

NATIONAL REFORM COUNCIL



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

>>>

18 Key Reforms

>>>

Reforms governance & coordination

I EU-Ukraine Association Agenda

II Strategy 2020

III Coalition Agreement

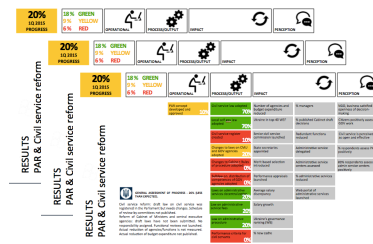
IV Ukraine-IMF Memorandum

V 2015 Government Program Plan

- 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 Monitoring Framework





Coalition of governmental, civil society and international stakeholders joined efforts to develop the monitoring framework

Project Management Office for Reforms
(supported by EBRD)

Reforms Task Forces
(include Ministry, Parliament, Presidential Administration representatives)



Experts PwC



NATIONAL REFORM COUNCIL SECRETARIAT



EU Delegation to Ukraine



UK Government
(UK-UA Program: Reform Support in Ukraine)



Monitoring framework is essential NRC's tool to identify hurdles and optimize solutions

Mapping of commitments from 5 strategic documents

1. Оновлення влади та антикорупційна реформа

- Програма КМУ в частині антикорупційної політики включає реформи, які у КЗ відносять як окремі реформи (антикорупційна, реформа правосуддя, реформа прокуратури, реформа судової влади)
- Підходи до реалізації антикорупційної реформи та політики КМУ в частині прозорості вкриті в цілому є ідентичними.
- КЗ передбачає п'ять нових індикаторів, також як переліки на добросовісність, "чідкрані дані", які не відображені в Програмі КМУ.

Висхідна частина	Програма документів КМУ
<p>1. Оновлення влади та антикорупційна реформа</p> <ul style="list-style-type: none"> 1.1. Антикорупційна реформа 1.2. Реформа правосуддя 1.3. Реформа прокуратури 1.4. Реформа судової влади 	<p>1. Антикорупційна реформа</p> <p>2. Реформа правосуддя</p> <p>3. Реформа прокуратури</p> <p>4. Реформа судової влади</p>
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3 groups of indicators



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

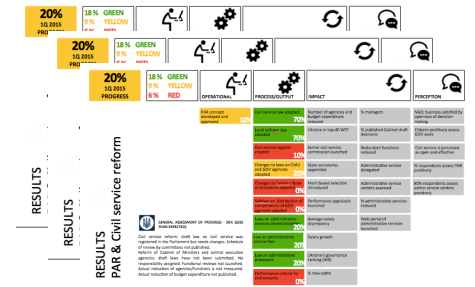


II. Impact. Changes occurred



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

18 scorecards





Indicators are divided into three main groups to ensure complex evaluation

OPERATIONAL



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



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



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.).



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.

18 % GREEN 9 % YELLOW 6 % RED	 OPERATIONAL	 IMPACT	 PERCEPTION	
20% 2Q 2015 PROGRESS	Civil service law adopted 70%	Number of agencies and budget expenditure reduced	% managers	NGO, business satisfied by openness of decision-making
	Local self-gov law adopted 70%	Ukraine in top-40 WEF	% published Cabinet draft decisions	Citizens positively assess GOV work
	Civil service register created 10%	Senior civil service commission launched	Redundant functions reduced	Civil service is perceived as open and effective
	Changes to laws on CMU and GOV adopted 20%	State secretaries appointed	Administrative service delegated	% respondents assess PAR positively
	Changes to Cabinet Rules of procedure adopted 0%	Merit based selection introduced	Administrative service centers assessed	80% respondents assess admin service centers positively
	Sulblaw on distribution of competences of agencies adopted 0%	Performance appraisals launched	% administrative services reduced	
	Laws on administr. services decentralization 20%	Average salary discrepancy	Web portal of administrative services launched	
	Law on administrative service fees 20%	Salary growth		
	Law on administrative procedure 20%	Ukraine's governance ranking (WB)		
	Performance criteria for civil servants 0%	% new cadre		

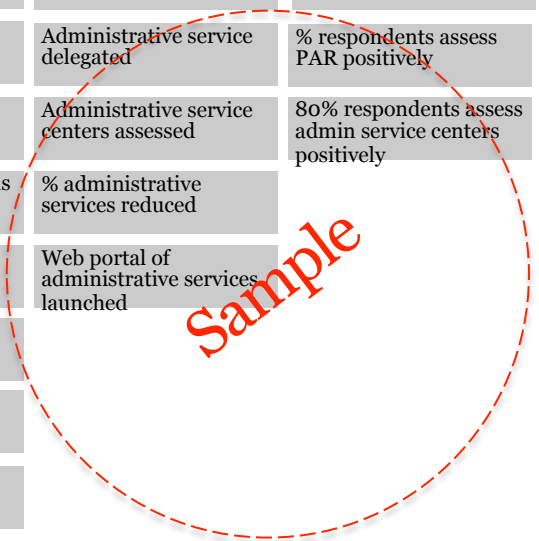


GENERAL ASSESSMENT OF PROGRESS - 20% (LESS THAN EXPECTED).

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.

RESULTS

PAR & Civil service reform





Scorecard answers 2 questions: What blocks us? How do we fix it?

I. Identify “the reds”



REFORM OBJECTIVE:

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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.

18% GREEN
13% YELLOW
6% RED

20%
Q1 2015 PROGRESS

OPERATIONAL	IMPACT	PERCEPTION
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Law on administrative law 20%	Salary growth	
Law on administrative procedures 20%	Ukraine's governance ranking (WGI)	
Performance criteria for civil servants 0%	% new cadre	

GENERAL ASSESSMENT OF PROGRESS: 40% (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.

RESULTS PAR & Civil service reform

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

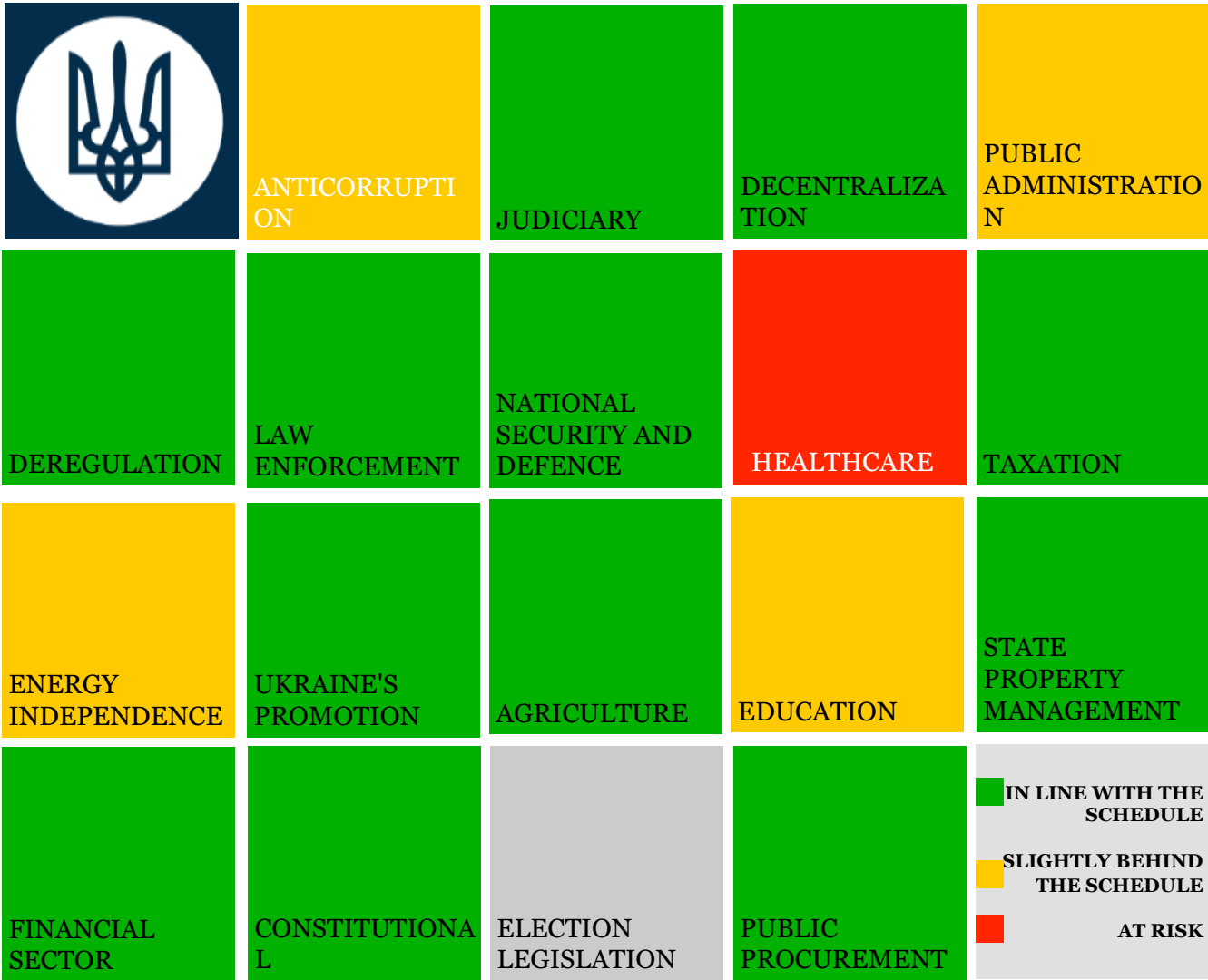
NRC discussion

Donors support

Public demand



Scorecard Status



Monitoring of reforms (3Q 2015)



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)

Scorecard Development
Status

	 ANTICORRUPTION	 JUDICIARY	DECENTRALIZATION	 PUBLIC ADMINISTRATION
DEREGULATION	 LAW ENFORCEMENT	NATIONAL SECURITY AND DEFENCE	HEALTHCARE	 TAXATION
ENERGY INDEPENDENCE	UKRAINE'S PROMOTION	AGRICULTURE	EDUCATION	 STATE PROPERTY MANAGEMENT
 FINANCIAL SECTOR	CONSTITUTIONAL	ELECTION LEGISLATION	PUBLIC PROCUREMENT	<ul style="list-style-type: none"> IN LINE WITH THE SCHEDULE SLIGHTLY BEHIND THE SCHEDULE AT RISK

Monitoring of reforms
(respect for deadlines indicated by colors)



WEB version of Scorecards available at reforms.in.ua

www.reforms.in.ua/en/reforms/anti-corruption-reform

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ANTI-CORRUPTION REFORM

Responsible for the Reform: **Pavlo Petrenko**
Project manager contacts: **Ihor Goncharenko**
e-mail: igor.goncharenko@reforms.in.ua

Progress in Tasks completion for 2015

45 %

FOR 9 MONTHS

LAST UPDATE: 01.10.2015

- On the schedule
- In the risk zone
- Significantly behind the schedule
- Not evaluated

PROGRESS MONITORING
PASSPORT
REFORM IN KEY DOCUMENTS
ABOUT REFORM
REFORM TASK FORCE
NEWS

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:			Outcomes:		
State Programme for implementation of 2014-2017 Anticorruption Strategy is approved	100%	Reformed system of financial control of assets and incomes of public officials is launched	0%	Anticorruption Bureau has finalized investigations; at least 20% of assets under arrest are confiscated, including assets located abroad (after the Bureau been launched)	0%
National Anticorruption Bureau is launched and functioning	75%	Legislation on financing of political parties and election campaigns is reformed, foreseeing public financing of political parties	50%	All declarations of public officials have been verified according to the Law on Prevention of Corruption	0%
Specialized Anticorruption Prosecution is launched and functioning	0%	Draft law on access to publicly important information in open data format is adopted ; independent state supervisory body for access to public information identified	75%	Web portal of open data functions. Public data are available on web portal in the scope defined by Cabinet of Ministers and in the format, which is suitable for free access and processing	0%
National Agency for Prevention of Corruption is launched and functioning	38%	Draft law on integrity checks of public officials is adopted	25%	Following registers are available in open data format and updated on a regular basis: 1) Unified register of	

Perception:

- Transparency International Corruption Perception Index ranking of Ukraine grew significantly and approaching the target
- Group of Countries against Corruption (GRECO) positively assess situation in Ukraine regarding the level of corruption 83%
- Level of trust in NABU
- Share of respondents who had experience of bribery (were solicited for a bribe or offered/gave a bribe)
- Society evaluates anticorruption efforts as effective

Thank you



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