

CIDS COMMENTS TO ANALYTICAL STUDY

with conclusions and recommendations provided to public authorities aimed at improving decision-making procedures in the field of public policy-making in both the executive and legislative branches

The study was conducted by the National Agency of Ukraine on Civil Service and the Center for Adaptation of the Civil Service to the Standards of the European Union to implement measure 2.2.4.1.1 of the State Anti-Corruption Programme for 2023–2025 approved by Resolution of the Cabinet of Ministers of Ukraine No. 220 of 4 March 2023

A) General comments

CIDS has analysed the study with as much thoroughness and objectivity as we have been able to, especially the executive summary and the conclusions and recommendations, and our preliminary inferences are as follows:

1. The study represents a milestone in introducing in Ukraine evidence-based policy analysis to design public policies.
2. It relies on a very powerful tool such as comparative research on how policy analyses are carried out in the European Union institutions as well as in some European countries and beyond, as it also looks into the ways policy analysis is done in OECD countries.
3. The study captures well the “state of the art” in policy making in Europe and OECD countries and offers plenty of leads to further researching the topic.

B) Specific comments

CIDS would like to draw attention to the fact that the study makes very well the liaison between policy making and Regulatory Impact Assessment (RIA), which is a promising development. The study, however, falls short when it comes to proposing increasing the institutional capacities for policy making and policy analysis, which would require a comprehensive strategy and detailed action plan. Nevertheless, CIDS understands that this will come later once the study, along with its conclusions and recommendations are validated by the government.

In this regard, it is worth mentioning that the most successful policy making capacities that have been developed in Western countries emanate in no small measure from international institutions, especially the OECD and the European Union. Tools such as high-level performance statistics have been of utmost importance.¹ An overview of the

¹ Caroline de la Porte et al., Introduction in: Successful Public Policy in the Nordic Countries. Edited by Caroline de la Porte et al., Oxford University Press. © Caroline de la Porte et al. (2022). <https://library.oapen.org/handle/20.500.12657/60762>. DOI: 10.1093/oso/9780192856296.001.0001. The book tells 23 stories of iconic public policies that 'worked', that delivered public value, received broad political and public support, and have remained viable for decades.

large efforts of the OECD in developing Regulatory Impact Assessment (RIA) tools can be seen at <https://www.oecd.org/gov/regulatory-policy/ria.htm>.

CIDS experts have been involved in developing policy analysis and RIA on civil service reforms in countries such as Estonia (State Chancellery, 2006), Romania (National Agency of the Civil Servants, 2016)) and in training high level officials on policy making at the Ministry of Defence in Ukraine (2020). Therefore, CIDS could assist in developing this public governance tool in Ukraine together with the National Agency of Ukraine for Civil Service (NAUCS).

The Ukrainian government should consider:

- Creation of professional, well-trained policy analysis units at each ministry and, if possible, at the parliament with the responsibility for ensuring data and evidence-based policy analysis and objective regulatory impact assessment.
- Introducing in public management schools and universities ambitious training programmes on policy analysis and RIA.
- Review and enhance the centre of the government, i.e. the support structure serving the highest level of the executive (Presidential administration and Cabinet of Ministers) to ensure policy coherence and overall strategic direction of sectoral policies.
- Review and assess the current legal framework of Ukraine for policy making and RIA.

Kyiv, 29 April 2024