networks		
		Task 3.1.14. Material and technical support for the transparency of the work of committees of the Verkhovna Rada of Ukraine		
4.2.5	3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine	Task 3.2.1. Adopting the Law of Ukraine “On Public Procurement”		
4.2.6	4.1. Bringing the parliamentary law into compliance with the Constitution of Ukraine	<p>Task 4.1.1. Bringing as follows into compliance with the Constitution of Ukraine:</p> <p>1) the Rules of Procedure of the Verkhovna Rada of Ukraine (especially in terms of fraction structuring and standardisation of the work of fraction coalition, parliamentary opposition and etc.);</p> <p>2) the Law of Ukraine “On Committees of the Verkhovna Rada of Ukraine”;</p> <p>3) the Law of Ukraine “On the Status of the People's Deputy of Ukraine”;</p> <p>4) other legislative acts</p>		
4.2.7	5.2. Ensuring the implementation of control powers at the level of committees of the Verkhovna Rada of Ukraine	Task 5.2.1. Staffing secretariats of committees of the Verkhovna Rada of Ukraine taking into account their competences and average workload		

		Task 5.2.2. Ensuring, in a methodical way, the fulfilment of the control function (especially in the terms of post-legislative scrutiny and etc.)		
		Task 5.2.3. Training the People's Deputies of Ukraine and employees in secretariats of committees of the Verkhovna Rada of Ukraine in methods of the parliamentary control and communication with the representatives of executive authorities for these purposes.		
4.2.8	7.2. Auditing the procedural rules, developing the relevant road map and preparing comprehensive amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	Task 7.2.1. Auditing the procedural rules to determine topical and obsolete provisions		
		Task 7.2.2. Developing a road map for making comprehensive changes and amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine		
		Task 7.2.3. Drafting and adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"		
4.2.9	7.3. Ensuring that the work of the Verkhovna Rada of Ukraine be planned and predictable	Task 7.3.1. Adopting a systematic law of Ukraine on law-making activity		
		Task 7.3.2. Adopting the Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine as regards the Special Procedure for Considering Draft Laws at the Second Reading"		
		Task 7.3.3. Adopting the Law of Ukraine "On Amending Certain Laws of Ukraine to Improve the Process of Planning Law Drafting Activities of the Verkhovna Rada of Ukraine"		
	Stage 2: 01/2024–12/2025			

4.2.1 0	1.2. Reducing the number of legislative initiatives of the People's Deputies of Ukraine	Task 1.2.1. Setting special requirements to legislative initiatives of the People's Deputies of Ukraine (collective initiatives, mandatory fraction support and etc.)		
		Task 1.2.2. Ensuring that legislative initiatives of the People's Deputies of Ukraine be formulated in accordance with the requirements of legislative drafting techniques by establishing a legislative proposal institute (along with the launch of the Legislative Drafting Office)		
4.2.1 1	1.3. Ensuring the dominant role of the Cabinet of Ministers of Ukraine in the law-making process	Task 1.3.1. Prioritising European integration-related legislative initiatives submitted by the Cabinet of Ministers of Ukraine for the consideration of the Verkhovna Rada of Ukraine		
		Task 1.3.2. Resuming and establishing the practice of shaping a thematic agenda taking into account the priority of the consideration of draft laws submitted by the Cabinet of Ministers of Ukraine		
		Task 1.3.3. Conferring rights to define certain draft laws as urgent on the Cabinet of Ministers of Ukraine as a holder of the right of legislative initiative		
4.2.1 2	2.4. Ensuring a consistently high professional level of the Apparatus personnel	Task 2.4.3. Developing educational programmes on the enhancement and development of skills and knowledge, including digital skills and knowledge, which the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus need to fulfil their duties and professional tasks		
		Task 2.4.4. Involving, as a priority, the employees of the Apparatus and apparatuses of foreign parliaments in trainings and education activities, taking into account experts' subspecialties		
		Task 2.4.5. Making short training visits to parliaments of the EU Member-States and other democratic states for sharing the best parliamentary experience		
4.2.1 3	2.5. Adapting the organisational structure of the Apparatus to the current needs and operation	Task 2.5.1. Carrying out the qualitative functional analysis of the activities of the Apparatus taking into account current challenges		

	practices of the Verkhovna Rada of Ukraine and its bodies			
		Task 2.5.2. Developing the concept for reforming the Apparatus and a step-by-step concept implementation strategy		
		Task 2.5.3. Forming a new structure of the Apparatus		
4.2.1 4	2.6. Filling vacancies at the Apparatus by following the Human Resources Developing Strategy of the Apparatus and its new structure	Task 2.6.1. Organising and holding compleutive selection to fill vacancies at the Apparatus by following the Law on the Parliamentary Service, the Human Resources Developing Strategy of the Apparatus and its new structure		
4.2.1 5	3.2. Expanding the mechanisms for involving citizens in the activities of the Verkhovna Rada of Ukraine	Task 3.2.2. Improving organisational and legal aspects of the operation of the electronic resource “Public Discussion of Draft Laws” on the official website of the Verkhovna Rada of Ukraine		
4.2.1 6	5.3. Formalizing at the constitutional level the control function of committees of the Verkhovna Rada of Ukraine, the committee responsible for ensuring control over the activities of the security and defence sector bodies and other control committees (hereinafter referred to as special control committees)	Task 5.3.1. Making amendments to the Constitution of Ukraine on the standardisation of the procedure for implementing the control powers of the Verkhovna Rada of Ukraine.		
4.3	Stage 3: 01/2026–12/2032			
4.3.1	1.4. Improving the efficiency of expert and analytical assessment of the draft laws	Task 1.4.1. Establishing practice where the Cabinet of Ministers of Ukraine submits the White Book — an analytical document defining governmental actions in a certain area of the state policy — to the Verkhovna Rada of Ukraine		

		Task 1.4.2. Introducing preregistration budget, anti-corruption, European-integration review of draft laws, including draft laws recommended by committees to be adopted as a whole		
		Task 1.4.3. Improving the procedure for the European-integration review of draft laws by enhancing resources support for a steering committee and taking into account conclusions of the governmental European-integration reviews in its work		
4.3.2	5.4. Increasing the efficiency of the parliamentary control in public finances by establishing the Budget Office of the Verkhovna Rada of Ukraine	Task 5.4.1. Preparing and approving the concept of the Budget Office of the Verkhovna Rada of Ukraine		
		Task 5.4.2. Preparing and approving the Regulation of the Budget Office of the Verkhovna Rada of Ukraine		
		Task 5.4.3. Establishing the Budget Office of the Verkhovna Rada of Ukraine and providing material and technical support to the Budget Office		
		Task 5.4.4. Ensuring human resources for the Budget Office of the Verkhovna Rada of Ukraine		
4.3.3	6.1. Revising the authority of the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of Ministers of Ukraine with the aim of creating an efficient checks and balances system	Task 6.1.1. Elaborating the concept of changes and amendments to the Constitution of Ukraine in terms of the constituent and legislative function, especially as regards forming the government-centric model of the law-making process		
		Task 6.1.2. Developing and making changes and amendments to the Constitution of Ukraine and laws of Ukraine as regards forming the		

		government-centric model of the law-making process and creating an efficient checks and balances system		
		Task 6.1.3. Making changes and amendments to the Constitution of Ukraine as regards revising the number of the People's Deputies of Ukraine and related constitutional provisions		
		Task 6.1.4. Introducing ordinary and constitutional (organic and nominal) laws at the constitutional level		

5 List of national projects aimed at the completion of tasks from paragraph 4 (provided by Goal 2.3. Forming an innovative digital parliament)											
	Project description for task No. from paragraph 4	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)	Surname and name of the person who submitted the proposal	Project status in the Group
5.1	Developing and implementing a new-generation electronic voting system “Rada Tsyfrova” in the meeting room of	In order to hold plenary meetings of the Verkhovna Rada of Ukraine on a completely digital platform (on site and in the remote mode)		Implementation of the Project in 2023. The development, supply and implementation of the system will allow to replace the existing information and	Apparatus of the Verkhovna Rada of Ukraine	329.156	State Budget of Ukraine	Possible			

	the Verkhovna Rada of Ukraine	replacing an obsolete system — “Rada-3”		telecommunication infrastructure of the meeting room in the Verkhovna Rada of Ukraine, the service life of which has expired, and to refuse from using paper documents at meetings of the Verkhovna Rada of Ukraine.			support from international donors				
5.2	Creating an international congress hall on 6–8 Bankova Street (by reconstructing a cinema hall and installing a multimedia congress system and a reserve Data Processing Centre of the Verkhovna Rada of Ukraine) for the People’s Deputies of Ukraine to communicate with their electorate, to organise and hold	Purpose of the facility: the congress hall is to be created as a multifunctional hall with 300 workplaces for the needs of the Verkhovna Rada of Ukraine, equipped with sound-amplifying, sound-recording, conferencing and simultaneous translation systems, a live TV system and video displays. The Committee of the Verkhovna Rada on Rules of Procedure, Parliamentary Ethics and Administration of Verkhovna Rada’s Work approved the		Implementation of the Project in 2023.  Purpose of the Project: 1. Creating an open space within the work of the People’s Deputies of Ukraine with the electorate 2. Holding research, research-to-practice, educative events and conferences involving the People’s Deputies of Ukraine and citizens 3. Holding bilateral and trilateral meetings at the international level, forums and congresses 4. Holding extended meetings of committees	Apparatus of the Verkhovna Rada of Ukraine	350	State Budget of Ukraine	Possible support from international donors			

<p>international events within the inter-parliament cooperation, to hold parliamentary and governmental events, to create an open space within the work of the People's Deputies of Ukraine with the electorate and a parliamentary enlightenment centre</p>	<p>performance of the abovementioned works in 2008 (Letter No. 04-32/7-461 dated 20.06.2008).</p>	<p>of the Verkhovna Rada of Ukraine and committee hearings, temporary special commissions of the Verkhovna Rada of Ukraine</p> <p>5. Holding meetings of people's deputy fractions and groups, temporary commissions of investigation, temporary special commissions of the Verkhovna Rada of Ukraine</p> <p>6. Holding sessions of inter-parliamentary assemblies (the NATO Parliamentary Assembly, the OSCE Parliamentary Assembly, the PACE, the PABSEC)</p> <p>7. Holding ceremonial events and meetings</p> <p>8. Holding meetings of the trade union committee</p> <p>9. Screening educative films on the activities of the Verkhovna Rada of Ukraine</p>							
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			10. Holding seminars and trainings for the People's Deputies of Ukraine and the employees of the Apparatus 11. Holding symposiums, councils, presentations and etc. Events can, when needed, be held through live-stream video conferences						
5.3	Establishing the Budget Office of the Verkhovna Rada of Ukraine 1. Providing the Budget Office of the Verkhovna Rada of Ukraine with the State Budget Modelling System  2. Providing the Budget Office of the Verkhovna Rada of Ukraine with the Annual Budget Compliance	Establishing the Budget Office of the Verkhovna Rada of Ukraine and providing it with the State Budget Modelling System will allow ensure the assessment of the current budgetary policy and its effects in the mid-term perspective.  Providing the Budget Office of the Verkhovna Rada of Ukraine with the Annual Budget Compliance Control System will allow to	Increasing the quality of assessment of the state budget revenue and expenses within the parliamentary supervision over the budget process. Shaping a high-quality budgetary policy aiming to increase the efficiency of expenses  Increasing the efficiency and quality of financial and economic legislation drafted and adopted by the Verkhovna Rada of Ukraine, and expanding the usage of financial	Apparatus of the Verkhovna Rada of Ukraine	229.156	State Budget of Ukraine  Possible support from international donors			

<p>Control System</p> <p>3. Providing the Budget Office with the System of Financial and Economic Assessment of Programmes and Projects</p>	<p>increase the quality of the parliamentary supervision over the execution of the state budget</p> <p>The European-integration vector of the Ukrainian development and application of the international financial reporting standards require higher-quality assessment of budget programmes and projects.</p> <p>The comprehensive assessment of the implementation of budget programmes allows to get an idea of to what extent budget programmes and projects satisfy the conditions and needs of the social and economic development of the state, and to what extent budget programme management is efficient, reasonable</p>	<p>and economic information which is available in Ukraine for the purposes of efficient supervision and analysis.</p> <p>The implementation of the project in 2026 will allow to use budgetary funds as efficiently as possible if money allocation and actual results of money usage based on the defined development priorities are directly interconnected</p>					
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5.4	Developing modules for the software package “Technological Database of Normative and Legal Information — Zakonodavstvo”, changing the architecture of the Zakonodavstvo Database off-line	Developing and modernising the modules for “Technological Database of Normative and Legal Information — Zakonodavstvo” will ensure that a new system of the preparation, maintenance and editing of documents of primary and secondary legislation be created through the PostgreSQL database management system and using web-oriented database formation technologies, submitting documents in HTML/XML	Improving the technical condition. 2023: Stage 1: To develop modules for the system of the preparation, maintenance and editing of documents of primary and secondary legislation 2024: Stage 2: To develop modules for the system of the preparation, maintenance and editing of documents of primary and secondary legislation, to create protocols for changes in the software package databases 2024–2025: Stage 3: To modernise	Apparat us of the Verkhovna Rada of Ukraine	4.5	State Budget of Ukraine Possible support from international donors					

5.5	<p>Developing the Planning Legislative Drafting Activities subsystem:</p> <p>1) a technical specification for modernising the automated system</p> <p>“Electronic Draft Law” to make and monitor the implementation of the Legislative Drafting Activities Plan and its elements;</p> <p>2) developing a</p>	<p>formats and employing many years of experience in forming databases of normative and legal information in the Verkhovna Rada of Ukraine, modernising the Zaknodavsto system off-line in terms of changes in its own database and recovery system</p>	<p>the Zaknodavsto system off-line, to replace databases and an updating technology</p>	<p>Implementation in 2022–2023</p>	<p>Apparat us of the Verkhovna Rada of Ukraine</p>	<p>3.65</p>	<p>State Budget of Ukraine</p> <p>Possible support from international donors</p>		

	software to modernise the automated system “Electronic Draft Law”	the progress in drafting/Preparing proposals included in the Plan, it is necessary to modernise the current version of the automated system “Electronic Draft Law” and the respective sections of the official website of the Verkhovna Rada of Ukraine that will facilitate the achievement of the following key goals: 1) for the law-making process participants and interested parties to monitor the implementation of the Plan at all stages 2) to increase the openness and transparency of the planning process								
5.6	Mobile workplace of People’s Deputies (a tablet/a laptop)	To ensure the People’s Deputies of Ukraine with possibilities of exercising their powers in a single protected digital office within plenary meetings,		Implementation of the Project in 2024. Improving the technical condition. Quantity: 450 pieces	Apparat us of the Verkhovna Rada of Ukraine	12.15	State Budget of Ukraine  Possible support from			

		meetings of committees and other bodies of the Verkhovna Rada of Ukraine, work with their electorate and work trips					international donors			
5.7	Powerful desktop PSc for the employees of the Apparatus	Scheduled replacement of the obsolete computer equipment of the Apparatus (the current equipment manufactured in 2015)		Implementation of the Project in 2025. Improving the technical condition. Quantity: 1000 pieces	Apparat us of the Verkhovna Rada of Ukraine	23	State Budget of Ukraine  Possible support from international donors			
5.8	Modules with the installed automation system for the reporting of meetings of committees of the Verkhovna Rada of Ukraine (including those via video conference) based on technologies for recognizing continuous speech	The package will ensure that meetings of committees of the Verkhovna Rada of Ukraine be reported based on technologies for recognizing continuous speech directly in Ukrainian, English and Russian during the meetings (live reporting) Possibility of deploying the package in new facilities within three working days		Implementation of the Project in 2023. Automating computer-assisted reporting of all types of meetings of the Verkhovna Rada of Ukraine  Informing the public of the activities of committees of the Verkhovna Rada of Ukraine including by publishing the reports of committee meetings and hearings	Apparat us of the Verkhovna Rada of Ukraine	4.9	State Budget of Ukraine  Possible support from international donors			

5.9	Developing the automated system “Human Resources Management in the Apparatus of the Verkhovna Rada of Ukraine”	To ensure the creation of a single digital platform for arranging human resources for the Apparatus: additional recruitment, appointment, transfer, assessment, training, advanced training, incentives, penalties, network cooperation between the units of the Apparatus		Implementation of the Project in 2025. Automating means aiming to arrange and coordinate human resources in the Apparatus, including the structure and manning table, the civil service positions, individual files of civil servants	Apparatus of the Verkhovna Rada of Ukraine	12.75	State Budget of Ukraine				
5.10	Procuring productive network equipment to ensure failure resistance of the Verkhovna Rada of Ukraine	Replacing physically depreciated and obsolete equipment with its period of use exceeding 10 years in 2023.  Increasing the reliability, intensity and responsiveness of the work of the People’s Deputies of Ukraine, their consulting assistants, the employees of the Apparatus and the Internet users with the services of the network of the Verkhovna Rada of Ukraine		Implementation of the Project in 2023. Updating network equipment by replacing physically depreciated and obsolete equipment in order to increase the connection speed of the Internet and internal uplinks of the network of the Verkhovna Rada of Ukraine. It is required to maintain failure-free operation at the respective level	Apparatus of the Verkhovna Rada of Ukraine	21	State Budget of Ukraine				

5.1 1	Equipment for new-generation wireless network Wi-Fi 6	Increasing the coverage of the wireless network of the Verkhovna Rada of Ukraine in order to ensure higher-level mobility of the People's Deputies of Ukraine, their consulting assistants, the employees of the Apparatus and to ensure access to the services of the network of the Verkhovna Rada of Ukraine from any place of stay	Implementation of the Project in 2023. Increasing the coverage of the wireless network of the Verkhovna Rada of Ukraine by procuring net network equipment because of inadequate coverage density of the existing network	Apparatus of the Verkhovna Rada of Ukraine	8.505	State Budget of Ukraine  Possible support from international donors			
5.1 2	Procuring modern server hardware for the data processing centre	Procuring server hardware in order to replace obsolete equipment and to fulfil tasks on ensuring reliable, fast and high-quality access to the services of the network of the Verkhovna Rada of Ukraine, which directly influence the quality of the law-making process and the use of automated systems by the People's Deputies of Ukraine, their	Implementation of the Project in 2023. Making access to the services of the network of the Verkhovna Rada of Ukraine for the People's Deputies of Ukraine, their consulting assistants and the employees of the Apparatus more reliable, more qualitative and faster	Apparatus of the Verkhovna Rada of Ukraine	18.55	State Budget of Ukraine  Possible support from international donors			

5.1 3	The detailed design of the system “Tsyfroviy Komitet” (“Digital Commettee”) for meeting room No. 1034 of the Committee of the Verkhovna Rada of Ukraine on Digital Transformation in the	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings in the meeting room of the committee; control over the presence of the People’s Deputies of Ukraine and the		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine  Possible support from international donors		

administrative building on 3-A Sadova Str.	registration procedure at the meeting of the committee; accurate reproduction of the voting process and results of voting by raising hands at the meeting of the committee; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high-quality online broadcasting of meetings on the website of the committee; automation of generation of meeting minutes and elimination of any possibility of information distortion; possibility of simultaneous	for the system "Tsyfroviy Komitet" ("Digital Committee") for the meeting room of the Committee of the Verkhovna Rada of Ukraine on Digital Transformation					
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		interpretation during the speech; remote connection of participants using video conferencing software							
5.1 4	The detailed design of the system “Tsyfroviy Komitet” for meeting room No. 11 in the administrative building on 18/2 Mykhailo Hrushevskyi Street	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People’s Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People’s Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items;		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system “Tsyfroviy Komitet” for meeting room No. 11	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine  Possible support from international donors		

		refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software								
5.1 5	The detailed design of the system “Tsyfroviy Komitet” for meeting room No. 12 in the administrative house on 18/2 Mykhailo Hrushevskiy Street	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People’s Deputies of Ukraine and the registration procedure; accurate reproduction		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system	Apparat us of the Verkho vna Rada of Ukraine	0.150	State Budget of Ukraine  Possible support from international donors			

5.1 6	The detailed design of the system “Tsyfroviy	Project implementation is a primary objective on the way of further development of a		Implementation of the Project in 2023. It is expected that it will result in obtaining	Apparatus of the Verkhovna	0.150	State Budget of Ukraine			

<p>Komitet" for meeting room No. 416 in the administrative building on 3-A Sadova Str.</p>	<p>system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People's Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People's Deputies of Ukraine when counting the votes on certain agenda items; compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of</p>	<p>a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system "Tsyfroviy Komitet" for meeting room No. 416</p>	<p>Rada of Ukraine</p>	<p>Possible support from international donors</p>			
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		information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software								
5.1 7	The detailed design of the system “Tsyfroviy Komitet” for meeting room No. 727 in the administrative building on 3-A Sadova Str.	Project implementation is a primary objective on the way of further development of a system that will ensure: introduction of industrial audio-visual means to support all types of meetings/sessions; control over the presence of the People’s Deputies of Ukraine and the registration procedure; accurate reproduction of the voting process and results by raising hands; accounting for the present/absent People’s Deputies of Ukraine when counting the votes on certain agenda items;		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software specification, the cost of the design realisation for the system “Tsyfroviy Komitet” for meeting room No. 727	Apparat us of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine  Possible support from international donors			

5.1 8	The detailed design of the system “Tsyfroviy Zal” (“Digital Hall”) for the conference hall in the building of the Verkhovna Rada of Ukraine (5 Mykhailo Hrushevskyi Street) for	compliance with the rules of discussion of the agenda items; refusal of hard-copy paperwork; high quality online broadcasting of sessions/meetings; automation of minutes generation and elimination of any possibility of information distortion; possibility of simultaneous interpretation during the speech; remote connection of participants using video conferencing software		Implementation of the Project in 2023. It is expected that it will result in obtaining a technical specification, a technical detailed design, a technical specification for building an integrated information protection system, an equipment and software	Apparatus of the Verkhovna Rada of Ukraine	0.150	State Budget of Ukraine				

holding meetings of the Conciliation Council of Deputy Fractions (Deputy Groups) and meetings of committees of the Verkhovna Rada of Ukraine	will ensure: preparation of meetings by shaping an agenda in an electronic form; identification and registration of the People's Deputies of Ukraine; the work of the People's Deputies of Ukraine with the agenda and necessary documents in an electronic form at their workplaces in a conference hall; electronic voting when considering agenda issues; formulation of issues to be voted; automated vote count during voting; recording and demonstration of voting results; speech sound amplification; compliance with speech time limits; speech time limit control; multimedia support for	specification, the cost of the design realisation for the system "Tsyfrovyy Zal" for the conference hall of the Verkhovna Rada of Ukraine		international donors			
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5.1 9	Establishing the Expert and Analytical Platform on English Translations of the employees of the	The Expert and Analytical Platform on English Translations of Legislative Acts of Ukraine composed of the employees of the		The roadmap for establishing the Expert and Analytical Platform on English Translations of Legislative Acts of Ukraine:		21.5	State Budget of Ukraine Possible support from		

	<p>Legislative Acts of Ukraine</p>	<p>Apparatus, the Secretariat of the Cabinet of Ministers of Ukraine, scientists of the Institute of International Relations, Taras Shevchenko National University of Kyiv, the experts of the European Parliament and the European Union:</p> <ol style="list-style-type: none"> <li>1) makes the list of priority legislative act of Ukraine to be translated into English;</li> <li>2) organises linguistic and legal expertise of the English translations made;</li> <li>3) coordinates the development of a glossary for each legislative act, a Ukrainian — English vocabulary of legal terms;</li> <li>4) approves the publication of translations made on the official website of the Verkhovna Rada of Ukraine, the Open Data</li> </ol>	<p>in 2022, the platform functions through the support of the USAID Program RADA: Next Generation and the Apparatus;</p> <p>in 2023, the platform can take the form of an independent international project through the support of the USAID, EU and other international donors;</p> <p>in 2024, the platform can take the form of a legislative translation bureau which will be controlled by the Apparatus and the Secretariat of the Cabinet of Ministers of Ukraine.</p> <p>In order to ensure its activities, it is proposed to introduce the Legal Translation speciality in the Institute of International Relations, Taras Shevchenko National University of Kyiv, in 2023–2024</p>			<p>international donors</p>			
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	Portal of the Verkhovna Rada of Ukraine, the official website of the Inter-Parliamentary Union; 5) coordinates the development of the parallel Ukrainian and English text corpus of legislative acts; 6) ensures that translations be updated after changes and amendments are made; 7) drafts proposals on the creation of a legislative act machine translation system in the Verkhovna Rada of Ukraine; 8) interacts with legislative translation agencies of the European Parliament and national parliaments, cooperates with the eTranslation platform and the Terminology Bureau of the European Union								
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6 Necessary legal framework						
Subparagraph No. of paragraph 4	Title of the legal and normative act for the task from paragraph 4	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force	Status of the legal and normative act
4.1.1	Regulation on the Research Service of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Research Service of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	07/2022	12/2022	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.1.7	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna Rada of Ukraine"	Standardising the remote participation of the People's Deputies of Ukraine in plenary meetings of the Verkhovna Rada of Ukraine and remote forms of the work of the Verkhovna Rada of Ukraine and its bodies in the context of martial law or state of emergency	Verkhovna Rada of Ukraine	09/2022	12/2022	Law of Ukraine
4.1.7	The Ordinance of the Chairman of the Verkhovna Rada of Ukraine on some issues on ensuring the work of the Verkhovna Rada of Ukraine in the context of martial law or state of emergency	Standardising internal organisational issues related to the work of the Verkhovna Rada of Ukraine and its bodies, documenting and recording, in an electronic way, the results of such work	Verkhovna Rada of Ukraine	09/2022	12/2022	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.1.6	Law of Ukraine "On Accounting Chamber"	Enhancing the mechanisms of the work of the Accounting Chamber	The Verkhovna Rada of Ukraine	09/2022	12/2022	Law of Ukraine

			the Accounting Chamber			
4.1.2	Strategy for Building Human Resources Capacity of the Apparatus of the Verkhovna Rada of Ukraine until 2027	Defining priority areas in the development of organisational, legal, scientific, documentary, information, expert and analytical, material and technical support for the activities of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	07/2022	12/2022	Ordinance of the Head of the Apparatus of the Verkhovna Rada of Ukraine
4.2.4	Communication Strategy of the Verkhovna Rada of Ukraine for 2023–2026	Defining priority areas in the development of interaction between the parliament and civil society	Verkhovna Rada of Ukraine	03/2023	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Brand Strategy of the Verkhovna Rada of Ukraine	Building citizens' trust in the parliament as an institution	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Strategy for Accounts of the Verkhovna Rada of Ukraine in Social Networks	Transparency and openness of public authorities Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.4	Comprehensive Programme for Parliamentary Enlightenment	Raising awareness of parliamentary activities among citizens, especially pupils, students and adults	Verkhovna Rada of Ukraine	12/2022	06/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.6	Law of Ukraine "On Amending the Rules of Procedure of the Verkhovna	Bringing the parliamentary law into compliance with the Constitution of Ukraine. Improving the requirements for drafting the explanatory notes and	Verkhovna Rada of Ukraine	02/2023	06/2023	Law of Ukraine

	Rada of Ukraine / other acts of the parliamentary law”	<p>other supporting documents to draft laws, in particular those related to:</p> <ol style="list-style-type: none"> <li>1) financial and economic rationale;</li> <li>2) special requirements to European integration-related draft laws;</li> <li>3) impact assessment;</li> <li>4) gender analysis;</li> <li>5) preparation of a post-legislative scrutiny plan;</li> <li>6) setting of the list of secondary legal acts required to implement the law as well as organisational, technical and other measures required to implement the law.</li> </ol> <p>Introduction of the respective preregistration review of draft laws.</p> <p>Improving the second reading procedure (transposition to the comprehensive update of the Rules of Procedure of the Verkhovna Rada of Ukraine).</p> <p>Improving the process for planning legislative drafting activities of the Verkhovna Rada of Ukraine</p>				
4.2.8	Road Map for Comprehensive Amendments to the Rules of Procedure of the Verkhovna Rada of Ukraine	The context will be based on the results of parliamentary law procedure audit	Verkhovna Rada of Ukraine	01/2023	06/2023	Resolution of the Verkhovna Rada of Ukraine

4.2.8	Revised Rules of Procedure of the Verkhovna Rada of Ukraine	<p>The context will be based on the results of parliamentary law procedure audit. It is, <i>inter alia</i>, expected to, phase by phase:</p> <ol style="list-style-type: none"> <li>1) set special requirements to legislative initiatives of the People's Deputies of Ukraine (collective initiatives, mandatory fraction support and etc.);</li> <li>2) ensure that legislative initiatives of the People's Deputies of Ukraine be formulated in accordance with the requirements of legislative drafting techniques by establishing a legislative proposal institute;</li> <li>3) prioritise European integration-related legislative initiatives submitted by the Cabinet of Ministers of Ukraine for the consideration of the Verkhovna Rada of Ukraine</li> <li>4) establish the practice of shaping a thematic agenda taking into account the priority of the consideration of draft laws submitted by the Cabinet of Ministers of Ukraine;</li> <li>5) confer a right to define certain draft laws as urgent on the Cabinet of Ministers of Ukraine as a holder of the right of legislative initiative;</li> <li>6) introduce the practice of submitting the White Books;</li> <li>7) to introduce preregistration budget, anti-corruption, European-integration</li> </ol>	Verkhovna Rada of Ukraine	01/2024	Start of work for the Verkhovna Rada of Ukraine of the 10th convocation	Law of Ukraine
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		review of draft laws, including draft laws recommended by committees to be adopted as a whole				
4.2.9	Law of Ukraine “On Law-Making Activity”	Standardising the law-making procedure, the system of legislative acts, their characteristics and requirements to them	Verkhovna Rada of Ukraine	01/2023	06/2023	Law of Ukraine
4.2.5	Law of Ukraine “On Public Consultations”	Improving the procedure for the public discussion of draft laws	Verkhovna Rada of Ukraine	06/2023	12/2023	Law of Ukraine
4.2.2	Law of Ukraine “On the Parliamentary Service”	Addressing the peculiarities of civil service in the Apparatus of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	06/2023	12/2023	Law of Ukraine
4.1.3	Strategy for Forming Innovative Digital Parliament in the Verkhovna Rada of Ukraine for 2023–2026	Defining key principles of digital parliament development	Verkhovna Rada of Ukraine	12/2022	01/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.1	Concept of the Development of the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Setting key requirements on formulating legislative initiatives in compliance with legislative drafting techniques	Verkhovna Rada of Ukraine	06/2023	12/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.1	Regulation on the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Legislative Drafting Office of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	06/2023	12/2023	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.2.13	The Concept for Reforming the Apparatus of the Verkhovna Rada of Ukraine	The context will be based on the results of functional analysis	Verkhovna Rada of Ukraine	12/2023	01/2024–12/2025	Ordinance of the Head of the Apparatus of the

	and the Step-by-Step Strategy for the Implementation of the Concept for Reforming the Apparatus of the Verkhovna Rada of Ukraine					Verkhovna Rada of Ukraine
4.2.14	Resolution on the Structure of the Apparatus of the Verkhovna Rada of Ukraine	Structure of the Apparatus of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2024	12/2025	Resolution of the Verkhovna Rada of Ukraine
4.3.2	Concept of the Budget Office of the Verkhovna Rada of Ukraine	Defining key principles of the Budget Office development Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2026	06/2026	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.3.2	Regulation on the Budget Office of the Verkhovna Rada of Ukraine	Standardising the procedure of work of the Budget Office of the Verkhovna Rada of Ukraine	Verkhovna Rada of Ukraine	01/2026	06/2026	Ordinance of the Chairperson of the Verkhovna Rada of Ukraine
4.3.3	Law of Ukraine “On Amending the Constitution of Ukraine”	Creating an efficient checks and balances system, in particular: 1) forming the government-centric model of the law-making process; 2) introducing ordinary and constitutional (organic and nominal) laws; 3) reducing the number of members of the Verkhovna Rada of Ukraine; 4) standardising the control function of committees and activities of special control committees	Verkhovna Rada of Ukraine	01/2024	01/2027	Law of Ukraine

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### III. The local self-government bodies reform

Local self-government in Ukraine has been significantly reconsidered in Ukraine for the last 8 years. In 2020, Ukraine got a current administrative and territorial division, according to which more than 11,000 village, township, and city councils were substituted on the basic level with 1,470 competent territorial communities; and 136 districts were established on the subregional level based on the 490 optimized districts. Local self-government gained considerable powers, adopted responsibility, and increased financial resources in order to effectively address issues of local importance: local services are eventually closer to people, local self-government bodies became more accountable and democratic, intensive local development and wellbeing of population turned out to be our key priorities.

Such approach is based on the best European practices, and from now on, local self-governance framework in Ukraine will correspond to philosophy of the European Charter of Local Self-government. In February 2022, the European Parliament recognised decentralization reform as one of the best reforms in Ukraine. Along with that, local government reform has not been yet completed as of June 2022.

Despite a great progress, the system still has long-lasting problems that hinder its intensive development on the ground. What is more, some territorial communities and districts, as well as their configurations, were a result of the political compromise as an integral component of the political process. At that time, it was a completely right decision as benefits from a comprehensive optimization of the system far outweighed disadvantages caused by incorrectness of some configurations. At the same time, full-scale armed aggression against Ukraine has significantly exacerbated those problems that have existed in local self-government for years, and highlighted those structural flaws that were factitiously preserved in 2020.

Thus, 4 key directions were identified under the National Recovery Plan. Their implementation directly depends on completion and adoption of already developed legislation, as well as on the well coordinated work of all levels and branches of the government in order to effectively fulfill tasks at hand.

#### Description of problems

1. Insufficient capacity of some territorial communities and districts has exacerbated as a result of the full-scale war, in particular due to the large-scale internal displacement within the state, accompanied by significant destruction or damage of critical, social, and commercial infrastructure, critical level of migration to neighbouring countries, and relocation of businesses.

In order to address this problem, the administrative and territorial division of our state should be reviewed in view of the current challenges that local self-government and executive bodies face under conditions of martial law, as well as a real-time interactive information and analytical system should be introduced to monitor statistical and administrative indicators of the functioning of territorial communities, districts, and regions.

The mentioned scope of work partially intersects with the regional development issues, operations of local executive bodies, and issues of the legal regulation under land legislation.

2. Ill-defined division of powers between the local self-government bodies and the state, as well as lack of adequate financial resources, is a recurrent problem which has been prevailing at the operational system of state public authorities since the reclaiming of our independence.

For more than 20 years, the experts, officials of different levels, parliamentarians of different convocations, local elites, and donor organizations engaged into self-government issues have been of one mind regarding the need to ensure quality, comprehensive, and exhaustive division of powers between local self-government bodies at all levels of administrative and territorial structure, as well as between local self-government and executive bodies, providing sufficient funding for their implementation.

Lack of division of such powers and their vagueness along with their duplication amid local self-government bodies at different levels, as well as between local executive and self-government bodies, contribute to the misunderstanding of the very nature of "delegation" of such powers, their true "value" and expediency to properly fund such powers given the limited public funds. In its turn, it negatively impacts on quality of public service provision and leads to conflicts of competences between public authorities and inefficiency in exercise of powers.

Therefore, the working group suggests to identify by their nature an exhaustive list of powers, to divide them properly between public authorities, to approve state standards (requirements) and norms in a descriptive and cost way for each power per a statistically average administrative and territorial unit, as well as to carry out a range of activities aimed at descent funding of delegated powers (to improve a financial equalization formula, to change a crediting principle to local budgets for the personal income tax etc.).

3. Insufficient level of professional expertise on the ground, low attractiveness of civil service along with lack of citizens' trust in local self-government employees significantly impacts on capacity and development of a territorial community. Moreover, the pay scale is imperfect, including intense political nature and subjectivity of this process, and local self-government officials, as well as civil servants, primarily focus on a process rather than on outcomes, which should have been interrelated with incentives and motivation allowances/ All this exacerbates imbalances in the functioning system of local self-government bodies and worsen quality of the services provided to population, which affects both the attractiveness of the civil service and the credibility of a power institution as a whole.

Within the subgroup, it is suggested to gradually change system of professional development for local self-government employees, to introduce an effective and flexible system of personnel training and promotion (advanced training), to create attractive and favourable working conditions for civil servants, and to revive its prestige and trust. It could be achieved through introduction of the advanced personnel management tools into the system of local self-government employees, development of the open and fair competition procedure, creation of the flexible professional development system, formation of an enabling employer's brand for a local self-government body, and eventually to transfer to the concept of a public servant (that is to the seamless combination of public service and service in local self-government bodies).

Within this direction, activities directly intersect with the reform of central executive authorities and measures aimed at improving legal principles of the civil service functioning.

4. Although the electoral legislation in Ukraine (adoption of the Electoral Code) has been relatively recently drastically reviewed and first local elections were held throughout Ukraine at the end of 2020 based on a new territorial principle, an exercise of the election process shows imperfections in the legal regulation of local elections, which all the more aggravated given the war time challenges.

The mentioned challenges intersect in particular with increasing areas of the temporarily occupied territories of Ukraine, including many those with active hostilities, and massive displacement of population, which affects the socio-demographic characteristics of territorial communities; with underrepresentation of the remote areas (settlements) residents in representative bodies; with the discrepancies between certain electoral norms and post-war recovery conditions, in particular regarding the holding of early or mid-term local elections and digitalization of the electoral process as a whole.

Subsequently, it is planned to improve the electoral system of local elections, *inter alia*, in the following areas: grounds of failure to hold elections due to lack of a proper security level, procedures for calling early local elections, mechanisms for participation of Ukrainian citizens in local elections, improvement of the electoral system during local elections. It will ensure balanced representativity of all territories of a territorial community, systemic professional development and depoliticization of election commissions' members etc.

Moreover, the history of Ukrainian democracy is characterized by a negative practice of changing rules of the "game" (an electoral process) shortly before the election date. On the local level, this problem is aggravated by the following: people usually pay less attention to the local elections and are less familiar with nuances of the electoral system on the ground, while local authorities actually address major part of the routine issues and problems of population and satisfy their key (daily) needs.

In view of it and for the first time ever in the history of independent Ukraine, it is proposed to carry out improvement of the electoral system on the local level in advance: well ahead of the scheduled regular elections in 2025 in order to have time for proper preparations by all subjects of the electoral process, to conduct raising awareness campaigns for population, and to enhance proficiency of the election commissions' members at all levels.

### **Expected outcome**

Introduction of a capable system of local self-government bodies at all levels of the administrative and territorial division of the state that properly fulfils the public functions vested in it, is resilient to permanent crises and unpredictable threats, adequately responds to challenges and enjoys trust among local communities.

Performance of the public functions is ensured with adequate funding, reasonable distribution of powers between levels and subjects of public governance to allow for better quality of public services, efficient spending of limited funds and rapid development of territories.

Public service at the local level is optimized, digitalized, and result-oriented, and therefore aimed at achieving the key performance indicators in the fastest way using the least possible scope of public resources.

The election procedures at the local level are adopted to the challenges of the post-war recovery, abolishing the size of the population as a factor determining the election system to allow for a more targeted and balanced reflection of the needs of the local population, including those from far-located areas, and members of the election commissions are professionals. In total, it allows to ensure high quality of local elections and prevalence of local democracy according to the best international standards.

## 1. Key issues to be solved within the framework of the Recovery Plan within the Local Self-Government direction

### Key problems and objectives:

1) Problem: Insufficient capacities of some territorial communities and raions, made worse by the full-scale war

Goal: To review the administrative and territorial division given the current challenges faced by local self-government and executive bodies under conditions of martial law.

2) Problem: Ill-defined delineation of powers of the local self-government bodies and the state and lack of adequate financial resources

Goal: Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation.

3) Problem: Insufficient level of professional expertise on the ground, low attractiveness of public service, and lack of citizens' trust in local self-government employees

Goal: Introducing an effective and flexible system of personnel training and promotion (advanced training), creating attractive and favourable working conditions for civil servants, and boosting its prestige.

4) Problem: Shortcomings of the electoral process at the local level in a time of perpetual crises.

Goal: Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)

### Impact of the war on the defined analysis area:

All over Ukraine, local self-government has been unprecedentedly impacted by war and its aftermath: both in hostilities areas, under temporal occupation, in besieged settlements, and through accommodation of internally displaced persons, relocation of enterprises, destruction and renewal of infrastructure, construction of new logistical hubs and routes etc.

Regarding direct losses, one can pay attention to the revenue decrease of local government budgets (for the first quarter of 2022 compared to the first quarter of 2021), in particular in terms of land fees (land tax, tenancy) with the rate of -38%, or UAH 1.1 billion (land fee constitutes about 12% of the

local budgets (general fund) receipts); in terms of excise duty, the aggregated (tobacco, alcohol, fuel) figure is -32.2% or UAH -0.8 billion (including the fuel excise duty (UAH -0.6 billion), which generated about UAH 7.8 billion per year for local budgets).

<b>Key challenges</b> (in general, for the defined area)	<p>Partial imperfection of the administrative and territorial division (low level of capacity of some local self-government bodies at the basic level to ensure the implementation of statutory powers, non-compliance of certain subregional administrative and territorial units with the NUTS-3 criteria)</p> <p>Duplication of powers of local self-government bodies at different levels of administrative and territorial division with those of local executive bodies, as well as failure to ensure proper funds for the exercise of delegated powers by local self-government bodies.</p> <p>Insufficient efficiency and quality of public servants' work in the local self-government system, in particular their focus on processes rather than results, formal approach to implementation of the principle of political impartiality and low level of public trust in the local self-government servants.</p> <p>Shortcomings of the electoral system at the local level (failure to hold elections in areas close to hostilities (security criteria), the need to update the electoral system given the massive displacement of population, large-scale damage of critical infrastructure, insufficient consideration of interests of citizens from far-located settlement spread across big territories)</p>
<b>2) Key possibilities</b> (in general, for the defined area)	<p>To accumulate territory management experience in the crisis conditions along with practices of swift administrative decision-making in different security situations and at various governance levels.</p> <p>To scale-up the IT usage in community and region management, including remote management</p> <p>Opening of a “window of opportunity” for swift passing of difficult and “unpopular” decisions, which would require significant time and political compromises in time of peace.</p> <p>To decrease the political component share in a decision-making process and during development of acts at the regional and national levels.</p> <p>The need to clearly define responsibilities of all public authorities and local self-government bodies in order to ensure quality and efficiency of public functions exercise, as well as timeliness and quality of the public services provided to population</p> <p>To develop the quality pool of public servants at the local level, who are motivated, result-oriented, initiative, and virtuous.</p>
<b>3) Key limitations</b> (in general, for the defined area)	<p>Austerity in public funds given the need to ensure protected budget expense lines (social sphere and support of community-functioning)</p> <p>Reduced quality of the adopted regulations and individual acts at all levels of public governance</p>

	<p>Rapid deterioration of the demographic situation in the state</p> <p>Large-scale internal displacement of population (failure to understand communities' final configurations and demography, as well as the IDP numbers)</p> <p>A gap between the capacities and development of different territorial communities and regions depending on the threats caused by active hostilities</p> <p>Reduced economic activity of population</p> <p>An abrupt increase in the burden on the social protection system, including budget expenditures for social purposes, in particular on IDP allowances</p> <p>An outflow of professional personnel, staff turnover within the system of local self-government bodies</p>
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## 2. Goals, tasks and stages of the Recovery Plan within the direction “Local Self-government” for specific fields

### 2.1. Goals aimed at resolving identified problems:

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
1)	<p>Problem: Insufficient capacities of some territorial communities and raions, made worse by the full-scale war</p> <p>Goal: Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self-government bodies and local executive authorities</p>		

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	<p>To approve the updated capacity criteria for territorial communities (given the challenges caused by the armed aggression and emergency situations, in particular post-war recovery, changes in the separate approaches to regional development in terms of targeted support to the depressive and challenging conflict-affected territories, refusal from excessive resource concentration on these territories)</p>	<p>To ensure the development of territorial communities based on the updated capacity criteria for the functioning of local self-government bodies (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule)</p> <p>To introduce changes to the list of districts according to the measurable criteria for functioning efficiency of central executive authorities (CEA) and local state administrations (LSA)</p>	<p>To define the actual boundaries of administrative and territorial units of Ukraine</p> <p>To introduce an automated information and analysis system to monitor the statistical and administrative indicators of territorial communities, districts, and regions</p>
Deadline within the stage	December 2022	December 2023	2030
Risks related to the goal achievement	<p>Lack of similar operating experience of local self-government and state authorities on the ground under conditions of the full-scale armed aggression.</p> <p>An increasing gap between territorial communities in terms</p>	<p>Reluctance of local elites who have already settled on the ground within the “new” 2020 community configuration, split areas of their responsibility and will resist any changes.</p> <p>At the central and local levels, there is a misunderstanding of role and importance of the subregional</p>	<p>Lack of unity within the expert community regarding the monitoring “criteria”</p> <p>False information provided by local authorities</p>

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	of their infrastructure, resource, and manpower potential.	level within the public governance system.	
Measurable goal achievement indicator	<p>Adoption of the Draft law No. 4664.</p> <p>Document approved by the Ministry for Communities and Territories Development of Ukraine.</p>	<p>Lack of enclaves at district level</p> <p>Minimum number of inhabitants: 150 thousand per district (NUTS-3)</p> <p>Approved acts on changes of territories and administrative centres of territorial communities, as well as dissolution of districts.</p>	<p>Addressed issues of shaping land plots through which boundaries of communities, districts, and regions go.</p> <p>In the Diia, there was a possibility introduced for any resident to keep track of monitoring over the functioning efficiency of communities, districts, and regions.</p>
Total funding requirement for the goal achievement			
Links between the goal and other directions	Criteria should correlate with matters of regional development	The goal correlates with the matters of state building on the ground (LSA and Central executive authorities)	Defining of the actual boundaries of regions, districts, and territorial communities is related to the issues of land legislation
<p><b>2) Problem: Ill-defined delineation of powers of the local self-government bodies and the state and lack of adequate financial resources</b></p> <p>Goal: Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation</p>			
Goal to be achieved to solve the issue during each stage	Developing criteria and methodology for delimitation of powers and identifying inconsistencies in their funding	To develop and approve state standards (requirements) and norms in descriptive and cost formats for each power delegated by the state to local self-	Removing restrictions on the regulation of the local self-government's own revenues

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	<p>To define criteria (principles) and guarantees of delegation of powers by the state to local self-government</p> <p>To approve a register of the powers of local self-government bodies (to mitigate the risk of misunderstanding the essence of power delegation).</p> <p>To finalize the Government Draft laws No.6281 and No.6282.</p> <p>To define (if not regulated) relevant state standards (requirements) for public services, in particular in the sectors of education, healthcare,</p>	<p>government bodies per a statistically average administrative and territorial unit for the purpose of descent funding of delegated powers.</p> <p>To align fiscal revenue sources with the nature of powers pf local self-government</p> <p>To improve a financial equalization system (formula) with the purpose of reducing imbalances and maintaining interest in the increase of fixed income</p> <p>Crediting a certain part of the personal income tax to local budgets at the place of home address registration of individual taxpayer</p>	<p>Establishing a methodology for direct calculation of expenditures on the entrusted powers</p> <p>To ensure a gradual transfer to the funding of delegated powers as per their value</p>

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	culture, social and administrative services that should be provided by local self-government bodies; to calculate the cost of such services.		
Deadline within the stage	December 2022	October 2023	2028
Risks related to the goal achievement	<p>Reluctance (demotivation) of state (executive) authorities to clearly split powers due to the necessity to additionally fund delegated and entrusted powers, along with failure to understand the essence of power "delegation".</p> <p>Lack of unity in approaches to understanding of power "cost" and complicated calculations performed under uncertainty caused by the crisis</p>	<p>Change of political climate/beginning of the election process that substantially slows down the Parliament's/Government's activities</p> <p>The matter becomes out of priority given the critical limitation level of public resources</p> <p>Resistance of big cities to the initiative to transfer part of the Personal Income Tax at the place of residence or at the place of business due to loss of part of income</p>	Ill-preparedness of the Ministry of Finance to introduce changes
Measurable goal achievement indicator	Approval of the Concept of changes and acts on powers delineation criteria, their costs and accounting along with defining of tasks specifically attributed to Central Executive	Introduction of changes to field-specific and sectoral legislation on the delineation of powers	Development of the State and local budgets with allocation of funds for the delegated powers at no less than 75% of their "cost"

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Authorities and deadlines to perform analytical work		
Total funding requirement for the goal achievement			
Links between the goal and other directions			
3) Problem: Insufficient level of professional expertise on the ground, low attractiveness of public service, and lack of citizens' trust in local self-government employees			
Goal: Introducing an effective and flexible system of personnel training and promotion, creating attractive and favourable working conditions for civil servants, and boosting its prestige.			
Goal to be achieved to solve the issue during each stage	<p>Creating an effective and flexible system of professional training that meets the demands of civil servants and promptly responds to the development needs of territorial communities</p> <p>To change a professional development model for public servants</p>	<p>To introduce an integrated human resources management system in the system of civil service in local self-government bodies</p> <p>To introduce open and fair competition procedure</p>	<p>To ensure an easy transfer from local self-government bodies to state authorities and vice versa</p> <p>To initiate establishment of the public service</p> <p>To develop a favourable employer's brand of local self-government bodies</p>
Deadline within the stage	December 2022	2024	2027

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Risks related to the goal achievement	<p>Reluctance to participate in voluntarily assessments</p> <p>Resistance of local political players who loose their influence on the personnel policy</p> <p>Lack of motivation from the side of local self-government bodies to transfer to the united integrated hr management system</p>	<p>A formal approach to the introduction of workforce management tools</p> <p>Bias towards the “manual” decision-making on workforce matters</p>	A low priority of the defined goal in comparison with others
Measurable goal achievement indicator	<p>An analysis report (with a breakdown by regions and sectors)</p> <p>Approval of the Draft law No. 6504</p>	Development of a separate module on local self-government servants in the integrated hr management system	<p>Adoption of the Code on Public Service in Ukraine</p> <p>An increase of the number of candidates for the positions in local self-government bodies</p>
Total funding requirement for the goal achievement			
Links between the goal and other directions	Improvement of the civil service		
<p>4) Problem: Shortcomings of the electoral process at the local level in a time of perpetual crises.</p> <p>Goal: Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)</p>			

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
Goal to be achieved to solve the issue during each stage	<p>To develop criteria for impossibility to hold local elections in particular territories because of hostilities or military threat</p> <p>To decrease election timeframe and extend grounds for calling early local elections</p>	<p>To detach local election system from the number of population in a territorial community (not later than a year before local elections)</p> <p>Establishing and ensuring the functioning of election commissions, in particular DECs and TECs (formation procedure, provision of premises, creation of temporary premises for voting, professionalization of the election commission members)</p> <p>To improve a funding procedure for interim local elections</p> <p>To develop an IDP participation mechanism for local elections</p>	Analysing the practice of application of the new election legislation during local elections and further improving the Electoral Code and other relevant laws
Deadline within the stage	December 2022	2025	2028
Risks related to the goal achievement	<p>Legal challenging of decisions on the impossibility to hold elections</p> <p>Local residents are dissatisfied with the impossibility to participate in elections</p>	<p>Problems for future candidates, election team, and voting public to use the new electoral system.</p> <p>Lack of sufficient logistical support</p> <p>Lack of funds in the State Budget of Ukraine</p>	Backsliding of the electoral reform

	Stage 1: June 2022 – end of 2022	Stage 2: January 2023 – December 2025	Stage 3: January 2026 – December 2032
	Politization of matters on calling early local elections	Significant influence of IDPs on the local policies	
Measurable goal achievement indicator	Necessary legislative acts are approved	Methodology for vocational trainings is introduced	Comprehensive study is carried out and relevant amendments to legislation are prepared
Total funding requirement for the goal achievement			
Links between the goal and other directions			

**2.2. Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area:**

N o.	Title of the programme document	Current situation
1	Concept of Reformation of the Local Self-Government and Territorial Organisation of Power in Ukraine approved by Ordinance of the Cabinet of Ministers of Ukraine No. 333-p of 1 April 2014	It needs to be updated since the condition of the local self-government and territorial organisation of power in Ukraine has changed dramatically (it is assumed that the Concept is fulfilled or even overfulfilled according to its stages); it must be brought into conformity with the present-day challenges (martial law, permanent hostilities, etc.)
2	Decision of the National Security and Defence Council of Ukraine of 15 April 2021 “On the Measures of the State Regional Policy for Supporting Decentralisation of Power” enacted by Decree of the President of Ukraine No. 180/2021 of 29 April 2021.	As of now, only one third is implemented, although topicality and relevancy for immediate adoption of the measures defined in the Decision are detailed in Section 2 of this document.

3	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021	Despite the fact that the Strategy implementation has begun this year, it still needs to be updated. Along with this, a huge number of activities envisaged by the Strategy continues to be relevant despite of the changes caused by war.
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4	Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)		
Goal (from paragraph 2)	Description of the task for the goal achievement	Deadline for the task	Dependence of the task on the tasks within other directions, areas and issues
4.1. Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self-government bodies and local executive authorities			
Stage 1: 06/2022–12/2022			
4.1.1. To approve updated capacity criteria for territorial communities (given the challenges of martial law and post-war recovery)	To hold consultations with stakeholders regarding the procedure of engagement of responsible individuals into a study on assessment criteria for functioning capacity of local self-government (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July 2022	
	To run an assessment of functioning capacity of local self-government (authority in charge: Ministry for Communities and Territories Development of Ukraine,)	August–September 2022	
	To develop a methodology for setting capacities of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine)	September 2022	

	To agree on a methodology for capacities of territorial communities with the Parliament and hold consultations with stakeholders (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October 2022	
	To approve a methodology for setting capacities of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine)	November 2022	
	To complete works on the Draft law No.4664 within the Committee and submit it for I rereading (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October–November 2022	
	To adopt the Draft law No.4664 On the Procedure for Settlement of Issues of the Administrative and Territorial System as a basis in the first reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
Stage 2: 01/2023–12/2025			
4.1.2. To ensure the development of territorial communities based on the updated capacity criteria for the functioning of local self-government bodies	To run simulation of settings for territorial communities based on the updated capacity criteria (authority in charge: Ministry for Communities and Territories Development of Ukraine)	January–February 2023	
	To adopt the Draft law No.4664 On the Procedure for Settlement of Issues of the Administrative and Territorial System in the second reading and in the whole (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	March 2023	

	To conduct regional discussions about projects on updated territorial communities settings (authority in charge: Ministry for Communities and Territories Development of Ukraine)	March–April 2023	
	To suggest the updated administrative centres and territories of territories communities (authority in charge: to be specified as it depends on the final version of the Draft law No.4664)	May 2023	
	To approves changes of settings for territorial communities of Ukraine (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule) (authority in charge: to be specified as it depends on the final version of the Draft law No.4664)	July 2023	
4.1.3. To introduce changes to the list of districts according to the measurable criteria for functioning efficiency of central executive authorities (CEA) and district state administrations (DSA)	To collect and analyse data regarding functioning efficiency of District State Administrations and Central Executive Authorities under the circumstances of martial law (authority in charge: Secretariat of the Cabinet of Ministers of Ukraine)	October–November 2022	Subgroup: Reforms of regional and district state administrations
	To develop a methodology of assessment of functioning efficiency of District State Administrations and Central Executive Authorities (Ministry for Communities and Territories Development of Ukraine)	January 2023	
	To run simulation of settings for the updated districts given the security threats and the need for effective exercise of executive power in the territory (authority in charge: Ministry for Communities and Territories Development of Ukraine)	March 2023	
	To coordinate the updated settings for districts of Ukraine with all stakeholders and submit it for consideration of the Verkhovna Rada of Ukraine (authority in charge: Ministry for Communities and Territories Development of Ukraine)	April 2023	

	To consider it at the meeting of the Line Parliament Committee taking account of the comments and proposals provided by members of Parliament of Ukraine (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	May–April 2023	
	To approve as a basis and as a whole the updated act on liquidation and establishment of new districts (authority in charge: Verkhovna Rada of Ukraine)	July 2023	
	To adopt secondary regulatory documents, in particular Ordinance on reorganisation and formation of district state administrations (authority in charge: Ministry for Communities and Territories Development of Ukraine)	December 2023	
Stage 3: 01/2026–12/2032			
4.1.4. To introduce an information and analysis system to monitor the statistical and administrative indicators of territorial communities, districts, and regions	To analyse the expediency of setting apart a separate system or of improving the "SOTA" information and analytical system of the Main National Situation Centre ("SOTA" IAS) (authority in charge: Secretariat of the National Security and Defence Council of Ukraine)	2026	
	To develop a concept for implementing an information and analytical system to monitor the capacity of communities, districts, and regions (authority in charge: Ministry for Communities and Territories Development of Ukraine)	2026	
	Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	2026	
	To procure necessary software and data support for the monitoring system of community capacities (authority in charge: donors)	2027	

	To launch a pilot project on functioning of the monitoring system of community capacities (authority in charge: Ministry of Digital Transformation of Ukraine)	2028	
	To improve Diia system in order to introduce the options for citizens to monitor the functioning indicators of communities, districts, and regions in real-time mode (authority in charge: Ministry of Digital Transformation of Ukraine)	2028	
	To improve and scale-up capacities monitoring system taking account of users' feedback (authority in charge: Ministry of Digital Transformation of Ukraine)	2030	
4.2. Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation			
Stage 1: 06/2022–12/2022			
4.2.1. Developing criteria and methodology for delimitation of powers and identifying inconsistencies in their funding	To define criteria (principles), guarantees, methodology, delegation (delineation) of state powers to local self-government; to list the powers with the purpose of their enshrining in the law (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July–November 2022	
	To improve further Draft laws Nos. 6281 and 6282 in order to identify exhaustive delineation of powers of the local self-government bodies at all levels of administrative and territorial system, as well as between local self-government and executive bodies; to submit a revised (joint) version for the first rereading (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October 2022	
	To approve the revised Draft law (based on the Government Draft laws Nos. 6281 and 6282) on delineation of powers in the first reading	December 2022	

	(authority in charge: Ministry for Communities and Territories Development of Ukraine)		
	To develop methodological recommendations for control over State Budget expenditures on delegated powers (authority in charge: Ministry of Finance of Ukraine)	December 2022	
Stage 2: 01/2023–12/2025			
4.2.2. To align fiscal revenue sources with the nature of powers of local self-government	To approve state standards (requirements) and norms in descriptive and cost formats for each power delegated by the state to local self-government bodies per a statistically average administrative and territorial unit for the purpose of descent funding of delegated powers.	February 2023	
	To calculate the share of fixed income on the exercise of delegated powers (Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	May 2023	
	To carry out the analysis of available funding per each power (authority in charge: Cabinet of Ministers of Ukraine)	June–July 2023	
	To hold consultations with all stakeholders regarding the Draft law On the Delineation of Powers (authority in charge: Ministry for Communities and Territories Development of Ukraine)	May–August 2023	
	To develop a methodology for calculation of powers costs (authority in charge: Cabinet of Ministers of Ukraine)	November 2023	
	To ensure adoption of the revised Draft law in the second reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September–December 2023	
4.2.3. Crediting a certain part of the personal income tax to local budgets	To ensure effective work of the Working Group on Personal Income Tax under auspices of the Budget Committee (authority in charge:	September 2022	

	at the place of home address registration of an individual taxpayer	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)		
		To elaborate a model on the Personal Income Tax crediting to local self-government's budgets (authority in charge: Committee of the Verkhovna Rada of Ukraine on Finance, Taxation and Customs Policy)	November 2022–February 2023	
		To adopt the Draft law on changing the place of personal income tax crediting (authority in charge: Verkhovna Rada of Ukraine)	May–June 2023	
		Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	August–October 2023	
4.2.4. To improve a financial equalization system (formula) with the purpose of reducing imbalances and maintaining interest in the increase of fixed income		To study shortcomings of the current financial equalization system, in particular against the backdrop of crises (authority in charge: Ministry of Finance together with Ministry for Communities and Territories Development)	December 2023	
		To develop changes to the financial equalization formula (authority in charge: Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	2024	
		To ensure consideration of the project by the Parliament Budget Committee (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
		To adopt the law (authority in charge: Verkhovna Rada of Ukraine)	2025	
		To adopt relevant secondary legislation (* does not constitute a ground to hold early elections; local elections shall be held in 2025 according to the schedule) (authority in charge: Cabinet of Ministers of Ukraine)	2025	

Stage 3: 01/2026–12/2032			
4.2.5. Removing restrictions on the regulation of the local self-government's own revenues	To develop a concept of gradual fostering of financial capacities and self-sufficiency of territorial communities (authority in charge: Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine)	2026	
	To develop a draft law on liberalization of fiscal controls over the own revenues of local self-governments (authority in charge: Ministry for Communities and Territories Development of Ukraine)	2026	
	To agree the draft law with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2026	
	To adopt the draft law (authority in charge: Verkhovna Rada of Ukraine)	2027	
	Adopt the relevant regulations (authority in charge: Cabinet of Ministers of Ukraine)	2028	
4.2.6. Establishing a methodology for direct calculation of expenditures on the entrusted powers	To develop a methodology for direct calculation of expenditures for delegated powers (authority in charge: Ministry of Finance of Ukraine)	2027	
	To agree the methodology with all stakeholders (authority in charge: Ministry of Finance of Ukraine)	2027	
	To adopt the methodology (authority in charge: Cabinet of Ministers of Ukraine)	2028	
4.3. Introducing an effective and flexible system of personnel training and promotion, creating attractive and favourable working conditions for civil servants, and boosting its prestige.			

	Stage 1: 06/2022–12/2022		
4.3.1. Changing a professional development model for public servants	To adopt the Draft law No. 2493-III “On Service in Local Self-Government Bodies” as a basis in the first reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2022	
	To develop a road map for introduction of the efficiency management of employment activities (based on KPI) in local self-government bodies; to take into account the peculiarities of elective post assessment (authority in charge: National Agency of Ukraine for Civil Service)	September 2022	
	To update the 2022–2025 Strategy for Public Administration Reform in Ukraine (authority in charge: Cabinet of Ministers of Ukraine)	November 2022	
	To adopt the Draft law No. 6504 “On Service in Local Self-Government Bodies” as a whole in the second reading (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
4.3.2. Formulation of the open and transparent data regarding public servants	To develop a data collection form and mechanism on quantity and quality profile of public servants with constant monitoring of changes (authority in charge: National Agency of Ukraine for Civil Service)	July–August 2022	
	To agree with stakeholders on the form and mechanism	September 2022	
	To make a decision on collection and publishing of results of such monitoring, as well as to choose a resource for the collected publicly available data	October–December 2022	
	Stage 2: 01/2023–12/2025		
	To develop and approve by the Cabinet of Ministers and central executive authorities of acts, which adoption is needed for	January–May 2023	

	implementation of the provisions of Draft law No. 6504 (authority in charge: National Agency of Ukraine for Civil Service)		
4.3.3. Introducing an integrated human resources management system in the system of civil service in the local self-government bodies	To introduce an IT solution for monitoring over quantitative and qualitative changes in profile of public servants (authority in charge: National Agency of Ukraine for Civil Service)	May 2023	
	To develop a road map for implementation of the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	September 2023	
	To create statutory conditions for development and implementation of the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	2024	
	To carry out works on development a separate module for local self-government bodies within the integrated human resources management system (authority in charge: National Agency of Ukraine for Civil Service)	2024	
4.3.4. Development of an open and fair competition procedure	To develop an operating concept for a Single Portal for Vacant Positions in the Public Service and a road map for its implementation (authority in charge: National Agency of Ukraine for Civil Service)	October 2023	
	To agree this approach with all stakeholders (authority in charge: National Agency of Ukraine for Civil Service)	December 2023	
	To develop a relevant IT solution (a separate module) for local self-government bodies on the Single Portal for Vacant Positions in the Public Service	2024	
	To promote the Portal and conduct trainings for its users	2024	
	To start using the Single Portal for Vacant Positions in the Public Service during the competitive selections for local self-government	2025	

	bodies (authority in charge: National Agency of Ukraine for Civil Service)		
4.3.5. Introducing the advanced personnel management tools into the system of local self-government employees	To provide systematic support, to develop relevant methodology for implementation of the advanced personnel management tools	January–December 2023	
	To run a series of education and outreach activities for the leadership of local self-government bodies and employees, who are responsible for personnel management in local self-government bodies, regarding changes in the field of service in local self-government bodies	2024	
	To rebrand personnel services into human resources management services; to change values and approaches to human resources management in local self-government bodies	2024	
	To develop and implement HR strategies within local self-government bodies	2025	
	To increase the role and capacity of human resources management services, as well as their authority and influence on the functioning of local self-government bodies	2025	
4.3.6. Creating an effective and flexible system of professional training that meets the demands of civil servants and promptly responds to the development needs of territorial communities	To develop a Concept on Development of the System of Vocational Trainings for Public Servants that shall contain options to align the current system with the existing challenges	March 2023	

	To develop the statutory instruments that shall regulate matters of changing the professional development model for public servants	December 2023	
	To build mutual engagement and interaction between all education providers in the field of vocational trainings for the employees of local self-government bodies, in particular the registration of providers and employees of local self-government bodies on the Knowledge Management Portal	2024	
	To develop a concept on promotion of systematic and permanent professional development of the employees of local self-government bodies and cultivate the culture of self-education within the public service	2024	
	To form a register of advanced training programmes for employees of local self-government bodies; to constantly update the lists of areas and topics (responding to the demand in new competences and knowledge needed for effective work and achievement of objectives) that should be included into curriculum for public servants	2025	
Stage 3: 01/2026–12/2032			
4.3.7. Ensuring an easy transfer from local self-government bodies to state authorities and vice versa	To develop a concept of the single “public servant” and an action plan on its implementation (authority in charge: National Agency of Ukraine for Civil Service)	2026	
	To develop a Draft law On the Principles of Public Service in Ukraine (Code on Public Service) (authority in charge: National Agency of Ukraine for Civil Service)	2026	
	To agree on the Draft law On the Principles of Public Service in Ukraine with key stakeholders (authority in charge: National Agency of Ukraine for Civil Service)	2027	

	To approve standards for the differentiated approach to human resource management within the public service (authority in charge: National Agency of Ukraine for Civil Service)	2027	
	To adopt the Draft law On the Principles of Public Service in Ukraine (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2028	
	To develop and approve by the Cabinet of Ministers of Ukraine and central executive authorities of acts required for the implementation of the provisions of this Law On the Principles of Public Service in Ukraine (authority in charge: National Agency of Ukraine for Civil Service)	2029	
4.3.8. Developing a favourable employer's brand of local self-government bodies	To develop a strategy on improvement of interaction with and fostering of trust to public servants (authority in charge: National Agency of Ukraine for Civil Service)	2027	
	To carry out a communication campaign on the positive image of a public servant (authority in charge: National Agency of Ukraine for Civil Service)	2027	
	To carry out a raising awareness campaign aimed at debunking of myths about the public service and public servants (authority in charge: National Agency of Ukraine for Civil Service)	2027	
	To publish all vacant positions in state authorities and local self-government bodies on the Single Portal for Vacant Positions in the Public Service; and to ensure interaction with candidates through the portal, as well as publication of the up-to-date information about the system of public service, its role, values, and objectives	2028	
4.3.9. Introducing an integrated human resources management	To introduce the integrated human resources management system within the routine operations of local self-government bodies (authority in charge: National Agency of Ukraine for Civil Service)	2030	

system in the system of civil service in the local self-government bodies			
4.4. Improving the local elections system (grounds for non-holding due to inadequate security and grounds for calling early local elections)			
Stage 1: 06/2022–12/2022			
	To develop a concept of gradual improvement of electoral legislation in the field of local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	July–September 2022	
4.4.1. To develop the criteria and procedure for impossibility to hold local elections in particular territories because of hostilities or military threats	To develop a draft law on the criteria and procedure for impossibility to hold local elections in particular territories because of hostilities or military threats (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2022	
	To agree the draft law with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September 2022	
	To adopt the draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	October 2022	
	Develop the relevant regulations (authority in charge: Central Election Commission)	December 2022	

	4.4.2. To review election timeframe and extend grounds for calling early local elections	To carry out a field study on the feasibility of holding local elections in the territories in which hostilities were conducted (authority in charge: Central Election Commission)	July 2022	
		To work on the alternative options regarding the timeframes for early local elections (authority in charge: Central Election Commission)	August 2022	
		To develop a draft law and agree it with stakeholders (authority in charge: Central Election Commission)	September–October 2022	
		Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	December 2022	
	4.4.3. Improvement of the election system during local elections ensuring descent representativity of the territories of territorial communities	To simulate usage of the election system taking account of profiles of the updated territorial communities (authority in charge: Central Election Commission)	January–March 2023	
		To develop the usage criteria for election systems during local elections (authority in charge: Central Election Commission)	April–May 2023	
		To develop a draft law on improvement of the local election system (beforehand the scheduled local elections) (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	June–August 2023	
		To agree the draft law with stakeholders (authority in charge: Central Election Commission)	September–October 2023	

	Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	November–December 2023	
	Develop the relevant regulations (authority in charge: Central Election Commission)	2024	
4.4.4. Establishing and ensuring the functioning of election commissions, in particular DECs and TECs (formation procedure, provision of premises, creation of temporary premises for voting, professionalization of the election commission members)	To develop a concept of professional development (depoliticization) of members of the election commissions both on regional and subregional levels (authority in charge: Central Election Commission)	April–May 2023	
	To develop a draft law on improvement of the procedure for establishment of election commissions during local elections and professional development of members of the relevant commissions (authority in charge: Central Election Commission)	May–June 2023	
	Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	September 2023	
4.4.5 To improve a funding procedure for interim local elections	To develop a draft law on improvement of the funding procedure for interim local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	August 2023	
	To agree the draft law with stakeholders (authority in charge: Central Election Commission)	September 2023	

	Adopt a draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	October 2023	
4.4.6 Ensuring participation of citizens of Ukraine in local elections	To introduce the unified population accounting standards for territorial communities taking account of temporal internal displacement, residential qualification, circular migration etc. (authority in charge: Ministry for Communities and Territories Development of Ukraine)	July–September 2022	
	To develop a mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Ministry for Communities and Territories Development of Ukraine)	October–December 2022	
	To conduct a study on situation with internally displaced population within the state (with breakdown by regions, possibility of return etc.) (authority in charge: Ministry for Communities and Territories Development of Ukraine)	January–March 2023	
	To agree with all stakeholders on the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Ministry for Communities and Territories Development of Ukraine)	February–May 2023	
	To adopt the draft law on the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their engagement in the local affairs management (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	November 2023	
	To develop a draft law on ensuring participation of citizens of Ukraine in local elections (authority in charge: Committee of the Verkhovna	December 2023	

	Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)		
	To agree the draft law on ensuring participation of citizens of Ukraine in local elections with all stakeholders (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
	To adopt the draft law on ensuring participation of citizens of Ukraine in local elections (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2024	
Stage 3: 01/2026–12/2032			
4.4.7. Analysing the practice of application of the new election legislation during local elections and further improving the Electoral Code and other relevant laws	To run a study on efficiency of the election system during local elections (authority in charge: Central Election Commission)	2026	
	To carry out an analysis of application of the new election system in local elections and to unify such practices (authority in charge: Central Election Commission)	2026	
	To develop a draft law on improvement of election legislation based on the conducted studies (authority in charge: Central Election Commission)	2027	
	To agree the draft law with stakeholders (authority in charge: Central Election Commission)	2027	

		To adopt the draft law (authority in charge: Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development)	2028	
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5 List of national projects aimed at the completion of tasks from paragraph 4 (for the relevant task)											
	Project description for task No. from paragraph 4	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding needed (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)	Surname and name of the person who submitted the proposal	Project status in the Group
5 . 1	To introduce the all-Ukrainian information and analysis monitoring system for social, economic, in a real-time mode	Availability of the up-to-date data on vital factors of the state at different levels (from a community to a region) will help in the	Authorised persons from 1,469 territorial communities and the city of Kyiv, 136 districts and 24 regions along with the	Reduction of budget expenditures for management of the public sector (officials); Targeted and	Ministry for Communities and Territories Development together with Ministry of Digital Transformation of Ukraine	Funding in the framework of international technical assistance	Council of Europe (Enhancing decentralisation and public administration reform in Ukraine), USAID (HOVERLA/DO BRE Project), Swiss Confederation, Decentralization Support Project in	Resolution of the Cabinet of Ministers “On Implementation of the Information and Analytical System to Monitor the Capacity of Territories of Ukraine (Communities, Districts, and Regions)	Eurostat (organisation under umbrella of the European Commission) and EU statistics standards (NUTS, Nomenclature of Territorial Units for Statistics)  EU-Ukraine Association Agreement. Statistics Section Obligation No. 385 “Approximation of the Ukrainian statistics	0	Under development

			<p>measurable state policy on the state development;</p> <p>Stimulation of the rapid development of territories and targeted impact activities in depressed regions;</p> <p>Reduced imbalances in far-located areas of the state.</p>			<p>Ukraine (DESPRO)</p>	<p>legislation with the EU "acquis" and Obligation No. 386</p> <p>"Approximation of the statistical methodology with the EU methodology"</p>	
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5 2	Multilevel analysis and structural review of the powers of public authorities at all levels, and gaps in their funding	Identifying powers without funding (i.e. eradication of non-fulfilment of obligations by the state) in order to ensure an enhanced building of trust in the state and the level of legal awareness of population on the exercise of regulations	In legislation of Ukraine, there are no powers or statutory obligations that are not secured with the funding, i.e. those which are nonexecutable a priori (“phantom” norms)	Increased efficiency of using public resources due to a clear understanding of their “costs”  Enhanced quality of public service provision	Ministry for Communities and Territories Development of Ukraine together with Ministry of Finance of Ukraine	Funding in the framework of international technical assistance	Support to Ukraine’s Reforms for Governance (SURGe) Project in part related to civil service and Council of Europe (Decentralization and Local Self-Government Reform in Ukraine) in part related to service in local self-government bodies	Law of Ukraine “On Delineation of Powers of Local Self-Government Bodies”  Treaty of Lisbon On Making changes to the Treaty on European Union and Treaty establishing the European Economic Community defines delineation of powers between institutions of the European Union and EU member states.	Under development

5 .3	Scaling-up the integrated human resources management system for all categories and levels of service in local self-govern ment bodies	Monitoring over quantitative and qualitative indicators in profiles of public servants will enable to use and develop competencies in a more rational way, as well as to identify and apply hidden human resources	The IT system for managing human resources in the public sphere is introduced reflecting the manpower potential of local self-govern ment bodies at all levels, courts, state authoriti es and state bodies at all levels, in	Simultaneous reduction of consumption expenditures and enhanced efficiency of usage of each hryvnia out of consumption expenditures;	National Agency of Ukraine for Civil Service together with Ministry of Digital Transformation of Ukraine	Funding in the framework of international technical assistance	Support to Ukraine's Reforms for Governance (SURGe) Project in part related to civil service and Council of Europe (Decentralization and Local Self-Government Reform in Ukraine) in part related to service in local self-govern ment bodies	Law of Ukraine "On Public Service in Ukraine";	Human Resources Strategy <sup>1</sup> approved by the European Commission on 05 May 2022; EU-Ukraine Association Agreement. Sector "Dialogue and Cooperation on Internal Reforms" Obligation No. 2 "To implement Public Administration Reform, including the reform of the civil service"	Under development 0

<sup>1</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_1783](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_1783)



6	Necessary legal framework					
Subparagraph No. of paragraph 4	Title of the legal and normative act for the task from paragraph 4	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force	Status of the legal and normative act
4.1. Reviewing the administrative and territorial organisation in the context of current challenges faced by the local self- government bodies and local executive authorities	Resolution of the Cabinet of Ministers of Ukraine No 214 of 8 April 2015 'On Approval of the Methodology for establishment of capable territorial communities'	To identify the updated criteria for setting capacities of territorial communities under circumstances of permanent crises	Ministry for Communities and Territories Development of Ukraine	September 2022	Novem ber 2022	In the Plan
	Law of Ukraine "On the administrative and territorial division of Ukraine"	To determine the procedures for changing the settings of territorial communities, to set out definitions for administrative-territorial units, to cancel the Decree No. 1654-X of the Presidium of the Verkhovna Rada of Ukrainian SSR of 12 March 1981 "On the procedure for addressing issues of the administrative-territorial division of the Ukrainian SSR"	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	October 2022	March 2023	Registered in the Verkhovna Rada of Ukraine under No. 4664 of 28 January 2021 (is supposed for the first reading)
	Ordinance of the Cabinet of Ministers of Ukraine "On determination of administrative centres and territories of territorial communities"	To review the basic administrative and territorial division	Ministry for Communities and Territories Development of Ukraine	May 2023	July 2023	In the Plan

	(could be amended subject to the final version of the Draft law No. 4664)					
	Resolution of the Verkhovna Rada of Ukraine “On Liquidation and formation of Districts”	To review the subregional administrative and territorial division	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	April 2023	July 2023	In the Plan
	Ordinance of the Cabinet of Ministers of Ukraine “On Reorganisation and Formation of District State Administrations”	To ensure reorganisation and formation of district state administrations, as well as territorial bodies of central executive authorities within the new district settings in Ukraine (territorial jurisdiction)	Ministry for Communities and Territories Development of Ukraine	August 2023	October 2023	In the Plan
	Resolution of the Cabinet of Ministers of Ukraine “On Implementation of the Information and Analytical System to Monitor Community Capacities”	To introduce a country-wide monitoring system for community capacities”	Ministry for Communities and Territories Development together with Ministry of Digital Transformation	2026	2030	In the Plan
4.2. Ensuring the division of powers of the local self-government bodies at all levels of administrative and territorial organisation, as well as	Law of Ukraine “On Delineation of Powers of Local Self-Government Bodies” (the refined version based on the Government Draft laws Nos. 6281 and 6282)	To statutory enshrine delineation of own and delegated powers of local self-governments	Ministry for Communities and Territories Development of Ukraine	December 2022	December 2023	In the Plan
	Draft Law of Ukraine “On Making Amendments to the Budget Code of Ukraine regarding Improvement of the Financial Equalization System (Formula) within Local Self-Governments”	To reduce imbalances and maintain interest in the increase of fixed income of local self-government	Ministry of Finance of Ukraine	February 2023	August 2023	In the Plan

between the local self-government bodies and local executive authorities, providing sufficient funding for their implementation	Law “On Making Amendments to the Tax Code of Ukraine regarding Crediting Personal Income Tax to Local Budgets at the Place of Home Address Registration of an Individual Taxpayer”	To determine a fairer charging system of local taxes based on citizens’ places of residence	Committee on Finance, Taxation and Customs Policy	November 2022	October 2023	In the Plan
	Law “On Making Amendments to the Tax Code of Ukraine regarding Liberalization of Fiscal Controls over the Own Revenues of Local Self-Governments”	Removing restrictions on the regulation of the local self-government’s own revenues	Ministry for Communities and Territories Development of Ukraine	2026	2027	In the Plan
	Resolution of the Cabinet of Ministers of Ukraine “On the methodology for direct calculation of expenditures on the entrusted powers”	To determine the clear cost of delegated powers in order to ensure their proper funding	Ministry of Finance of Ukraine	2027	2028	In the Plan
	To make amendments to the Ordinance of the Cabinet of Ministers of Ukraine of 21 July 2021 “On Some Issues of Public Administration Reform in Ukraine”	To update the 2022–2025 Strategy for Public Administration Reform in Ukraine	National Agency of Ukraine for Civil Service	September 2022	November 2022	In the Plan
4.3. Introducing an effective and flexible system of personnel training and promotion (advanced training), creating attractive and	Law of Ukraine “On Service in Local Self-Governing Bodies”	To align a legal status and guarantees of an official of local self-government bodies with the standards of public service	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	August 2022	December 2022	Registered in the Verkhovna Rada of Ukraine under No. 6504 on 05.01.2022 (currently subject to the Committee’

favourable working conditions for civil servants, and boosting its prestige.						s decision and approval in the first reading)
	Resolution of the Cabinet of Ministers of Ukraine “On implementation of the integrated human resources management system”	Introducing the advanced personnel management tools into the system of local self-government employees	National Agency of Ukraine for Civil Service	September 2023	2024	In the Plan
	Law On the Principles of Public Service in Ukraine (Code on Public Service)	Ensuring of a unified standardized public service in Ukraine, which provides for an easy transition of public servants between the levels of local self-government bodies and state authorities	National Agency of Ukraine for Civil Service	2026	2028	In the Plan
	Order of the National Agency on Civil Service “On improvement of interaction with and fostering of trust to public servants”	Developing a favourable employer’s brand of local self-government bodies and favourable positioning of a public servant among population	National Agency of Ukraine for Civil Service	2027	2027	In the Plan
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding refining criteria for impossibility to hold local elections in particular territories of Ukraine”	To define clear criteria for impossibility to hold local elections in particular territories because of hostilities or military threat	Central Election Commission	August 2022	October 2022	In the Plan
4.4. Improving the local elections system (grounds for	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding a decrease of election timeframe and extend grounds for calling early local elections	To improve the legal basis for calling early elections due to the outcomes of martial law in Ukraine	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	September 2022	November 2022	In the Plan

non-holding due to inadequate security and grounds for calling early local elections)	Law of Ukraine "On Making Amendments to the Election Code of Ukraine regarding improvement of the election system on the ground"	To detach local election system from the number of population in a territorial community	Central Election Commission	June 2023	December 2023	In the Plan
	Order of the Central Election Commission "On the concept of professional development of members of election commissions at the regional and subregional level"	Create a system for increasing the personnel capacity of the system of election commissions on the ground	Central Election Commission	April 2023	May 2023	In the Plan
	Law of Ukraine "On Making Amendments to the Election Code of Ukraine on improvement of the procedure for establishment of election commissions during local elections and professional development of members of the relevant commissions"	To improve the minimum qualification criteria to increase the professionalism of officials during the election process	Committee of the Verkhovna Rada of Ukraine on State Building, Local Governance, Regional and Urban Development	May 2023	September 2023	In the Plan
	Law of Ukraine "On Making Amendments to the Election Code of Ukraine regarding improvement of funding procedures for interim elections"	To cover gaps in election legislation in terms of funding procedures for interim local elections	Central Election Commission	August 2023	October 2023	In the Plan
	Law of Ukraine "On Making Amendments to the Law of Ukraine "On Local self-government in Ukraine" regarding the mechanism for determining the affiliation of a person to a particular territorial community for the purposes of their	To introduce tools for interactive accounting and monitoring of the socio-demographic composition of population, their territorial whereabouts aiming at adopting justified state policy measures	Ministry for Communities and Territories Development of Ukraine	December 2022	September 2023	In the Plan

	engagement in the local affairs management					
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding participation of citizens of Ukraine in local elections”	Improvement of legal guarantees and advancement of the mechanisms of implementation of the active right to vote in view of the large-scale internal displacement of the population	Committee of the Verkhovna Rada of Ukraine on Human Rights, De-occupation and Reintegration of Temporarily Occupied Territories in Donetsk, Luhansk Oblasts and Autonomous Republic of Crimea, National Minorities and Interethnic Relations:	2024	2025	In the Plan
	Law of Ukraine “On Making Amendments to the Election Code of Ukraine regarding improvement of legislation”	To improve bottlenecks in election legislation based on the results of the study on efficiency of the election system during local elections	Central Election Commission	2027	2028	In the Plan

#### **IV. Reform of oblast state administrations and raion state administrations**

The armed aggression of the Russian Federation preconditions the need to find the most efficient forms and methods of public administration, continuity of operations of all the institutions at the local level, support and protection of human rights in the severe conditions of the martial law and post-war period.

The war in Ukraine has resulted in destruction of the transport, medical, social, utility and production infrastructure and housing, the energy and communication infrastructure, and has caused difficulties in implementation of the state and regional programmes for social, economic and cultural development, environmental protection programmes, etc. During the state of martial law, the constitutional system of the local executive bodies has been changed for the military state administrations in Ukraine.

In these conditions, the public authorities and local self-government bodies have to interact in order to ensure the efficient exercise of their authority during and after the war.

In the post-war period (recovery and modernisation of the country), improvement of public administration needs to be continued at the local level on a decentralisation basis, which preconditions the new “quality” and updated content of the joint actions of local public authorities and local self-government bodies. Consolidation of their efforts, i.e. their joint activity (interaction), is an important precondition and a means of democratic and decentralized management of territories, and a precondition of proper governance in the context of Ukraine’s European integration objectives and tasks.

It is important to harmonise the tendencies of centralisation and decentralisation during the state of martial law and post-war period and the challenges in national security and defence; to change the algorithm for performance of functions of the local executive bodies where new priorities are the functions associated with the national security and defence challenges, to improve the qualifications of the employees of the local state administrations, and to ensure conformity of salaries of the employees to the scope of their authority.

It is still necessary to optimise the mechanism for providing administrative services to citizens, including decentralisation (delegation) of the authority to provide administrative services to the local self-government bodies, and to furnish applicable resources.

Three key directions were identified under the National Recovery Plan. Their implementation directly depends on completion and adoption of new or already developed legislation, acts of the Cabinet of Ministers of Ukraine as well as on the well coordinated work of all levels and branches of the government in order to effectively fulfil tasks at hand.

## Description of problems

### **1. The authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.**

This issues can be resolved by expanding and adjusting the authority of the local state administrations in the post-war period, in particular, having due regard to special characteristics of the territories where the relevant executive bodies operate (front-line, support, occupied, de-occupied and other ones).

Moreover, continuous training of employees of the local state administrations in the key fields (primarily, as related to defence) must be ensured in the post-war period.

The legal status of the heads, first deputy heads and deputy heads of the local state administrations needs to be regulated.

Practical implementation of this direction includes development of the amendments to the laws of Ukraine currently in force or use of the draft laws developed but not adopted by the Parliament of Ukraine. The legal status of the heads and deputy heads of the local state administrations needs to be changed gradually, after the hostilities are over.

### **2. The structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.**

This issue can be resolved by optimising the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories where respective executive bodies exercise their authority. The structure of the local state administrations must have the separate security direction with account of the experience of the military administrations during the state of martial law in 2022.

The salaries of the employees of the local state administrations have to conform to the scope of their authority.

It is also necessary to develop a system for evaluating the performance of local state administrations, which forms the basis of personnel policy. The performance of local state administrations must be measured exclusively by using specific evaluation system and methodology; the level of performance of their authority by the respective executive bodies must exceed 90%.

Practical implementation of this direction includes approval of the relevant acts of the Government of Ukraine or development of the amendments to the laws of Ukraine currently in force.

### **3. Imperfections of the system of interaction between the local self-government bodies and local executive bodies.**

Ukraine currently has no mechanism ensuring a legal nature of activities undertaken by local self-government bodies and their officials, which materially affects the quality of the decisions made by the respective bodies and causes their negative effects. Ukraine needs to establish a multi-level system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, which will result in the coordinated work of local self-government bodies and local executive bodies.

Moreover, it is expedient to resolve the issue of coordination of the territorial bodies (departments) of the central executive authorities that exercise their authority in the respective territory by the local state administrations needs to be resolved.

Exercise of the applicable authority will help ensure effectiveness of the mechanism for interaction of the executive bodies and local self-government bodies.

Practical implementation of this direction includes development of the amendments to the laws of Ukraine currently in force or use of the draft laws developed but not adopted by the Parliament of Ukraine (for instance, Draft Law No. 4298 of 30.10.2020).

### Expected outcome

Implementation of the proposed projects will enable:

to update the areas of work of oblast and raion state administrations in line with the needs of the post-war time;

to establish efficient cooperation between local executive bodies and local self-government bodies, territorial departments of central executive authorities;

to improve the qualifications of the employees of the local state administrations;

to define the legal status of heads of local executive bodies;

to ensure provision of high-quality services to people in the post-war and subsequent periods.

	<b>Committee No.</b>	
	<b>Group</b>	Public Administration
	Analysis area (of a specific component) within the direction:	Oblast and raion state administrations
1)		Issue: the authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.

		Goal: to adjust the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions
2)		Issue: the structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.
		Goal: to optimise the structure of oblast and raion state administrations, to ensure proper remuneration of personnel working at local state administrations
3)		Issue: the martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive bodies. Territorial bodies of ministries and other central executive authorities are in the process of constant optimization, which entails the territorial inaccessibility of the state and its services.
		Goal: to ensure proper interaction of local executive bodies, local self-government bodies and territorial departments of central executive authorities for the effective management of territories in the post-war period.
Impact of the war on the defined analysis area:		The armed aggression of the Russian Federation preconditions the need to find the most efficient forms and methods of public administration, continuity of operations of all the institutions at the local level, support and protection of human rights in the severe conditions of the martial law. In these conditions, the public authorities and local self-government bodies have to interact in order to ensure the efficient exercise of their authority during the war. Moreover, in the post-war period (recovery and modernisation of the country), improvement of public administration needs to be continued at the local level on a decentralisation basis, which preconditions the new “quality” and updated content of the joint actions of local public authorities and local self-government bodies. Consolidation of their efforts, i.e. their joint activity (interaction), is an important precondition and a means of democratic and decentralized management of territories, and a precondition of proper governance in the context of Ukraine’s European integration objectives and tasks.
1.1	Key challenges (in general, for the defined area):	<p>Hostilities in Ukraine.</p> <p>Destruction of the transport, medical, social, utility and production infrastructure and housing, the energy and communication infrastructure; difficulties in implementation of the state and regional programmes for social, economic and cultural development, environmental protection programmes, etc., and in the compact settlements of indigenous peoples and national minorities — their national and cultural development programmes as well.</p> <p>Transformation of the constitutional system of the local executive bodies into the military state administration.</p> <p>Enhancement of the centralisation connections and complication of the coordination connections in the executive authority system, harmonisation of the centralisation and decentralisation tendencies during the state of martial law and challenges in national security and defence.</p>

		<p>Changes in the algorithm for performance of functions of the local executive bodies where new priorities are the functions associated with the martial law and the national security and defence challenges.</p> <p>Exercise of the authority of the local state administrations granted by the state and delegated by relevant councils.</p>
1.2	Key opportunities (in general, for the defined area):	<p>Organisation and maintenance of continuous operations of all the institutions at the local level.</p> <p>Deeper interaction between the local executive bodies and local self-government bodies.</p> <p>Deeper vertical and horizontal interaction in the system of the executive authorities and bodies.</p> <p>Optimisation of the mechanism for providing administrative services to citizens, including decentralisation (delegation) of the authority to provide administrative services to the local self-government bodies, provision of applicable resources; introduction of the modern monitoring system, which has to include without limitation assessment of quality of the administrative services, including via the administrative services centres; digitalization of administrative services, which will make them closer to users.</p> <p>Simplification/optimisation of the administrative procedures, reduction of the administrative burden, improvement of the information systems, training of the civil servants of the local state administrations, regular assessment of such procedures and optimisation thereof.</p> <p>Improvement of information support of the activity of local executive bodies. Adjustment of the authority of the local state administrations with account of the post-war needs, optimisation of the structure of oblast and raion state administrations.</p> <p>Conformity of the salaries of the employees of the local state administrations to the scope of their authority.</p>
1.3	Key restrictions (in general, for the defined area):	Difficulty exercising the authority of the public authorities at the local level (OSA, RSA) and local self-government bodies during the martial law, different types of territories (occupied, de-occupied, front-line ones, the ones located in the area of hostilities), limited financing and difficulty funding the authority.

2	<b>Goals, tasks and stages of the Recovery Plan within the direction</b>	Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions; optimising the structure of oblast and raion state administrations; ensuring adequate labour remuneration of the employees of the local state administrations; interaction of the local executive bodies, local self-government bodies and territorial units of the central executive authorities for efficient administration of the territories in the post-war period.		
2.1	<b>Description of issue 1 to be solved in the defined analysis area:</b>	<i>Issue: the authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.</i>		
		<i>Goal: to adjust the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions</i>		
2.1.1	Stages:	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2025	Stage 3: 01/2026–12/2032
2.1.2	Goal to be achieved to solve the issue during each stage:	Determining the powers of oblast and raion state administrations, which are subject to expansion and adjustment in the post-war period, in particular, having due regard to characteristics of regions where the relevant executive bodies operate. Developing the amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant law of Ukraine with the relevant provisions	Exercise of their authority by the local state administrations; ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	The positions of heads of oblast and raion state administrations have been classified as civil service positions, and candidates are selected by their professional abilities. The sustainable process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions, has been introduced. Special attention in training is paid to the security and legal matters for supervision over the legal nature of decisions of the local self-government bodies (LSGBs). The relations between the heads of the LSAs

		prepared on the basis of draft Law No. 4298.		and LSGBs are of a professional and unprejudiced nature, with no impact of party and political factors.
2.1.3	Deadline within the stage:	December 2022	December 2024	February 2026
2.1.5	Measurable goal achievement indicator	Adoption of the respective Law of Ukraine, development of adoption of subordinate acts arising out of the law	The authority of the local state administrations is exercised at the high level in the applicable fields, which satisfies the public needs. The professional qualifications of the employees of the local state administrations are high owing to regular advanced training and other forms of professional training.	Exercise of their authority by the local state administrations, which enables the respective executive bodies to maintain the appropriate quality of the services provided to the public, and support of the security element in each region. Development of proposals on adjustment of the authority where necessary.

2.1.4	Risks related to the goal achievement:	Lack of similar operating experience of local self-government and state authorities on the ground under conditions of the full-scale armed aggression.	Ongoing hostilities, impossibility of determining special characteristics of the territories where the local state administrations exercise their authority (occupied, de-occupied etc.), impossibility of implementation of their authority by the local state administrations in full	Need to adjust the authority	
2.1.6	Total funding requirement for the goal achievement:	0	0	0	
2.1.7	Links between the goal and other directions:	0	0	0	
2.2	<b>Description of issue 2 to be solved in the defined analysis area:</b>	<i>Issue: the structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.</i>			
		Goal: to optimise the structure of oblast and raion state administrations, to ensure proper remuneration of personnel working at local state administrations			
	<i>Stages:</i>	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2023	Stage 3: 01/2026–12/2032	

<p><i>Goal to be achieved to solve the issue during each stage:</i></p>	<p>Developing proposals regarding optimisation of the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories (front-line, support, occupied, de-occupied and other ones) where respective executive bodies exercise their authority; developing proposals on how to achieve conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the martial law in 2022).</p>	<p>Amending the specialised laws of Ukraine; the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been developed. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%</p>	<p>The local state administrations exercise their authority at the high level. Their authority is revised and adjusted where necessary.</p>
<p><i>Deadline within the stage:</i></p>	<p>December 2022</p>	<p>December 2024</p>	<p>December 2026</p>
<p><i>Risks related to the goal achievement:</i></p>	<p>Extension of martial law. Exercise of their authority by the military administrations established on the basis of the local state administrations</p>	<p>Lack of the sustainable element in determination of special characteristics of the regions (due to possible changes in the type of the territory etc.)</p>	<p>Lack of funding</p>
<p><i>Measurable goal achievement indicator</i></p>	<p>The joint coordinated proposals have been developed on the legal and normative acts regarding changes in the structure of the local state administrations, on the legislative acts regarding changes in labour remuneration of the civil servants</p>	<p>Amendments to the specialised legislation</p>	<p>The local state administrations exercise their authority at the high level.</p>

	of the local executive bodies etc., the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been developed; new regional policy projects have been introduced, and the results of their implementation have been determined (based on the data analysis)		
	Total funding requirement for the goal achievement:	0	0 0
	Links between the goal and other directions:	0	0 0
2.3	<b>Description of issue 3 to be solved in the defined analysis area:</b>	Problem: The martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive authorities. Territorial bodies of ministries and other central executive authorities are in the process of constant optimization, which entails the territorial inaccessibility of the state and its services.	
		Goal: to ensure proper interaction of local executive bodies, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period	
	Stages:	Stage 1: 06/2022–12/2022	Stage 2: 01/2023–12/2025
			Stage 3: 01/2026–12/2032

Goal to be achieved to solve the issue during each stage:	Developing the agreed proposals in the field of public authorities organisation at the local level, in particular in terms of changing the powers and tasks of the local state administrations related to coordination of territorial bodies (units) of central executive authorities, ensuring legal nature of the activities undertaken by the local self-government bodies and their officials. Ensuring ultimate transfer from the state to the local self-government bodies as to provision of administrative services to the public. Developing the corresponding draft law or adopting draft Law No. 4298, which contains provisions on the relevant powers and authority of the local state administrations.	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.	The mechanism of state supervision over the lawfulness of the activities of the local self-government bodies enjoys the public trust and allows to timely respond to all possible violations. Most potential violations of the law are remedied at the stage of consultation of the LSGBs and LSAa. Implementing the given powers, their adjustment (where necessary).
<i>Deadline within the stage:</i>	end of 2022	end of 2024	December 2026
<i>Risks related to the goal achievement:</i>	Opposition by the local self-government bodies	Lack of desire to resolve the issue	Opposition by the local self-government bodies, lack of desire to resolve the issue
<i>Measurable goal achievement indicator</i>	Adoption of the applicable Law of Ukraine	Exercise of their authority by the local state administrations, local self-government bodies, territorial departments of the CEA at the high level within their powers.	The mechanism of state supervision over the lawfulness of the activities of the local self-government bodies enjoys the public trust and allows to timely respond to all possible violations. Sustainable interaction of the public authorities and local self-government bodies has been ensured.

<i>Total funding requirement for the goal achievement:</i>	0	0	0
<i>Links between the goal and other directions:</i>			0

<b>3 Current state of implementation of the programme documents relating to the relevant issue in the defined analysis area</b>			
<b>3.1</b>	<b>Title of the programme document</b>	<b>Brief description of the current state</b>	<b>Surname and name of the Group member providing the relevant information</b>
3.1.1.	Concept of Reformation of the Local Self-Government and Territorial Organisation of Power in Ukraine approved by Ordinance of the Cabinet of Ministers of Ukraine No. 333-p of 1 April 2014	It needs to be updated since the condition of the local self-government and territorial organisation of power in Ukraine has changed dramatically; it must be brought into conformity with the present-day challenges (martial law, permanent hostilities, etc.).	0
3.1.2.	Decision of the National Security and Defence Council of Ukraine of 15 April 2021 “On the Measures of the State Regional Policy for Supporting Decentralisation of Power” enacted by Decree of the President of Ukraine No. 180/2021 of 29 April 2021.	Implemented only by one third now	0

3.1.3.	Public Administration Reform Strategy for 2022–2025 approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021	Despite the fact that the Strategy implementation has begun this year, it still needs to be updated.	0
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<b>4</b> <b>Definition of tasks for the achievement of goals from paragraph 2 (for each defined goal)</b>					
0	<b>Goal (from paragraph 2)</b>	<b>Description of the task for the goal achievement</b>	<b>Deadline for the task</b>	<b>Dependence of the task on the tasks within other directions, areas and issues</b>	
0	Stage 1: 06/2022–12/2022				
4.1	<i>[Describe the goal]</i>	<p><i>Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions</i></p>	<p>Task 1. Determining the powers of oblast and raion state administrations, which are subject to expansion and adjustment in the post-war period, in particular, having due regard to characteristics of regions where the relevant executive bodies operate.</p> <p>Developing the amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant law of Ukraine with the relevant provisions prepared on the basis of draft Law No. 4298.</p>	December 2022	Consistently associated with the tasks within goal 3 of this Subtitle

	<p><i>Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations</i></p>	<p>Task 2. Developing proposals regarding optimisation of the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories (front-line, support, occupied, de-occupied and other ones) where respective executive bodies exercise their authority; developing proposals on how to achieve conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the martial law in 2022).</p>	<p>December 2022</p>	<p>Consistently associated with the tasks within goals 1, 3 of this Subtitle</p>
	<p><i>Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period</i></p>	<p>Task 3. Developing the agreed proposals in the field of public authorities organisation at the local level, in particular in terms of changing the powers and tasks of the local state administrations related to coordination of territorial bodies (units) of central executive authorities, ensuring legal nature of the activities undertaken by the local self-government bodies and their officials. Developing the corresponding draft law or adopting draft Law No. 4298, which contains provisions on the relevant powers and authority of the local state administrations.</p>	<p>December 2022</p>	<p>Consistently associated with the tasks within goal 1 of this Subtitle</p>

Stage 2: 01/2023–12/2025					
4.2	<i>[Describe the goal]</i>	<i>Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions</i>	Task 4. Ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	2023	Associated with implementation of tasks 1 and 3 at the first stage (2022)
		<i>Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations</i>	Task 5. Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%	2023	0
		<i>Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period</i>	Task 6. Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.	2023	0
Stage 3: 01/2026–12/2032					

4.3	[Describe the goal]	<i>Adjusting the main powers and authority of oblast and raion state administrations taking into account the needs of the post-war period, in particular those related to reconstruction, social support of citizens and defence capabilities of regions</i>	Task 7. Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities. Introducing the process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	December 2032	0
0	0	<i>Optimizing the structure of oblast and raion state administrations, ensuring proper remuneration of personnel working at local state administrations</i>	Task 8. Revising and adjusting the authority where necessary.	December 2026	0
0	0	<i>Ensuring proper interaction of local executive authorities, local self-government bodies and territorial bodies of central executive authorities for the effective management of territories in the post-war period</i>	Task 9. Maintaining the mechanism of state supervision over the lawfulness of the activities of the local self-government bodies that enjoys the public trust and allows to timely respond to all possible violations. Implementing the given powers, their adjustment (where necessary).	December 2026	0

5	List of national projects aimed at the completion of tasks from paragraph 4 (for the relevant task)										
	Project description for task No. from paragraph 4	Project rationale	Qualitative indicators of the project implementation	Economic effects (impact on the GDP, budget, employment, etc.)	Main responsible public authority	Estimated funding requirement (UAH million)	Proposed sources of funding	Necessary legal framework	Related areas of the EU law (general comment)	Surname and name of the person who submitted the proposal	Project status in the Group
5.1	Determining the authority of oblast and raion state administrations, which is subject to expansion and adjustment in the post-war period (defence, social security), in particular, having due regard to characteristics of regions where the relevant executive bodies operate (for instance, occupied, de-occupied, front-	The authority of the oblast and raion state administrations is imbalanced and imperfect for the post-war challenges.	Amendments to the laws of Ukraine currently in force or using the draft laws developed but not adopted by the Parliament of Ukraine, in particular, adopting the relevant Law of Ukraine with the relevant provisions prepared on the basis of draft Law No. 4298.	Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine	State Budget of Ukraine / International technical assistance	Draft Law of Ukraine "On Amendments to the Law of Ukraine 'On Local State Administrations' and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the Executive Branch in Ukraine" No. 4298 of 30 October					

	line, support ones).					2020 or any other draft law with a similar subject of legal regulation		
5.2	Optimising the structure of the local state administrations by means of the differentiated approach, with account of the type of the territories; achieving conformity of the salaries of the employees of the local state administrations to the scope of their authority; detaching the security sector in the structure of the local state administrations (with account of the experience of the military administrations during the	The structure of the local state administrations and funding of the local executive bodies do not take the post-war challenges into consideration.	The structure of the local state administrations is consistent with the post-war challenges; the salaries of the employees of the local state administrations conform to the scope of their authority; the system for evaluating the performance of local state administrations, which forms the basis of personnel policy, has been	Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine	State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine or Law of Ukraine “On Amending the Law of Ukraine “On the Civil Service” (where respective resolution is adopted)		

	martial law in 2022).	developed. The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%						
5.3	Changing the authority and tasks of the local state administrations as regards coordination of the territorial bodies (departments) of the central executive authorities, ensuring a legal nature of activities undertaken by local self-government	The martial law in Ukraine revealed the imperfections of the system of interaction between the local self-government bodies and local executive authorities. Territorial bodies of ministries and other central executive authorities are in the process of constant	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and	Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Office of the	State Budget of Ukraine / International technical assistance	Draft Law of Ukraine "On Amendments to the Law of Ukraine 'On Local State Administrations' and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the		

	bodies and their officials.	optimization, which entails the territorial inaccessibility of the state and its services.	local executive authorities. The state ensures its physical presence (accessibility) through inspection-type territorial divisions of CEA in each raion.	President of Ukraine		Executive Branch in Ukraine” No. 4298 of 30 October 2020 or any other draft law with a similar subject of legal regulation		
5. 4.	Ensuring the continuous training of employees of the local state administrations in the relevant fields (primarily, as related to defence).	The armed aggression of the Russian Federation against Ukraine requires detachment of the defence direction in the activity of the local state administrations, training of heads of the local state administrations on exercising their authority in the respective field	The professional qualifications of the employees of the local state administrations are high owing to regular advanced training and other forms of professional training.	Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine	State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine		

5.	Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy.	Effectiveness of activities of the local state administrations influences the quality of life in the respective territories. Integral assessment of effectiveness of activities of the local state administrations will enable detecting their weaknesses in advance and adjusting them to ensure optimum work.	The performance of local state administrations is measured exclusively by using specific evaluation system and methodology; performance level exceeds 90%	Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine	State Budget of Ukraine / International technical assistance	Resolution of the Cabinet of Ministers of Ukraine		
5.	Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities. Introducing the	The positions of heads and deputy heads of the local state administrations do not currently pertain to civil service, candidates for respective offices are elected without due regard to	If the positions of heads and deputy heads of the local state administrations are referred to civil service, it will enable public professional selection of	Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine shall, Ministry for Communities and Territories Development, Ministry of Reintegration of	State Budget of Ukraine / International technical assistance	Law of Ukraine "On Amending the Laws of Ukraine 'On Civil Service', 'On Local State Administrations'"		

	process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	their professional qualifications, and the selection process is quite private.	candidates for respective offices.	Temporarily Occupied Territories of Ukraine, Ministry of Defence, Office of the President of Ukraine			
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6 Necessary legal framework						
Subp aragr aph No. of para grap h 4	Title of the legal and normative act for the task from paragraph 4	Contents of the development of/ amendments to the legal and normative act	Public authority responsible for the development of/ amendments to the legal and normative act	Deadline for development	Final date of entry into force	Status of the legal and normative act
1.1	Draft Law of Ukraine No. 4298 of 30.10.2020 “On Amendments to the Law of Ukraine ‘On Local State Administrations’ and Other Legislative Acts of Ukraine as Regards the Reforming of Territorial Organisation of the Executive Branch in Ukraine”	Establishing a system of public authorities responsible for ensuring a legal nature of activities undertaken by local self-government bodies and their officials, and ensuring the coordinated work of local self-government bodies and local executive authorities. Transferring the authority as to provision of administrative services to the public from the state to the local self-government bodies.	People’s Deputies of Ukraine, Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development of Ukraine, Office of the President of Ukraine	2022	December 2022	registered draft Law
1.2.	Adoption of the resolution of the Cabinet of Ministers of Ukraine	Developing a system for evaluating the performance of local state administrations, which forms the basis of personnel policy.	Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development of Ukraine, Office of the President of Ukraine	2023	December 2023	under development
1.3	Draft Law of Ukraine “On Amending the Law of Ukraine ‘On Local State Administrations”	Classifying the positions of heads of oblast and raion state administrations and their deputies as civil service positions, ensuring their selection by professional abilities.	Cabinet of Ministers of Ukraine, Ministry for Communities and Territories Development	2032	2032	at the initiative stage

		Introducing the process of professional selection of candidates to the personnel reserve (pool) for the positions of heads of OSAs and RSAs, followed by special training for the relevant positions.	of Ukraine, Office of the President of Ukraine			
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