Reforms Governance and Monitoring Framework in UKRAINE

29 October 2015, #NECBangkok
Reforms.in.ua
Ukraine has a broad reform agenda and necessary tools to effectively drive it.

### 5 Strategic Documents
1. EU-Ukraine Association Agenda
2. Strategy 2020
3. Coalition Agreement
4. Ukraine-IMF Memorandum
5. 2015 Government Program Plan

### 18 Key Reforms
- Anticorruption
- Judiciary
- Decentralization
- Public Administration
- Deregulation
- Law Enforcement
- National Security & Defence
- Public Health
- Taxation
- Energy
- Popularization Of Ukraine
- Agriculture
- Education
- State Owned Enterprises
- Financial Sector
- Constitutional
- Electoral
- Public Procurement

### Reforms governance & coordination
- President of Ukraine
- Cabinet of Ministers of Ukraine
- Head of the VR, heads of committees
- Representatives of civil society
- National Reforms Council
- National Bank of Ukraine

### Reforms Monitoring Framework
Coalition of governmental, civil society and international stakeholders joined efforts to develop the monitoring framework.
Monitoring framework is essential NRC’s tool to identify hurdles and optimize solutions

Mapping of commitments from 5 strategic documents

3 groups of indicators

I. Operational. Tasks performed according to plans, even without tangible results

II. Impact. Changes occurred

III. Perception. Reforms assessment and evaluation by experts and society

18 scorecards
Indicators are divided into three main groups to ensure complex evaluation

**Operational indicators** – to ensure that the work is performed according to the plan while the real results can not yet be seen. Operational indicators determined on a **annual basis** and measured on a **quarterly basis**.

*Example: Whether a detailed work plan was drawn up, laws adopted, institutions established, etc.*

**Impact indicators** – to understand how Ukraine has changed because of certain reforms. Object indicators determined **once** at the beginning of the reform and measured **annually**.

*Example: Changing the position of Ukraine in the global rankings: Rating Ease of Doing Business, the Global Competitiveness Index, etc. Deregulation reform: the number of canceled regulations among those to be canceled; number of liquidated regulatory bodies among those subject to liquidation, etc.*

**Perception indicators** – to understand how society perceives success of the reforms. Perception indicators determined **once** at the beginning of the reform and measured on a **quarterly basis** (through sociological surveys) or **monthly** (through expert interviews).

*Example: Evaluation obtained in the course of sociological research on a representative sample of citizens (eg, public confidence in the militia, the courts, the army; national pride of the country, etc.).*
PERCEPTION

IMPACT

RESULTS

PAR & Civil service reform

OPERATIONAL

Civil service law adopted
Local self-gov law adopted
Civil service register created
Changes to laws on CMU and GOV agencies adopted
Changes to Cabinet Rules of procedure adopted
Sublaw on distribution of competences of agencies adopted
Laws on administrative services decentralization
Law on administrative service fees
Law on administrative procedure
Performance criteria for civil servants

Green: 18%
Yellow: 9%
Red: 6%

20% 2Q 2015 PROGRESS

Number of agencies and budget expenditure reduced
Senior civil service commission launched
Redundant functions reduced
Merit based selection introduced
Performance appraisals launched
Average salary discrepancy
Salary growth
Ukraine’s governance ranking (WB)

70%
70%
10%
20%
0%
20%
20%
0%

70% managers
Senior civil service commission launched
Redundant functions reduced
Administrative service centers assessed
% administrative services reduced
Average salary discrepancy
Salary growth

NGO, business satisfied by openness of decision-making
Citizens positively assess GOV work
80% respondents assess admin service centers positively

Ukraine in top-40 WEF
% published Cabinet draft decisions
Civil service is perceived as open and effective

PAR positively

% respondents assess PAR positively

Civil service reform: draft law on civil service was registered in the Parliament but needs changes. Schedule of review by committees not published. Reform of Cabinet of Ministers and central executive agencies: draft laws have not been submitted. No responsibility assigned. Functional reviews not launched. Actual reduction of agencies/functions is not measured. Actual reduction of budget expenditure not published.

REFORM OBJECTIVE:

To build a transparent system of governance
Ensure professionalism and effectiveness of Civil Service
Establish efficient, transparent structure of PA, able to produce and implement a coherent national policy aimed at social sustainability and adequate response to internal and external challenges.

GENERAL ASSESSMENT OF PROGRESS - 20% (LESS THAN EXPECTED).

Civil service reform: draft law on civil service was registered in the Parliament but needs changes. Schedule of review by committees not published. Reform of Cabinet of Ministers and central executive agencies: draft laws have not been submitted. No responsibility assigned. Functional reviews not launched. Actual reduction of agencies/functions is not measured. Actual reduction of budget expenditure not published.
I. Identify “the reds”

II. Debottleneck

The “REDS”

Civil service register created

Changes to Cabinet Rules of procedure adopted

Law on distribution of competences of GOV agencies adopted

Performance criteria for civil servants

NRC discussion

Donors support

Public demand
<table>
<thead>
<tr>
<th>Scorecard Status</th>
<th>Monitoring of reforms (3Q 2015)</th>
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<tbody>
<tr>
<td></td>
<td>Anticorruption</td>
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<td>DEREGULATION</td>
<td>Law enforcement</td>
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<td>Education</td>
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<td>Ukraine's</td>
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<td>Sector</td>
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<td>Management</td>
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Legend:
- Green: In line with the schedule
- Yellow: Slightly behind the schedule
- Red: At risk
As of 3Q 2015 perception indicators were added and analyzed...

...to show that some of the government plans are either not ambitious enough or poorly communicated

2/3 of respondents negatively perceived pace of reform (according to TNS Survey “Perception of Reforms Implementation in Society”, September 2015)
WEB version of Scorecards available at reforms.in.ua

**OVERALL DESCRIPTION OF REFORM IMPLEMENTATION**

- The main national program document in the anti-corruption sphere was approved – State program on Anti-corruption Strategy implementation 2015-2017.
- Two main state institutions created by laws: National Anti-corruption Bureau (NAB) and National Agency for Preventing Corruption (NAPC).
- The Head of NAB was selected at an open competition, first group of detectives started 5-week training program. Selection of NAPC members was started in September and shall be finished by the end of October 2015.
- The Anti-corruption prosecutor office has not been created yet, which is necessary for NAB to start investigations.
- A range of anti-corruption laws has been approved, but some legislative acts are still being developed or discussed – regarding setting up of state supervisory authority in the area of information access and verification of the integrity of civil servants. The draft law on financing of political parties has successfully passed the first reading in the Parliament.

### Tasks:

<table>
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<tr>
<th>Tasks</th>
<th>Outcomes</th>
<th>Perception</th>
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<tr>
<td>Reformed system of financial control of assets and incomes of public officials is launched</td>
<td>Anticorruption Bureau has finalized investigations; at least 20% of assets under arrest are confiscated, including assets located abroad (after the Bureau has been launched).</td>
<td>Transparency International Corruption Perception Index ranking of Ukraine grow significantly and approaching the target</td>
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<td>Legislation on financing of political parties and election campaign is reformed, foreseeing public financing of political parties</td>
<td>All declarations of public officials have been verified according to the Law on Prevention of Corruption</td>
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<td>Draft law on access to publicly important information in open data format is adopted</td>
<td>Group of Countries against Corruption (GICD) positively assessed situation in Ukraine regarding the level of corruption</td>
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<td>National Agency for Prevention of Corruption is launched and functioning</td>
<td>Level of trust in NABU</td>
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### Outcomes:

- Draft law on integrity checks of public officials is adopted
- E-government services are available in open data format (government websites).
- Institutions are available on web portal in the scope defined by Cabinet of Ministers and in the format, which is available for free access and processing.
Thank you