

Institution Building Days

Support to Public Administration Reform in Ukraine



STRONGER TOGETHER

Political context

Ukraine's public administration over the last 20 years

- underskilled, underpaid, overstaffed
- gender imbalance (women among staff: 75%, at decision-making-level: 13%)
- Inefficient institutional setup
- Legalistic instead of strategic approach to policymaking

Political context (continued)

Government commitment as of 2015 allowed for real engagement

- Civil Service Law adopted in 2015
- PAR Strategy and implementation Plan Adopted in 2016 (to be implemented until 2020)

The full transformation of the public administration and upskilling of civil service is a **long-term process**

PAR Strategy and Action Plan

Strategic framework

- *Leadership, commitment & involvement; communication; baseline assessment*

Strategic planning, policy development and coordination

- *Strengthening center of government and better policy making*

Public service and Human Resources Management (HRM)

- *Salary reform; gender balance; merit-based recruitment & career development; rightsizing*

Accountability – organization, transparency, oversight

- *Better institutional structure and interplay*

Administrative service delivery – administrative procedures, reduction of administrative burden, quality of services, e-government

- *Better and more efficient services*

Public financial management

- *Dedicated strategy and EU support*

A comprehensive EU support package

- **Budget Support – €90 million untargeted support**
- **Technical assistance and Twinning – €14 million**

Aims:

- *Help build a professional, performing, merit-based and depoliticised civil service*
- *Assist with the steering and implementation of the institutional reorganisation*
- *Contribute to enhancing the quality of policymaking*

- + **Ukraine Stabilisation and Sustainable Growth Multi-Donor Account** to finance temporary reform support architecture
- + Development of **Human Resources Management Information System**
- + short-term strategic advice
- + short-term recruitment and communication support

Key jobs: Reform Support Positions (RSPs)

- New network of cadre serving throughout Ministries, core agencies for PAR (Civil Service Agency and E-Governance Agency) and units of the centre of Government
- Civil servants constituting building blocks of new ministerial structure reorganised along the concept of policy Directorates General (DG)
- DGs' main task: design and implement reform strategies, including those necessary for AA implementation

Key people: Reform support teams (RSTs)

- Ukrainian professionals from outside the public administration
- Provide targeted temporary expert support to ministries, without substituting the existing civil service
- Assist with the implementation of 1) sector reform and strategies and 2) reorganisation of Ministries
- RSTs can be in place for up to 2 years; expected to apply for Reform Support Positions later
- Ministries can apply for RSTs on the basis of well-developed sectoral reform and institutional restructuring plans
- Ministry of Infrastructure, Ministry of Agrarian Policy, Ministry of Finance, Ministry of Economic Development and Trade, Ministry of Regional Development, Ministry of Ecology already have an RST

Key structure: Reform delivery office (RDO)

- Body attached to the Cabinet of Ministers, coordinated by the Prime Minister and headed by the Minister of the Cabinet of Ministers
- Development and implementation of the annual government reform plan
- Overall coordination and ensuring consistency of reform delivery across the government
- Particular emphasis on the implementation of PAR

Key experience: Strategic Advisory Group (SAGSUR)

- Provides strategic advice to the Ukrainian President and Prime Minister
- Based on international first-hand experience and best practice
- Advice provided by SAGSUR feeds into the work carried out by the other reform bodies
- Team led by Ivan Mikloš, former Deputy Prime Minister and Minister of Finance of Slovakia

Synergy in practice

- **Ministry of Agrarian Policy**

- *Reform Support Team*
- *Competitions + recruitment of RSPs ongoing*
- *2 Twinning projects on SPS and Plant Health*
- *3 ongoing TA contracts on Agricultural Policy, Food Safety and Geographical indicators*

- **Ministry of Infrastructure**

- *Reform Support Team*
- *Competitions + recruitment of RSPs ongoing*
- *2 Twinning projects on transport of dangerous good and model of rail transport service*
- *2 ongoing TA contracts on AA implementation and infrastructure management cycle*

TAIEX support

Expert Mission on the Management of the System for Professional Training of Civil Servants (UK) in March 2017:

- professional development standard of civil servants
- training needs assessment
- network of educational institutions
- funding mechanisms for professional training system

Six core areas defined by Principles of Public Administration

**Policy
development
and
co-ordination**

**Public service
and human
resources
management**

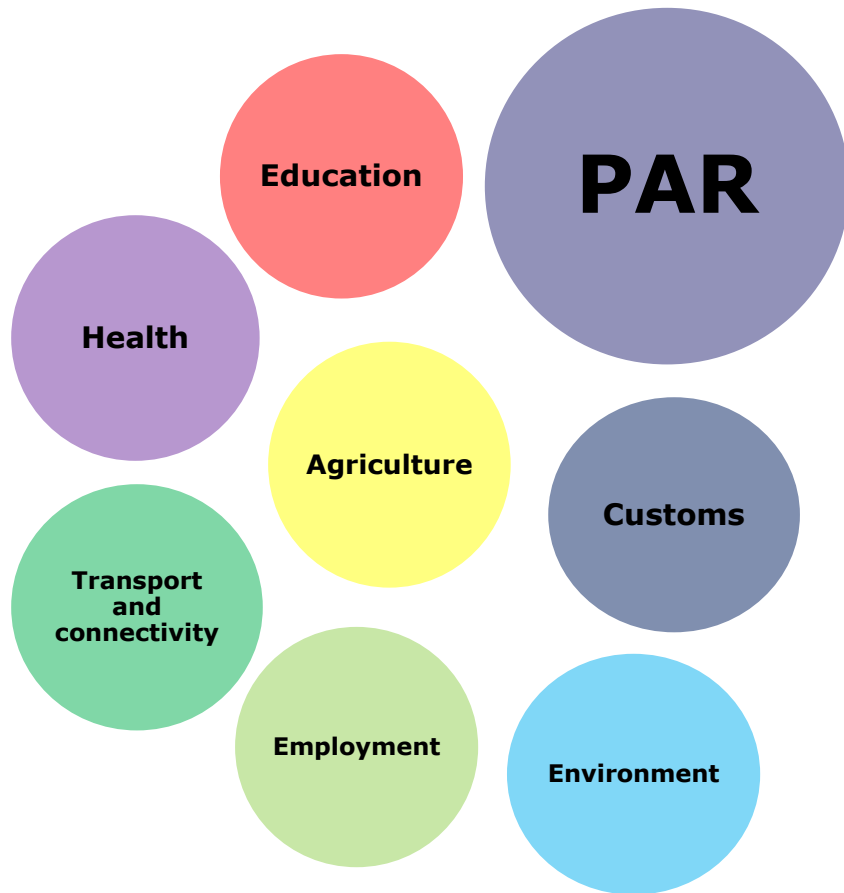
Accountability

**Service
delivery**

**Public
financial
management**

Strategic framework of public administration reform

Old approach



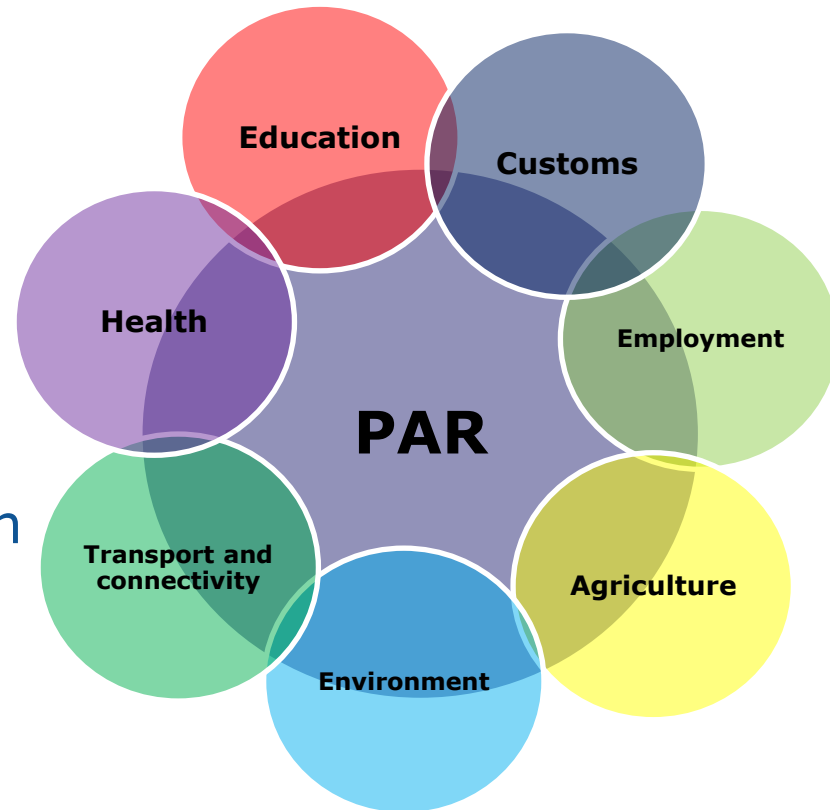
New approach



**Requirement since adoption of
the new 2017 Twinning manual**

PAR mainstreaming

- (Sector) policy planning
- Sector strategy preparation
- Monitoring and reporting on implementation of policies
- Policy /law making procedures
- Human resources management
- Recruitment/ dismissal policy
- Remuneration of public servants
- Transparency/access to information
- Administrative procedures
- IT systems
- Budgeting procedures
- Capital investment planning
- Accountability /internal control
- Public procurement



Contribution by Twinning projects

1. Development of sector policies (strategies, action plans)
2. Development of new legislation or amendments
3. Development of service delivery legislation (administrative procedures)
4. Setting up or supporting agencies or (semi) independent organisational structures
5. Training of civil servants
6. HRM related issues in a sector (e.g. preparation of procedure guidelines)
7. Development of IT systems and websites

PAR implementation impact in 2017

- Recruitment of new staff
- Internal reorganisation
- Need for staff training
- Better inter-ministerial and donor coordination
- Alignment with ongoing PAR
- New Twinning fiches under new Twinning Manual